

# DTCE

Devolution Trust for Community Empowerment



# 2013

ANNUAL REPORT



[WWW.DTCE.ORG.PK](http://WWW.DTCE.ORG.PK)



# PREFACE

With the end of year 2013, I proudly present to you the DTCE Annual Progress Report 2013. 2013 commemorates completion of ten years since DTCE marked its footings in Pakistan. In spite of challenging dynamics and situational sensitivities DTCE has been able to perform at the optimal level. Overall, the whole decade including this year, DTCE through its multiple programs, projects and interventions has helped serve a bridge between the citizens and the state. DTCE would like to eulogize continued support of its donors and partners that has paved the way towards community empowerment and good governance, and helped DTCE to become a key enabler in front of all stakeholders.

This position of excellence could not have been possible without the hard work, dedication, innovation and passion of my team members so I would like to take this opportunity to thank them. DTCE counts the most on this asset, its people who have proved it right that nothing is impossible, if will is tied to a good method. Throughout the country, in remote areas, with limited resources, harsh weather and unpredictable security conditions, our team kept striving day and night to prove the commitment towards their goal. My people at DTCE are time tested, highly specialized and ready to work under any circumstances which makes us undertake diversified projects across the country.

On behalf of my team, I would like to pay my respect and gratitude to the never ending support provided by the Federal, Provincial and Local Governments as well as CIDA, DFID, GIZ, JICA, Kingdom of Netherlands, Royal Norwegian Embassy, UNDP, UNWOMEN, USAID, and other donors. Our dedicated partner civil society organizations, press clubs and bar associations in all our target areas had a special role in making this work possible. It is because of their trust and confidence in DTCE, that we had been able to achieve so much. We at DTCE wish and hope that this relationship further strengthens and the gracious support never ends.

The challenges no wonder are many, but with the proven performance, I am sure, DTCE would excel in the future also to achieve what it stands for; empowering community, improving governance, and making Pakistan a better place to live and prosper.

**Syed Mushir Hasan Naqvi**  
Chief Executive Officer

# CONTENTS

## EXECUTIVE SUMMARY 6

## Section 1: DECADE OF SERVICE, SUCCESS AND ACHIEVEMENTS 7

DELIVERING BY INSPIRING	8
DTCE OUTREACH	15
DTCE LEGAL & ADMINISTRATIVE SETUP	15

## Section 2: STRATEGIC ROLE AND SIGNIFICANCE 19

18th AMMENDMENT AND ITS IMPLICATIONS	19
DTCE: COMMITTED TO EMPOWER CIVIL SOCIETY	20
DTCE's ALIGNMENT WITH DONOR PRIORITIES	20

## Section 3: PROGRAMS AND OUTPUTS 23

DTCE INTERVENTIONS	23
KEY FOCUS AREAS AND TECHNICAL EXPERTISE	23
PROJECTS AT A GLANCE	23
PUBLIC SAFETY AND JUSTICE PROGRAM (PS&JP) IN MALAKAND DIVISION	23
ADVOCACY FOR EFFECTIVE IMPLEMENTATION OF FRONTIER CRIME REGULATIONS (FCR) IN BAJAUR	26
SUPPORTING WOMEN'S CNIC REGISTRATION CAMPAIGN IN SELECTED DISTRICTS	28
CIVIC AND VOTER EDUCATION PROJECT FOR PROMOTING PARTICIPATION OF FEMALES AND YOUTH IN GENERAL ELECTIONS IN KP	30
COMMUNITY POLICING UNDER STRENGTHENING RULE OF LAW PROGRAM (CP-SRLMP) IN MALAKAND	34
RESEARCH ON GOVERNMENT OFFICIALS SURVEY ON ADMINISTRATIVE, TAX AND GENDER REFORMS IN KHYBER PAKHTUNKHWA	36
DTCE CELEBRATING ITS PEOPLE...	38

## FINANCIALS 39



# EXECUTIVE SUMMARY

2013 again proved to be a remarkable year that enhanced the portfolio of DTCE and its service offerings in Pakistan. Despite unabated political, legal, social and administrative challenges, DTCE made significant contributions through various programs and interventions. Owing to its successful design and implementation model, DTCE continues to occupy a unique position in local governance and development landscape. Significant contributions were made across all thematic areas while modifying the design and implementation of its model, without losing sight of its original vision and purpose. Moreover, the alignment with development and governance priorities of international donors and Government was ensured at each step. The achievements have been tremendous as much more than expected was done and goals were met. Like any other, this year had been challenging enough, leaving behind some good practices, lessons learned and experiences to the credit of DTCE. While civil unrest, extremism, terrorist activities, and lack of nation's trust in government bodies and systems have been amongst the most perplexed factors, DTCE took advantage of its technical expertise, diligence and commitment to its vision and mission. The overall mandate for DTCE stands very crisp and clear. It encompasses a set of efforts directed towards the creation of an enabling environment for citizen participation and community empowerment. The result is development of national machinery whereby government and civil society work together promoting citizen engagement at every step.

The year was also marked by the biggest national event i.e. General Elections 2013. DTCE played its due role in

voter education, bringing new voters out of their homes to the polling booths, and making the process smoother and successful. Building on truthfulness, hard work and dedication of its team, good performance was sustained that has led to new opportunities.

Throughout this time period, the main focus of work has been community engagement and liaison building between the civil society and government bodies. Designed carefully and strategically, all the interventions were well knitted with DTCE's aims and objectives. Operating under frequently changing security conditions, and dealing with society's weak trust in the government appeared as a big question mark. But failing and letting go under turmoil has never been an option for DTCE. The organization cashed upon its social mobilization techniques, study researches, community dialogues, open forum discussions and excessive capacity building sessions to bridge the seemingly never ending gaps between the society and government.

DTCE, in its efforts towards gender equality, extended its support for endeavors such as Gender Equity Program's campaign for registration of Women CNICs as a step towards delivery of women's rights in the most remote areas of the country. Planning, monitoring and coordination support was provided throughout the campaign in all four provinces as well as Azad Jammu and Kashmir and Gilgit Baltistan to ensure achievement of registration targets. Success stories, case studies and lessons learnt were also prepared to aid future programming.

DTCE continued its interventions under Public Safety & Justice Program (PS&JP), aimed at making the relevant local service providers responsive to communal concerns by strengthening existing legal structures and systems. Community perceptions about police performance are not very high, so through the interventions an environment of trust and comfort was developed. Both the community and police were brought together in close coordination via dialogues and trainings. This created an environment where community perceptions about the effectiveness of the local police department enhanced police performance. The program works as a stimulus for individual and institutional professional

responsiveness towards its citizens by prioritizing community concerns.

Under Public Safety and Justice Program, Malakand region has attracted much of DTCE's attention. A prime reason for that is the military operation undertaken in the region. Most of the districts of Malakand Division bore the brunt of the military operation and subsequently suffered infrastructural, livelihood and economy damage resulting into IDPs. The overall situation also impacted the functioning of Local government institutions, civil society organizations, judiciary and the security apparatus. DTCE crafted a strategy for sustainable development and strengthening rule of law for the region. The concept of community policing was also introduced recognizing the importance of Public Safety & Rule of Law, Access to Justice, Legal Support and Alternate Dispute Resolution. Therefore, these areas have been key focus of DTCE interventions in the region. The approach coincided with the SRLMs methodology of working with the formal justice agencies such as the Police at the local level. The project serves as the pilot phase of the community policing concept in Malakand Division. The interventions were targeted in Police Stations and DPOs of PCRP and PS&JP Malakand, Balochistan and Haripur District. These include:

<b>Balochistan</b>	<b>Haripur</b>	<b>Malakand</b>
PS- 7	PS-11	PS-34
DPO-7	DPO-11	DPO-5
		DC-1
<b>Total</b>		
PS -52		
DPO's-14		
DC/Commandant Levies--1		

Under the UNDP funded "Advocacy for Effective Implementation of Frontier Crime Regulations (FCR) in Bajaur" project was initiated in September 2012, DTCE focused on community dialogues, meetings with Jirgas, and establishment of One Window Operation (OWO) to provide an opportunity to the civil society to access all sorts of information on FCR.

In addition, DTCE initiated a research regarding the GIZ Program "Support to Good Governance in Pakistan" focused in Khyber Pakhtunkhwa. The research was basically an organized effort to assess the perception of civil society regarding the capability of the state to fulfil its governance functions related to the thematic areas of administration, taxation and prevention of violence against women. The research assignment was designed to conduct a baseline survey to acquire perceptions of citizens and selected local government officials in Malakand Division. This has enabled to build a data of information related to public municipal services, mobilization of local revenues and violence against women where existing data is scarce and hard to find.

2013 was a year of achievements and opportunities. A careful blend of hard work, knowledge, planning and implementation, proved to be a success at one end, and raised the bars of performance at the other. All the activities were designed in accordance with the company's mission and vision, nevertheless, an ulterior motive of community empowerment and good governance has always been there. DTCE with its unique set of ideas and innovations keeps building its institutional strengths. This has helped DTCE in paving ways for smooth implementation of the 18th amendment to the constitution.

# Section

## DECADE OF SERVICE SUCCESS AND ACHIEVEMENTS

The end of 2013 marks 10 successful years of DTCE's operations in Pakistan. Since its inception in July 2003, DTCE has been committed to empower communities of proactive citizens engaged in self-development. From 2003 to 2013, the journey has not been very smooth, exacerbated by uncertain security conditions, terrorism and sectarian extremism, unstable governance, lack of nation's trust in administrative bodies, absence of proper structures, little or no awareness about national rights and so on. In the absence of ambient conditions DTCE continues to strive with the support of and working together with, federal and provincial government and the rest of civil society. Being an ends-orientated, information-intensive and knowledge-based organization, DTCE worked hard to make consistent efforts in order to bridge the gaps between the citizen and the state, based on shared rights and responsibilities. Strong will-power, determination, focused approach and consistent day and night efforts, made this decade shine for DTCE. Today the achievements are remarkable, and DTCE has to its credit, numerous successfully implemented projects not only in the four provinces of Pakistan, but also in the regions of FATA, Gilgit-Baltistan, and Azad Jammu & Kashmir.

During this period, DTCE has won the trust of its stakeholders. From the time of its inception, DTCE has developed credible and professional partnership with consortium of multiple donors. It is for that matter that in the past ten years, DTCE has partnered with many prestigious organizations including Canadian International Development Agency (CIDA), Department for International Development (DFID), Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), Kingdom of Netherlands, Swiss Development Corporation (SDC), United Nations Development Program (UNDP), United Nations Entity for Gender Equality and the Empowerment of Women (UN Women) and US Agency for International Development (USAID).

## DELIVERING BY INSPIRING

DTCE strongly believes in leading by example. For that matter, DTCE has taken several initiatives which are unique in their own way. Being innovative can be challenging at times, but this never stopped DTCE from out of the box thinking. While conventional ways are a choice for many, DTCE values creativity and innovation to let new ideas flourish. This has led to many successful interpositions enabling DTCE to be the pioneer in endeavours like Automated Voice Messages (Bolo SMS) and telephonic surveys. Instead of following others, DTCE strives to be the leader and a benchmark for others to follow.

### Strategy at its best

With a well-crafted frame of action, DTCE strategically designed its activities, representative of the organization's mandate. The plan of action, devised at the time of inception, proved to be a great success. DTCE aims at marinating a balance both on the demand and supply side of services. This is achieved through focus on its niche. Working through a system of Government/ administration, political parties, general citizenry and civil society; the main goal of community empowerment is achieved. As years passed by, the strategy was further refined and sharpened through experiences and lessons learnt. This resulted in achieving much more than was anticipated and is clearly reflected by accolades achieved in the last ten years.

### DTCE's Strategic Approach



In line with its vision, DTCE has evolved to become one of the prominent organizations in Pakistan specializing in empowering communities, capacity development, advocacy, research and partnerships with state & non-state actors to advance responsiveness to citizens.

### Community Empowerment & DTCE

The model for community engagement could be implemented in its true essence only by taking the civil society in assurance, taking into account their problems

and local means of solution, listening to their opinions and ideas, and making them custodians of their local administrative systems. For that matter, DTCE came up with its own unique model of implementation. DTCE has created a critical mass of social capital in its partner districts. With the help of indigenously designed models, networks and public-private partnerships, DTCE has created an enabling environment for citizen engagement and mobilization at the grass roots level.

### Program Implementation Model

The following sub-components fall under program implementation:

1. Community Mobilization
2. Monitoring Committees
3. Press and Bar Associations
4. Local Citizens Information Network
5. Village and Neighbourhood Councils
6. Frontier Crime Regulations
7. Public Safety and Justice
8. Citizens Participation Network
9. Local Councils Associations
10. Gender Equity

With this model, DTCE has been able to establish an atmosphere of harmony and understanding between government and civil society. The relationship is more of a symbiotic nature, where citizens have gained greater and equitable access to services, government bodies are continuously benefitted by feedback from people, thus bringing better service delivery. Serving as a mediator, DTCE is credited with providing a platform for open discussions and dialogue between different parties. The organization hence advanced the linkages between supply and demand sides whereby a synergy is facilitated between the services providers and end users in a constructive manner. Every unit of the country i.e. the general public, state bodies, development sector organizations and media become partners in the overall development and nation building. A sense of ownership and empowerment is consequently achieved where the entire machinery works in close collaboration.

All components of DTCE serve to compliment the integrated approach to engagement and empowerment of citizenry, CSOs, civil society, government officials and institutions such as the press clubs, bar associations, as well as the police so that citizens may avail their entitlements and government can provide accessible and quality service delivery. In 2013, DTCE has embedded empowerment as the driver for all its programs. Empowerment is multi-dimensional, social, and a process in itself. It is multi-dimensional in that it occurs within sociological, psychological, economic, and other dimensions. Empowerment also occurs at various levels, such as individual, group, and community.

DTCE uses this definition of empowerment to connect research, theory, and practice. It focuses on the strengths of people, providing opportunities and resources for people to gain experiences and skills

while they also gain control over their lives in relation to the government and development. DTCE embeds these practices in official budgets rules procedures and processes such as audit and accounts to create a sustainable application of such rights. In order to reinforce this, other actors and institutions are woven into the integrated approach such as bar associations and press clubs.

The fundamentals of this process are mutual respect between program participants, facilitators, government officials, and others involved in the program. The focus is on the connection between individual action, community action, and government action encouraging change through mobilization, capacity building, networking, and institutional support. This results in bringing positive change and improves their living standard in disaster areas post conflict or natural calamity to effectively recover and rehabilitate. We strive to teach people skills and knowledge that will motivate them to take steps to improve the delivery and utilization of services and entitlements in a sustainable manner.

DTCE has had to consistently balance its interventions so that it can ultimately withdraw leaving in place durable empowerment within the community's socio-political environment to such an extent that sustainability is achieved. The role of DTCE is that of a facilitator and a catalyst, so that the internal actors of the community do not become entirely dependent on external assistance and guidance. DTCE's approach allows programme operatives to facilitate, enable, coach and guide the primary stakeholders. In sum, the overarching principle of DTCE operations is that once we exit upon completion of the project the space can be filled by internal actor(s) to create sustainable development.

Therefore, we are able to create an enabling environment, by affecting changes in the internal and/

or external factors that underpin the local development and empowerment processes. For instance, by networking various community stakeholders, DTCE has been able to provide better coordination, less duplication of effort and wastage of resources, as well as unlock one of sustainable development's highest goals – synergy. By tapping into indigenous leadership abilities DTCE has been able to motivate the program stakeholders from within. A brief picture of major areas of intervention is highlighted as follows:

## Gender

DTCE not only advocates for the rights of women, it values gender mainstreaming in all its interventions. The process of development ceases if women, children, elderly or any other vulnerable groups are not made part of it. Especially in Pakistan where half the population comprises of female members, the situation can get worse if women are excluded. Learning the ground realities DTCE included women empowerment and involvement as a core function in all of its undertakings. From supporting the registration of Women's CNICs to raise voice against gender based violence, DTCE has remained resolute and active. Community mobilization activities were held catering to the needs of both male and female audiences during village level elections, trainings and seminars. Focused advocacy campaigns and awareness raising sessions were organized to sensitize the civil society about gender issues. Females of KP and Balochistan were provided platform to raise their public safety and communal concerns. They were given a chance to become active members of community organizations and participate in developmental activities along with their male counterparts. Females from rural and urban communities and organizations of all four provinces were provided trainings on social mobilization, politico-legal awareness, project cycle management and rights based development.

## Flash Notes

- » Around 700,000 female citizens engaged in various activities like participation in village level elections, trainings, seminars etc
- » About 15,500 development projects supported at least 1,300,000 female citizens
- » More than 21,000 women from rural and urban communities and organizations trained on social mobilization, politico-legal awareness, project cycle management and rights based development
- » More than 2,200 citizens sensitized on gender issues through 13 gender promotion workshops conducted in Khyber Pakhtunkhwa and Gilgit/Baltistan
- » Female and socially excluded citizens organized into community organizations supported to undertake more than 1430 projects related to income generation, small scale infrastructure development and flood rehabilitation costing more than Rs. 527 million in AJK and the four provinces
- » Nationwide monitoring support provided for women's CNIC registration under Gender Equity Program in 35 districts
- » 1800 females trained on project cycle management
- » With the help of these trained communities, more than 6 billion rupees utilized for more than 15,350 projects using participatory development approach while benefiting more than 2.6 million citizens. These included 1204 projects by female and socially excluded CCBs



## Public Safety and Rule of Law

For the past ten years, DTCE had been committed to the safety and security of civil society and in this regards made attempts to help citizens deal somewhat with the uncertain security situation of the country. The concept of Community Policing was unique in this regards. Through innovative thinking, DTCE has come up with the idea of Khulli Kacheris and around 2,433 of them were organized involving both female and male members to participate freely and bring forward all sorts of grievances without hesitation. The program led to improving public safety through engaging communities and building relationships between citizens and police at local level. Apart from this, other interventions included capacity building of police officials, computerization of police information at district level and developing linkages with local level institutions e.g. UPSCs, Musalihat Anjumans, DPS-PCC and CPLC etc. More than 41 police stations, Bar Associations and Press clubs were equipped with productivity software to improve their performance. Behavioral improvement and performance efficiency were ensured by provision of institutional mechanisms and support for performance based incentives to police officials.

The security situation of Malakand division has been uncertain for long severely affecting the local population and their right to growth and development. For that matter, Malakand has been a key area of intervention for DTCE since inception. DTCE recognized the need for public safety and took an initiative for taking lead in this regard. A three year program on Public Safety and Justice was initiated with the support of Kingdom of Netherlands. Another program in collaboration with UNDP was undertaken by the name of "The Sustainable Development through Peace Building, Governance and Economic Recovery in KP". A six months campaign for the provision of legal aid services was also conducted

to initiate and improve the efforts to secure peace and stabilization. As a result of these steps, 37 legal aid clinics involving 1650 participants were arranged with approximately 35% being females. Moreover, Rule of Law Program was able to engage approximately 2000 citizens including lawyers, law students, District Bar Association (DBA)/Tehsil Bar Association (TBA) members, social mobilizers, men and women.

## Trainings and Capacity Building

Recognizing the importance of capacity building, since its inception, DTCE nurtured its training campaign and designed it carefully to meet the needs of target audience while at the same time being sensitive to local cultures and norms. These trainings were designed on the basis of well researched trends, opportunities and needs of the target audiences. DTCE was able to bring around 1,500,000 citizens in direct communication with government officials at various levels, which is a great success in itself. This was achieved through community dialogues, open discussions and various stakeholder engagement forums. Civic and voter education was one mega project carried out during this period, in recognition of the importance of General Elections. 6145 members of VNG's, UPSC's, C&SC's and IC's were trained on their role and responsibility for successful implementation of PS&JP. Extensive advocacy campaigns were undertaken to support the Frontier Crime Regulations in Bajaur Agency.

Under the project of Improving Citizen Engagement through Devolution, extensive training and capacity building endeavors were undertaken. To equip CCBs with project management and related skills DTCE developed comprehensive curriculum and training materials which were regularly updated to reflect local training and capacity building needs. Master trainers were deployed and trainings organized in partnership with training organizations. Customized training programs were conducted for various citizen engagement forums created and facilitated by DTCE, particularly CCBs. Emphasis was laid upon the formulation of project proposals by CCBs, based on local needs assessments. In collaboration with the partner CSOs, DTCE built capacities of the government officials and monitoring committees in planning and budgeting, at district and tehsil/taluka levels. To enable CCBs to participate in the local development process DTCE organized 87 training workshops designed specifically to impart Project Cycle Management skills to CCBs.

## Disaster Risk Reduction

In late July 2010, unprecedented floods in Pakistan triggered by heavy monsoon rains and ploughed a furrow of destruction more than 1,000 kilometers long from north-western Pakistan across the rich farmlands of Punjab and South through Sindh province, devastating towns and villages from the Himalayas to the Arabian Sea. According to the United Nations Office for the

### Flash Notes

- » More than 2,433 open forums (khulli kacheris) organized in 293 Union Councils of KPK, Punjab and Balochistan
- » About 98,966 community members participated in open forums while raising more than 3,750 issues which are being resolved and community feedback being sought to gauge their satisfaction
- » Around 20,778 females engaged in Khullie Kacheries
- » More than 41 police stations and other offices equipped with productivity software to improve their performance
- » 37 legal aid clinics involving 1650 participants (35% females) conducted in Malakand region to create awareness regarding free legal aid

Coordination of Humanitarian Affairs (UNOCHA) the Pakistan floods affected more people than the 2004 Indian Ocean tsunami and the 2010 Haiti earthquake combined.

According to the Government of Pakistan, 17.2 million people were affected by the floods with 1,800 dead and more than 3,000 confirmed injured. Over 1.2 million houses and 10,916 schools were damaged or destroyed (all figures from provincial and national disaster management authorities). The flooding caused severe long-term damage to Pakistan's social and economic welfare, devastating approximately 17 million acres of crops in the country. This has had dire consequences on an already difficult national food crisis and has resulted in a loss of incomes and inflated food prices. Countless families faced enormous challenges in rebuilding their homes and lives.

The flood situation highlighted the need to enhance the capacities of federal, provincial, district and local government authorities as well as communities to manage, coordinate, deliver and monitor flood relief and response activities. Recognizing this DTCE launched the "Flood Affected Communities Engagement for Recovery" (FACER) Program intended to supplement its existing relief and early recovery operations in the flood affected areas.

DTCE came into action with the objective of supporting the flood affected population in befitting manner. The first step was the provision of flood relief packages and DTCE was successful in reaching around 8,900 families. One window operation facilities were initiated to support people getting their lost documents re-issued. As a result, 26,000 citizens were benefitted.

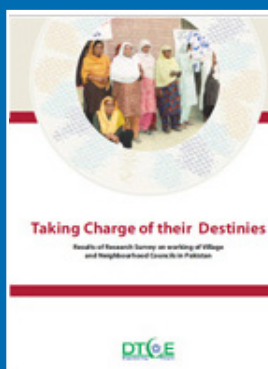
## Research and Publications

Research studies and publications showcase an organization's standing and performance. They are not mere reflections of targets and achievements but also manifestations of an organization's strengths and weaknesses. Together they play a pivotal role in presenting the overall traits of the organization. For past ten years, DTCE has not only recognized the importance of published material, but also invested good amount of

time and resources in developing material useful enough for all sorts of stakeholders encompassing both external and internal audiences.

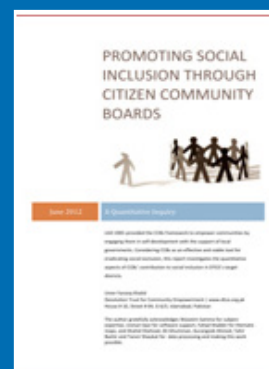
Qualitative and quantitative research has not only been a key focal area for DTCE but the organization also possesses relevant technical expertise in the said field. For that matter, DTCE has always given due importance to research studies and made it an integral part of most of its project interventions, thereby giving a holistic approach to the implementation activities, making them more realistic, useful, and community friendly. DTCE has various publications that are disseminated for the consumption of both internal and external audiences that include the following:

- » Annual progress reports: These reports not only highlight the yearly performance of the company but also give an insight of the company's progress, core areas of focus, cross cutting strategies and geographical areas of interventions.
- » Social Audit Reports: Social Audit has been one of the key outputs of the 'Support to DTCE' project, meant to measure the performance of local governance and public service delivery through the quantitative and qualitative citizen perception surveys across the four provinces.
- » Newsletters: DTCE has been publishing its Newsletters "Awam Ki Awaz " frequently to give the users a snapshot of key highlights, ongoing events, future plans etc. The purpose is to keep the audience well informed and up to date about organization's standing and future plans. "Awam ke Awaz" incorporates extensive updates on operations related to citizen engagement with local authorities. This bi-lingual newsletter – published in Urdu and English - is widely distributed amongst the local government tiers, CSOs and other stakeholders. In addition, e-newsletter is also shared with the staff to keep them up-to-date.
- » Miscellaneous reports: Various other research reports and publications have been generated at different occasions to meet various needs. These include baseline surveys, project briefs, monitoring and evaluation reports, manuals, and IEC material. A snapshot of these reports is given below.



◀ Taking Charge of their Destinies Research Survey

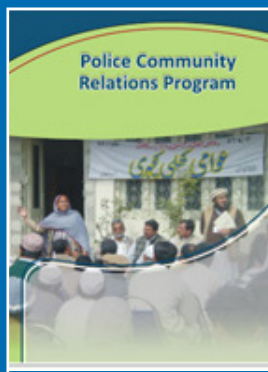
Promoting Social Inclusion through Citizen Community Boards ▶





◀ Incentives and Institutional Behavior Change in Local Governments

Bar Associations and Local Communities Partners in Development ▶



◀ PCR Brief Introduction

Partners in Social Development – DTCE and Local Press ▶



Various program relevant reports and researches according to the requirements of donors and the programs themselves have been published and distributed. All such reports met research and publication requirements such as sampling techniques, reliable data collection and analyses as per monitoring and evaluation standards of DTCE or the donor. A complete set of these publications is available on DTCE portal.

## Flash Notes

- » 63,000 people belonging to more than 8,900 families provided with flood relief packages in all four provinces
- » Poor communities severely affected by the 2010 floods throughout the country reorganized to jointly identify and develop more than 1100 rehabilitation schemes, related to WASH and restoration of livelihoods with the help of local governments and civil society costing Rs. 343 million
- » Around 26,000 citizens facilitated for re-issuance of lost documents at their doorsteps through 620 Union level One Window Operation (OWOs) in 28 Districts

## Media and Communications Advocacy Campaign

In a country like Pakistan, the importance of advocacy campaigns can never be undermined because of low literacy rate, set beliefs and norms, lack of awareness and exposure. It is very important to carefully craft and design focused advocacy campaigns prior to direct proceedings with activities and interventions. This is imperative not only to change society's misconceptions and attitudes about a particular concept, but also helps winning a buy-in from the local communities.

Advocacy campaigns have always been central to DTCE's programs of action. For that matter, the Media and Communications team at DTCE has been busy developing schemes, and pursuing an aggressive information dissemination campaign for DTCE's various programs through print and electronic media. Besides, variables such as content and presentation; market share, viewership/readership and prime time broadcasting or circulation are also taken into account. Based on vigorous research, DTCE undertakes awareness raising and advocacy campaigns/activities in partnership with national and local print and electronic medias. These campaigns are designed to strengthen and empower the citizens at grass roots level and influence the perception and understanding of communities on a positive note. These campaigns are geared towards strengthening citizen involvement; highlighting endorsement of accountable and transparent local governance practices at the local level (by both bureaucracy and elected representatives); improving police community relations; and fostering mutual respect and coordination amongst citizens and government functionaries. By also supporting the grass-roots level "Jeevay Pakistan movement", DTCE was able to partner with a wide spectrum of politicians, civil society, unions, associations, ex-elected local government officials and citizenry to voice their concerns for representative local democracy.

In selecting the ideal medium of communication, low literacy rates create an obvious bias in favor of television. Keeping this in view DTCE concocted a cocktail blend of local cable networks backed by channels having nationwide coverage, i.e. AVT and KTN to best communicate the message to the target market.

- » Print Media: Media coverage of all the components of on-going and completed projects is ensured by the media unit. The Media and Communication unit also supported the media coverage for Governance compass dialogue on KP and FATA. Amongst the prominent print media partners are Daily The News, Daily The Nation, Daily Business Recorder, Daily Pakistan Observer, Daily Express Tribune, The Spokesman, Daily Mail, Daily Nawa-e-waqt and local dailies.
- » Publications: Advocacy material including brochures,

leaflets, posters and newsletters, were designed and printed for Frontiers Crime Regulation (FCR), Strengthening Rule of Law in Malakand (SRLM) and Public Safety & Justice program. These advocacy materials were disseminated in various awareness raising campaigns, orientation meetings, training, workshops as well as events of press clubs and bar associations.

- » FM Radio Campaigns: Radio has a pivotal role especially in the developing countries where literacy rate is low, resources are scarce and modes of communication are limited. Awareness campaigns were launched with the help of FM Radios to reach difficult areas and program formats were selected that could engage with local populations. 10 FM Radio awareness raising programs on amendments in Frontier crime regulation were produced and aired. Similarly, for Strengthening Rule of Law Program in Malakand (SRLMP), free legal aid awareness campaign was successfully executed on FM Radio. In total 270 spots were aired by public announcements structure.
- » Bolo SMS Campaign: An interesting approach by the DTCE's Media and Communications team was the launch of Bolo SMS Campaign. Initiated to create awareness regarding Frontier crime regulations reforms, the basic objective of the campaign was to inform the people of Bajaur on the subject FCR reforms to familiarize them with their rights and responsibilities. Out of 40,000 people targeted by Bolo SMS, responses of 24,906 were observed.
- » Documentary Films: Documentary films have to their edge both visual and audio impact on the audience. These films, each of 20 minutes duration, were produced and aired on AVT Khyber, highlighting the FCR reforms and issues of the people of Bajaur agency.
- » Social media: Appreciating the influence of social media, DTCE's Media department has created DTCE's official channels on Twitter and Facebook. These platforms are being used for posting achievements by DTCE in form of success stories, pictures and video data. In this regard hundreds of thematic programs have been recorded and uploaded via Twitter and Facebook.

## Information, Monitoring and Evaluation (IME) Systems

In order to ensure an effective two-way flow of communication from and to various actors and stakeholders, DTCE takes advantage of its Information, Monitoring and Evaluation (IME) system. The purpose is to collect authentic data relevant to programs and operations, to generate statistics and analyse data from the operational information systems in direct substantive support to DTCE planning, execution and evaluation of operations. The system helps provide relevant and accurate information in a timely fashion. The system has 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

The IME team members collect data and continuously examine field activities essential for effectively monitoring the execution and impact of organizational programs. For monitoring and data collection of various program components, information structures (data collection formats and required information reports) are defined. Similarly, relevant information sources, which include DTCE's departments/teams as well as external partners such as training and monitoring organizations along with the government offices, are identified and subsequently activated.

Data collection formats received from the field through various sources related to different program

components are processed through a carefully monitored data validation and entry system. Required forms are marked as received on checklists which help confirm the completeness of information. Each form is scrutinized to ensure that it has been filled exactly according to the requirements. In case of any problems, the reports are cross-examined with those from other sources for correction. In case that is not possible, forms are sent back to the original actors for proper filling and resubmission to DTCE.

To improve the efficiency and efficacy of monitoring and evaluation, DTCE has come up with various ventures with regards to information technology. Some of these include:

- » Community Empowerment Information Management System (CEIMS)
- » Geographical Information System (GIS)
- » Police Stations Monitoring System (PSMS)
- » Provincial Communities Information Management System (PROCIMS)
- » Insight On Democratic Empowerment & Assessment System (IDEAS)

## Flash Notes

- » More than 1,500,000 citizens organized into structured groups to come face to face with the government officials at various levels, voice their demands and seek resolution of their issues through various stakeholder engagement forums
- » About 134,000 citizens including general communities, social and political activists, civil society organizations, lawyers, journalists, elected representatives and government officials trained on obtaining various citizen entitlements envisaged under the constitution, monitoring development interventions, opening new avenues for and enhancing the speed and quality of public service delivery
- » More than 70 events/workshops organized for civic and voter education of women, youth and marginalized communities in KP to support ECP in achieving higher voter turnout. 4000 citizens directly participated in these events
- » Awareness raising campaign launched in Bajaur Agency regarding amendments in the Frontier Crime Regulations to empower the local communities



Training of police officials on PSMS at police station Kanju, district Swat



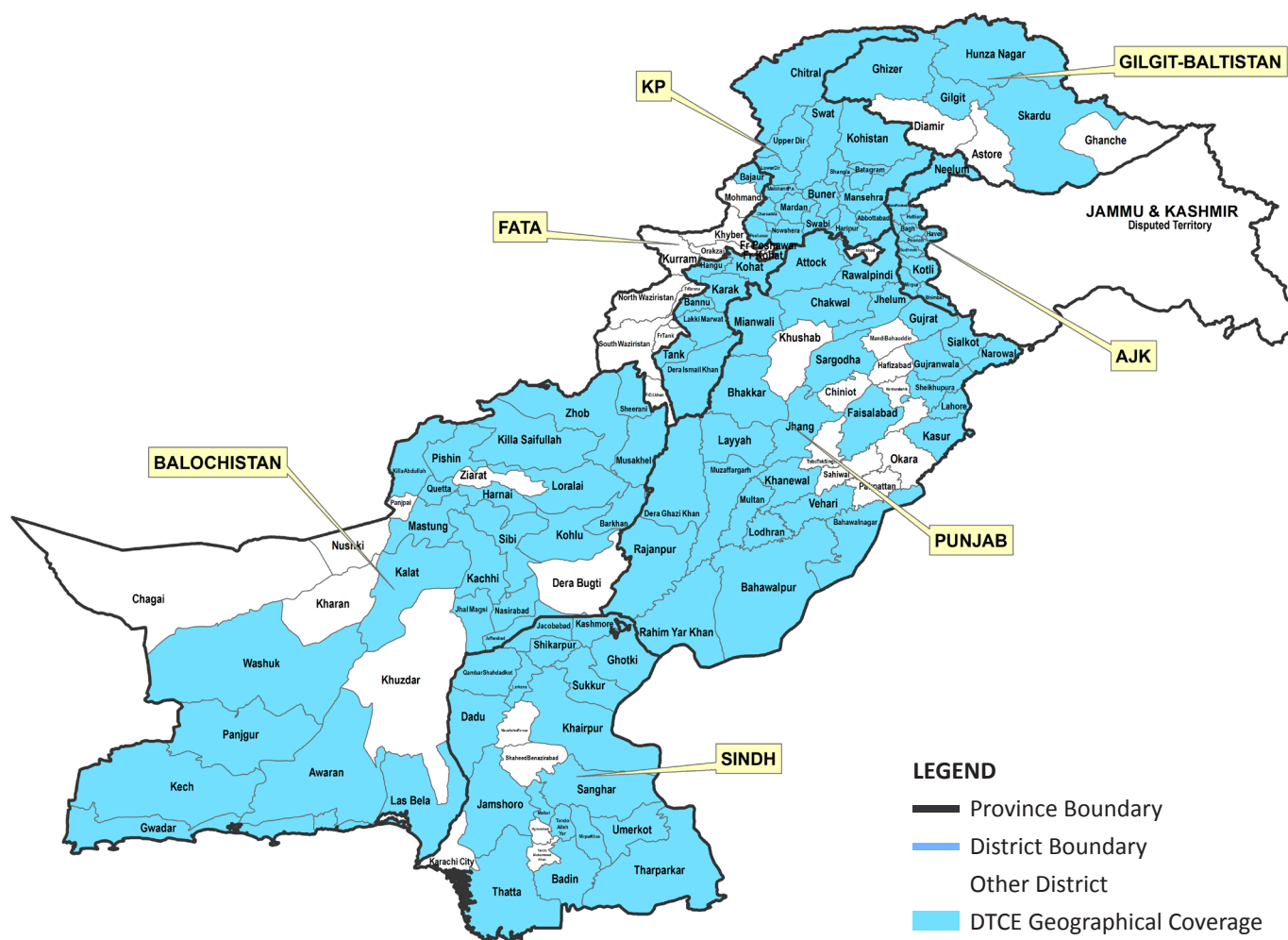
Police official working on PSMS at police station Kabal, District Swat



# DTCE OUTREACH

## DTCE's Geographical Coverage

107 Districts - 1 Agency (Bajaur)



## DTCE LEGAL & ADMINISTRATIVE SETUP

### Organizational Processes and Methodologies

To achieve the organizational goals, DTCE strengthens communities and provides them with the capacity to direct the course of development. Its uniqueness lies in the holistic mode it has used that is characterized by multi-layered interventions e.g., formation of Citizen Based Organizations (CBOs); facilitating them to achieve a legal stature; supporting them through grant funding and establishing small scale community identified

projects, as well as developing strategic alliances and networks at local level. DTCE makes concerted efforts that women stand beside men as important change agents in the community empowerment movement.

In the past ten years, DTCE has mobilized, networked, and capacitated non-state actors and local authorities through its community engagement model. DTCE is the only organization working with the Provincial, District, Tehsil/Taluka, and Union administrations in all four provinces of Pakistan on a wide range of local governance, political empowerment and development areas. As of now, DTCE has implemented its community empowerment model in 107 districts (including 24 in KP and 13 in Baluchistan) which has produced significant quantitative and qualitative results. Despite changes in government policies and regimes, national security risks, and diversity of working environments, DTCE has

continued to successfully bridge the divide between government, elected representatives, civil society and local communities.

Annual performance targets requisites are identified through a consultative approach with donors using logical framework matrices (Log Frames). DTCE has been able to fulfil multiple donor requirements simultaneously; for instance, during the conduct of social audits in 2004-5 and again during 2009-10, regional (NWFP/KP) reports were generated as per partnership agreement with SDC in addition to the national reports.

DTCE's internal research, external independent research institutions and internal program review periodically issues research reports based on analysis of outputs, results and impact. The Social Audit process has established itself as one of the more credible sources of information to policy makers and academia in Pakistan. Till date 3 iterations of the Social Audit have been carried out at the national scale and the fourth is in progress. "The Dynamics and Functionality of Village and Neighbourhood Councils" assessed the level of electoral participation and citizen satisfaction with the role played by Councils in improving service delivery. "Community Empowerment and the role of CCBs vis-à-vis Local Government Ordinance" study assessed the success of the citizen participation mechanisms contemplated in the LGO 2001/05. A study on "Institutional Support Systems for Local Governments" sought to explore the formal and informal incentive structures that underpin individual performance and institutional behaviour among local government officials. "Impacts of Citizen Entitlements on Social Exclusion", which undertook an in-depth analysis of the citizen entitlements envisaged in the LGO 2001/05 and their impact on socially excluded citizens. A study of "Local Leadership Perception and People's Voice" was also conducted in 2012 in order to evaluate the performance of local political and electoral leadership and elites with respect to local level issues and institutions.

The performance of the organization is highly effective due to the streamlined hierarchical structure and participatory decision making processes. Organizational structure and leadership style of DTCE stands proven and worthy by successfully implementing different projects amounting to over 55 million US dollars in the past ten years. DTCE's Operational manuals contain detailed Terms of Reference (ToRs) for each department and key positions. Proper segregation of duties has been made and responsibilities have been allocated.

## Management structure

Devolution Trust for Community Empowerment (DTCE) was established in July 2003 as a not-for-profit Organization registered with the Securities and Exchange Commission of Pakistan (SECP) under section 42 of the

Companies Ordinance 1984. To manage the functioning of DTCE, a Board of Directors was formed for supervision and policy approval with a Chief Executive Officer at the executive level. The composition of the BoD looking after DTCE's functions for past ten years is as follows:

Name	Status
Mr. Daniyal Aziz	Director /Chairman BoD
Sardar Wazir Ahmed Jogeza	Director
Mr. Farid Rahman	Director
Mrs. Shahnaz Wazir Ali	Director
Dr. Abdul Hafiz Sheikh	Director
Dr. Ishrat Hussain	Director
Mr. Agha Imran Hameed	Director
Mr. Omer Ayub Khan	Director
Ms. Hina Rabbani Khar	Director
Mrs. Nilofer Bakhtiyar	Director
Dr. Nadeem ul-Haque	Director

All these individuals are/were members of the Board in their personal capacity.

The key cardinal principles governing the whole operations of the Company is to utilize the funds for the objective of the Company; ensure that the resources of the Company are utilized through a consultative and transparent process, involving the Members; provide assistance and support including financial, institutional advisory and training to persons, government, local government, organizations, associations, individuals, community groups, parties, NGOs or those who are eligible for such assistance in accordance with the eligibility criteria established in this regard by the Company; treat the income/monies of the Company as a sacred trust and recognize that it is the prime responsibility of the Company to administer and manage resources of the Company with due diligence, transparency & responsibility, in accordance with the purpose for which the Company has been established; ensure that, as far as possible, the Company's operations are subject to sound financial and operational management principles, which facilitate access to the Company's services by persons, government, local government, bodies, associations, community groups, parties and NGOs in Pakistan and ensure



that the resources and support of the Company are provided to government, local government, institutions, organizations, establishments, entities and persons which are deserving and worthy of such support with respect to their requirements and ability to utilize them and who meet the criterion set by the Company.

In discharging its duties and stewardship responsibility, the Board of Directors sets Vision and Mission of the organization. Annual plans and goals are reviewed and approved annually by the Board which also monitors, on regular basis, the success of management in implementing the approved strategies and plans.



Mr. Abdullah Khan, DIG Malakand Range, Presenting Shield to Mr. Azhar Bashir Malik, Chief Operating Officer, DTCE.





Mr. Daniyal Aziz sharing his views at Policy level seminar on effective implementation of the Frontier Crime Regulations (FCR) Reforms at Islamabad



Training workshop on citizen perception survey at Saddu Sharif, District Swat



Quarterly Press Forum with District Press Club



Two days capacity development workshop of Moharrir/ Madad Moharrir to change thana culture at District Buner

# 2

## Section

### STRATEGIC ROLE AND SIGNIFICANCE

#### DTCE's ROLE IN PROMOTION OF LOCAL COUNCILS

With the advances in the constitution of 1973 and the 18th amendment, much autonomy has been given to the provincial governments. As a result, the powers vested with the local bodies have enhanced thereby, creating a lot of room for improvement in various areas. Local government bodies are recognized as the most important tier for problem solving and service delivery. DTCE has always strived to support people in achieving their democratic rights. The formation and promotion of Local Council Associations (LCAs) is an important component of DTCE's community empowerment model. LCAs have been formed in all four provinces. LCAs were brought into existence under the Societies' Act of 1860 as corporate bodies. These LCAs serve as an instrument for strengthening local democracy, sharing good practices and knowledge, reaching consensus, representing members' needs and strategizing on common issues in a systematic manner. This system does not only help establish a grass roots level democracy but also provides opportunities for women to represent their communities thus addressing many women issues at the local level.

During 2011, LCA activities gained considerable momentum. Country wide awareness raising campaigns

and their impact in terms of galvanizing support for a local government system attracted the attention of the judiciary. In mid-2011, due to an overnight political decision, the Provincial Government of Sindh promulgated the LG Act of 1979, abolished all offices under the LGO of 2001 and changed the status of different districts and their demarcation. Under the banner of "Jeevay Pakistan Jeevay Muqami Hakoomat" (JPJM), all four provincial Local Council Associations of Pakistan condemned this unconstitutional act of the Government of Sindh and announced their protest. On July 20th 2011, LCA Sindh held an awareness raising campaign in Sukkur. More than 10,000 people including members of LCAs, ex District and Tehsil Nazims of all four Provinces and the general public participated in this awareness drive. A rally was also organized by LCA Sindh in Mirpurkhas where more than 7,000 citizens registered their protest in front of Press Club Mirpurkhas. As a result of these massive awareness campaigns, advocacy efforts and pressure from the grass roots level against ruling party MPAs and MNAs, the Sindh government reinstated the LGO 2001.

Towards the end of 2011, Local Councils Associations across four provinces jointly organized five awareness drives under an umbrella "Public Awareness Program" designed to educate the masses about the benefits of a Local Government System and, in doing so, garner public support for the restoration of such a system in Pakistan. These events were held in Gujranwala, Sargodha and Multan in Punjab; and, Thatta and Sukkur in Sindh. Hundreds of thousands of Union



Council Delegates, General Body members of UC LCAs, members of Provincial Executive Committees, Citizen Community Board Networks, Civil Society Organizations, Bar Associations, Press Clubs and V&NCs participated in these events. A large number of females and marginalized communities also raised their voice for LG elections and condemned the violation of Article 140A of the constitution of Islamic Republic of Pakistan.

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. DTCE in lieu of its unique experience aims to bridge the gap between civil society and government. With the political, administrative and financial responsibilities devolved by the provinces to the local administration, much advantage can be taken in the interest of the community to a greater extent. Authorities of the elected representatives of the local government have been stretched to take a lot of decisions and actions. With the remarkable voter turnover for General elections 2013, community now feels a sense of ownership and empowerment towards the elected members. Cashing on this, it is easier to develop an air of comfort between the local governance and the civil society.

## DTCE: COMMITTED TO EMPOWER CIVIL SOCIETY

DTCE has remained active throughout the year working towards its key area of focus i.e. Community Empowerment. To prosper and create synergies that produce sustainable results DTCE has worked in close coordination with civil society, local governments, line departments, community notables and other concerned citizens. Partnering with these stakeholders laid the foundations for a well-organized and truly democratic local government system, the building blocks of which could sustained through continued advocacy campaigns, capacity building sessions, regular meetings and open dialogues. DTCE in its efforts to advocate for “government of the people, for the people, by the people” stays committed in exploring new opportunities for better results and impact. This is evident through its determined interventions for the conflict affected population of Malakand and Bajaur Agency, fighting for women political, social and civil rights, and advocacy campaigns.

## DTCE's ALIGNMENT WITH DONOR PRIORITIES

Keeping in view the overall changes in the country's security, social and economic conditions, donors are now showing more interest and commitment to increase their funding to meet the development challenges in Pakistan. Most of the donors are not just increasing their financial assistance but also taking into account a broader inclusion of local development stake holders. This paradigm shift is not just with regards to the holistic changes in development scenario of the country, but also to promote a sense of acceptance and ownership. As per the repercussions of 18th amendment, Donors are now taking keen interest in the system of local governance along with development. DTCE's key areas of focus thereby stand overarching with donor policies.

Since its inception, DTCE has been successful enough in attracting Donor funding for its operations. This has been majorly due to the strong and focused mandate of the organization. Within a short period of 10 years only, donor community has developed much faith in DTCE and the organization at the same time has been able to win this trust and confidence by meeting the goals and outcomes, and providing promising results in all its projects.

There has always been a great deal of donor interest in local governance and development. With the fresh government bodies in place, after the 2013 elections, and 18th amendment, donors have increasingly showed interest to expand their financial aid to Pakistan with a special focus on local government structures. Corresponding to DTCE's areas of prime focus, many funding organizations have allied for both short-term and long-term projects in 2013.

### The Department for International Development (DFID)

DFID is a United Kingdom government department with the goal “to promote sustainable development and eliminate world poverty”. DFID's main program areas of work are Education, Health, Social Services, Water Supply and Sanitation, Government and Civil Society, Economic Sector (including Infrastructure, Production Sectors and Developing Planning), Environment Protection, Research, and Humanitarian Assistance. In Pakistan DFID's focus had been on programs to reduce poverty and help build a prosperous and stable country. The overall assistance revolves around the areas of Peace and Stability, Restoration of a truly Democratic Government, Macroeconomic Stability, Growth and Jobs, Getting the State to deliver, and Empowering Women and Girls.

All these areas have been of keen interest to DTCE. DTCE has been successful in initiating a system of inclusive

governance, participative development and justice for all, in the Malakand Division. We developed a system of community empowerment whereby 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. Under the project of "Improving Citizen Engagement through Devolution", DTCE undertook various steps for the development and restoration of a truly democratic government in Pakistan. Where DFID calls it "Making Democracy Work", DTCE set the track to make it happen. As a result of DTCE's efforts to empower communities, numerous projects 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. 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. This has been achieved 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. While Gender Equity has been a cross cutting theme for DTCE, DTCE upholds the involvement of women in all walks of life for their individual enrichment and in the best interest of society by means of women empowerment.

The broad goals as per the UK DFID's Pakistan Country Assistance Plan (2008-13) were 'Giving people access to better health', 'Making government more effective', and 'Making growth work for everyone'. DTCE's work has been much in line with this plan and runs parallel to DFID's core area of implementation.

## Deutsche Gesellschaft Für Internationale Zusammenarbeit (GIZ)

GIZ is a federal enterprise of the German government that provides international cooperation services for sustainable development. Central to GIZ's work is maintaining, managing and determining the strategic direction of partnerships, cooperation arrangements, alliances and networks.

GIZ has been working in Pakistan with a specific focus in Khyber Pakhtunkhwa (KP) on behalf of the German Government, mainly the German Federal Ministry for Economic Cooperation and Development (BMZ) and the Federal Foreign Office (AA). One of the thematic areas for GIZ is Good Governance. With the expertise of working in the area of Good Governance, DTCE collaborated with GIZ and extended its skills and knowledge in the said area to conduct a research on "Support to Good Governance in Pakistan" focused in

Khyber Pakhtunkhwa.

The GIZ Program "Support to Good Governance in Pakistan" which is focused in Khyber Pakhtunkhwa on technical assistance to the Provincial and Local Governments and the implementation of administrative reforms and the prevention of violence against women as well as support in tax reform measures on the federal level.

Besides these Donors, DTCE has worked in collaboration with DFID, Kingdom of Netherlands, and Swiss Development Corporation in various fields of growth, governance, and development. The 7 years Mega-Project of "Improving Citizen Engagement through Devolution" was funded by the consortium of UK DFID, USAID, SDC, NORAD, SDC, CIDA and UNDP.

## Swiss Agency for Development and Cooperation (SDC)

Since 1966, Switzerland through SDC has been successfully delivering development and humanitarian aid as well as maintaining a good relationship with the Government of Pakistan (GoP). Switzerland's development cooperation with Pakistan focuses on alleviating poverty, empowering people by improving good governance and livelihoods and generally supporting disadvantaged population groups. This coincides with the DTCE's areas of interventions; in fact, the core focus for both the organizations has been quite overarching. It was owing to this that SDC supported DTCE's project on "Improving Citizen Engagement through Devolution" which was successfully completed in year 2012.

## United Nations Development Program (UNDP)

Like other UN organizations, UNDP is also providing its services for the development of Pakistan. Not only has it partnered with the Pakistani Government for the growth and development as per national strategy; it is also helping the state in accomplishment of Millennium Development Goals. Amongst other thematic areas of focus, UNDP in Pakistan works for Democratic Governance, Development Policy, Poverty Reduction, and Empowerment of Women.

UNDP aims at assisting the state, including national, provincial and local governments, in devising and implementing developmental strategies across these core functional areas. This is done through a wide set of strategic interventions which include capacity development of institutions, strengthening community mobilization, assisting early recovery from disasters and internal displacements, reducing poverty, ensuring gender equity, improving environmental and climate change management, advocating and supporting equitable income generation policies and empowering legislatures and parliament. The ultimate objective

thereby is to pave the road to success and make the lives of people better.

Since DTCE has its mandate overlapping with the developmental strategy of UNDP, an enriched bond of trust and mutual understanding was developed between the two. All the thematic focal areas of UNDP have been DTCE's areas of intervention too in one way or the other. While Democratic Governance and Development Policy have been central to DTCE, it has also proved itself in areas of crises prevention and recovery during the flood response 2010-2011. Again, women empowerment and poverty reduction have been cross-cutting themes for DTCE and the contribution towards environment and climate change was ensured through sustainable development projects.

As a result of its strong relationship with UNDP, DTCE brought a successful end to the project of Community Policing in the annual period of 2013. This was the extension of UNDP's funded Strengthening Rule of Law. Besides, DTCE has provided support to UNDP's interventions under the projects of Sustainable development through Peace Building, Governance and Economic Recovery in KP, and also Improving Citizens' Engagement through Devolution.

## United Nations Entity for Gender Equality and the Empowerment of Women (UN Women)

UN Women, as the name indicates, is the UN organization focused to promote Gender equality and the empowerment of women. While working in Pakistan, UN Women has carried out its operations by developing close coordination with both the Government body and civil society. As a part of its mandate, UN Women provides assistance to its Member States in setting global standards for achieving gender equality, and works with governments and civil society to design the laws, policies, programs and services required to implement these standards.

Since gender is a cross-cutting theme at DTCE, and while working for community empowerment, DTCE has always been sensitive to encourage women participation too, UN Women allied with DTCE for the implementation of many of its projects.

DTCE supported UN Women in conducting civic and voter education project preceding the General Elections 2013. The main focus was to increase the number of female voters thereby pushing them out of their homes and bringing them to the polling booths to cast their vote. By partnering with key Provincial and District Election Commissions, Civil Society Organizations, Media and other key stakeholders, DTCE conducted an extensive awareness campaign in 5 districts of KP under the umbrella of voter education.

In the past, DTCE has also partnered with UN Women in carrying out a 5 months campaign on Gender Based Violence where DTCE provided lead for the development of plan of action.

## US Agency for International Development (USAID)

US-supported programs have helped Pakistan foster its economic and social progress. Till date, numerous projects have been undertaken to help the country grow and develop. USAID programs in Pakistan focus on five key areas of Energy, Economic Growth, Stabilization, Education and Health. The two cross-cutting themes that are part of all the USAID efforts are:

- » Good Governance
- » Gender Equity

Both the cross-cutting themes are in line with DTCE's priority areas. The overarching objectives of both the organizations led to the foundation of a strong and long-term coordination between the two. The USAID's Country Assistance Strategy for Pakistan (2010-2014) further strengthened this bond by providing more stake and responsibility to DTCE for the execution of development interventions. USAID believes in building a strong partnership with the Government of Pakistan, Development Sector Organizations and Civil Society. As a result, all the programmatic endeavors are aligned with local priorities. DTCE has assisted USAID in not just pursuing these activities but also building on the strong linkages with all the stakeholders. By partnering with local government bodies and the community, DTCE has been able to enhance public service delivery.

During the year 2013, DTCE successfully implemented the USAID funded project on the implementation of FCR in Bajaur Agency, as a result of which MOU was signed with FATA secretariat and Political Administration Bajaur. Moreover, numerous dialogues, workshops and seminars were conducted for the awareness of effective implementation of these reforms. In order to fill the gap of 11 million unregistered women in Pakistan, USAID led an aggressive awareness campaign under Gender Equity Program. The purpose was to give women of Pakistan their identity and make them eligible for their national rights that have been kept away from them for long. DTCE extended its support while directly reaching to the women of Pakistan through its strong linkages and community networks across all the four provinces, Azad Jammu Kashmir and Gilgit –Baltistan regions.

Sustainable development is central to the mandate of both DTCE and USAID and rests upon the need of effective mobilization and strengthening of government institutions. DTCE has nationwide presence that provides an already built solid platform for Donors to pursue their priorities and reach priority areas effectively.

# Section

## PROGRAMS AND OUTPUTS

### DTCE INTERVENTIONS

With a unique pool of expertise, DTCE aims at designing and developing a system of good governance and community empowerment in Pakistan. Being the only organization working with Provincial, District, Tehsil/Taluka, and Union Councils on wide range of local and government issues, our interventions are widespread over all four provinces and Gilgit/Baltistan regions of Pakistan.

The prime focus of interventions recently, has been to work closely with provincial and local bodies, down to the lowest tier of government, to ensure and support the formation and promotion of Local Council Associations. This therefore, encompasses a wide array of activities, designed to support legal, financial, administrative and democratic empowerment.

### KEY FOCUS AREAS AND TECHNICAL EXPERTISE

DTCE practices its interventions across the following key areas of focus and technical expertise:

- » Governance
- » Capacity building
- » Community Development
- » Access to Justice, Legal Support and Alternate Dispute Resolution

- » Policy Analysis and Advocacy
- » Public Safety and Rule of Law
- » Gender Development
- » Social Cohesion
- » Social Inclusion
- » Disaster Relief, Recovery and Rehabilitation
- » Micro Infrastructure Development
- » Monitoring and Evaluation
- » Media and Communications
- » IT solutions (Database/Internet/Telecommunications Technologies and Geographical Information Systems)
- » Organizational Development
- » Qualitative and Quantitative Research

### PROJECTS AT A GLANCE

A detailed description of all the projects is highlighted below. These projects give an insight of how DTCE has worked so far, and since its inception how it has managed to address community issues in the realm of national and local politics, socio-economic development and rule of law.

#### Public Safety and Justice Program (PS&JP) in Malakand Division

Malakand division of Pakistan has unfortunately been faced by civil unrest, militancy, conflict and terrorist activities for long. The security situation has been extremely challenging, and has greatly influenced lives



of the local residents. As a result of terrorist activities and military operations, not just the regular routine and day to day activities of the citizens suffered, but the development of the area also halted. In fact, there was a lot of disruption, resulting in damage to already standing structures and local business. Most of the districts of Malakand Division bore the brunt of the military operation and subsequently suffered infrastructure and local economy damage as well as massive displacement of refugees.

## DTCE's Stringent Efforts towards Public Safety

With the support of Kingdom of Netherlands, a three

year program on Public Safety and Justice was initiated in July 2012. The Public Safety & Justice Program (PS&JP) is a unique concept that holistically caters to the requirements of local community with regards to public safety, alternate dispute resolution and rehabilitation of soft miscreants with radical views. The program aims at making the relevant local service providers responsive to communal concerns by strengthening existing legal structures and systems. The program has been implemented by the Devolution Trust for Community Empowerment (DTCE) with great zeal and success in one tehsil each of the seven districts of Malakand division comprising of Swat, Buner, Chitral, Upper Dir, Lower Dir, Malakand, Shangla and district Mardan.

## Project Snapshot

Grant Title	Public Safety and Justice Program (PS&JP)
Donor	Kingdom of Netherlands
Duration	July 2012 to June 2015
Geographical Coverage	7 districts in Malakand: Swat, Buner, Chitral, Upper Dir, Lower Dir, Malakand, Shangla. And District Mardan

## Project Objectives

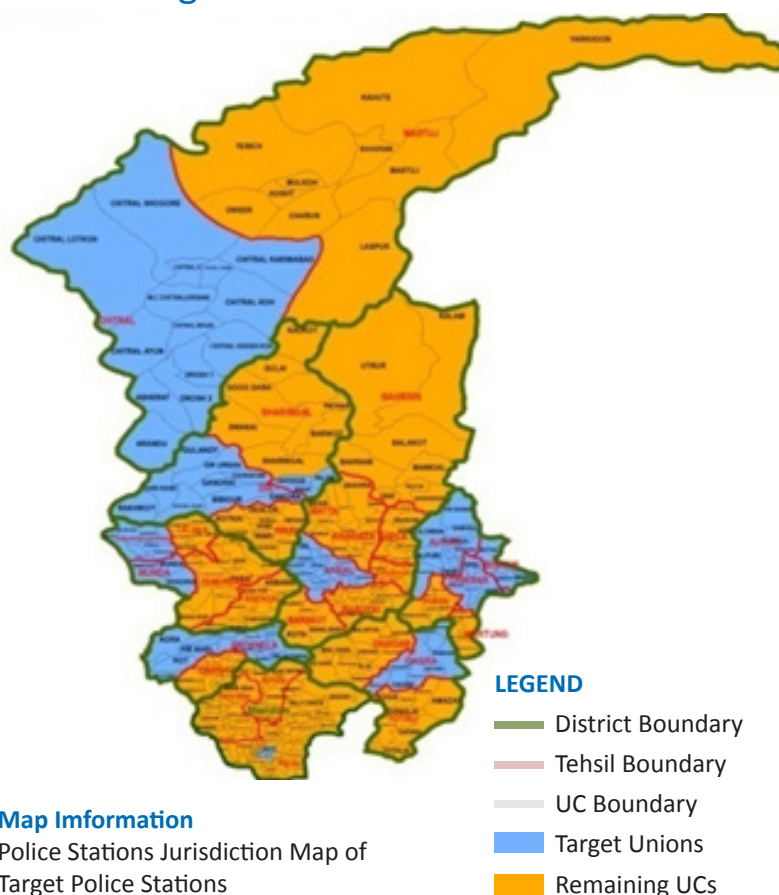
The primary objective of this intervention is to engage and empower the community by providing a formal platform to raise public safety issues and disputes for immediate resolution. The specific objectives of the project components are summarized as follows:

- » To create an environment where community perceptions about the effectiveness of the local police department will enhance police performance
- » To provide basic and quick resolution at union and village level by formally addressing small disputes and claims
- » To assist in the rehabilitation of soft miscreants with radical views 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 Mardan, Shangla, Lower Dir, Upper Dir, Buner, Chitral, Swat, and Malakand. Project activities include 35 Police Stations covering 97 Union Councils (UCs) of the 8 target districts.

## PSJP Program Outreach





The public safety component is designed to introduce the concept and ideology of community policing by empowering the local citizenry through participatory activities and creating reciprocally supportive formal linkages with the police. The ADR component is instrumental in channeling issues through existing mechanisms for individual or communal grievances. In addition, the component facilitates the consolidation of role of the criminal justice system covering its full spectrum. Under the rehabilitation of soft miscreants with radical views, the program provides technical and institutional support to the law enforcement agencies in de-radicalization of negative views and religious perceptions, vocational skills development and basic livelihood schemes. The design of this component is to ensure that the inmates are provided an opportunity to become part of the progressive civil society and refrain from reverting back to radical/militancy view point.

The PS&JP program envisions modifying positive behavior change through creating mutually beneficial environment and partnerships between the community

and concerned service providers. This is supported by formal incentives mechanisms in terms of technical institutional support based on positive public feedback. Overall the program works as a stimulus for individual and institutional professional responsiveness towards its citizens by prioritizing community concerns.

## Key Results

- » Police Station Monitoring System (PSMS) was established in 34 police stations and 7 DPO/DCO offices 163 police officials were trained on PSMS; urisdiction maps for 7 targets district police offices/ DCO office and 34 police stations have been digitized, verified and provided.
- » Community monitoring of police performance implemented in 7 districts by establishing linkages between Police with 97 Union Public Safety Committees (UPSCs) and 490 Village and neighbourhood groups (V&NG's). In additions 97 Coordination & Support Committees (C&SCs) and 97

## SUCCESS STORIES UNDER PS&JP PROJECT

In a village of Barkana khaas, District Shangla two families were involved in a major dispute over road and water distribution. Both families fought and got injured. A report against the dispute was launched at the local police station. Insaaf committee Chairman Ameer Zaib was informed of this disturbance who along with the Jirga summoned both families. A pact was made between the parties and issues were resolved, report at Police station was also reverted.

In Union council Paalam, District Upper Dir, Government primary school teacher tried to force children as his personal labor. Upon refusal from a few students he tortured them. Children informed parents who filed a complaint against the teacher and involved Insaaf committee. The Voice Chairman Mohammad Ayub of Insaaf committee contacted press club. Parents and children were interviewed and the issue was highlighted in print and electronic media. The accused teacher apologized and vowed never to misuse his authority in future.

Kausar (39, teacher), one of the participants of Khullie Kachery from Union Council Ayun, District Chitral said, "The community is satisfied with the actions of police against drug sellers, we hope that the police keep vigilant and continue their efforts against this menace. These female Khullie Kacheries are very useful to highlight female issues in a secure and safe environment."

Nazakat Begum (34, house wife) from Union Council Bara Bandai, District Swat stated, "I was afraid of sending my daughters to school for fear of hooligans. I raised this issue in Khullie Kachery and police responded quickly, they appointed constable to patrol the area near school during opening and closing timings. Now I have no problem in sending my daughters to school".



Inauguration of PS&JP supported IT Lab at police line swat by Mr. Abdullah Khan DIG Malakand Range



PS&JP supported construction of police barrack at Kaghosi police station Chitral

Insaaf Committees (IC) were formed for channeling communal service delivery complaints and personal disputes;

- » 7 Police Consultative Workshops were organized, 1322 police officials attended the workshops;
- » 7 Community Empowerment Desks (CEDs) established at District Bar Associations (DBAs);
- » 56 Community Empowerment Round Table (CERT) were organized, total 1201 participants attended CERT meetings;
- » 28 Press forums were conducted at District Press Clubs (DPCs) and total 579 participants attended press forum meetings;
- » Public expenditure reviews conducted in 33 police stations of target police stations of Malakand

Division;

- » 2190 issues were raised in 1,343 Khullie Kacheries (KKs) and 1650 issues were resolved
- » 1343 KKs have been conducted, total 39799 (30906 males and 8893 females) participants attended Khullie Kacheries;
- » 28 coordination meetings of UPSCs and C&SCs with police stations conducted, total 1353 participants attended coordination meetings;
- » 28 coordination meetings of DBA with ICs were organized at DBAs, total 676 participants attended coordination meetings;
- » 117 voluntary inmates were rehabilitated at Naway Sahar De-radicalization Center (NSDC) Bajaur and provided livelihood projects



Voluntary Inmates learning tailoring skills at NSDC, Bajure Agency



Male and female combined Khullie Kachehry at District Chitral

## ADVOCACY FOR EFFECTIVE IMPLEMENTATION OF FRONTIER CRIME REGULATIONS (FCR) IN BAJAUR

### Advocating Citizens Entitlements in Bajaur

One main step towards combating the militancy in Bajaur Agency is recognized as the "Effective Implementation of FCR reforms". In October 2009, the International Crisis Group (ICG) in a report titled "Pakistan: Countering Militancy in FATA", had examined the militancy 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 report warned that "this ongoing



Capacity Building of IC at District Chitral

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".

UNDP funded "Advocacy for Effective Implementation of Frontier Crime Regulations (FCR) in Bajaur" project was initiated in September 2012. DTCE in this 15 month project focused on community dialogues, meetings with Jirgas, and establishment of One Window Operation (OWO) to provide an opportunity to the civil society to access all sorts of information on FCR.

## Project Snapshot

<b>Grant Title</b>	Advocacy for Effective Implementation of FCR Reforms in Bajaur Agency - A Sub Grant by Citizens' Voice Project (CVP)
<b>Donor</b>	United States Agency for International Development (USAID) under Citizen Voice Project (CVP)
<b>Duration</b>	The duration of this program was 15 months, starting from September 27, 2012 to December 27, 2013
<b>Geographical Coverage</b>	Bajaur Agency, FATA

## Program Objectives

- » Organization of grants opening and closing meetings for the two cycles separately
- » Facilitation of sub-grantees to develop their work plans in accordance with program guidelines
- » Identification/collection of success stories/ case studies from the target areas and further development
- » Undertake monitoring visits of 20% program activities by GEP Cycle 3 and Cycle 5 sub-grantees in 34 districts across Pakistan

Governed under the FCR, a remnant of British Rule framed in 1890 by which it administered the tribal areas through political agents, the tribal areas of FATA are in a dire need of implementation of the reforms in FCR as approved by the President of Pakistan. The legal and political reforms as provisioned in the reforms 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. The Project aims to carry out advocacy campaign regarding these reforms and involve all stakeholders in the implementation process.

Where the amendments to the FCR are envisaged to bring an end to the practice of collective responsibility and collective punishment for children, women and people over the age of 65, the reforms have so far not

been implemented even with the direct order of the President for an effective and speedy implementation in consultation with the parliamentarians representing the FATA agencies.

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. Extension of the Political Parties Order 2002 allows 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 FCR reforms. It is noteworthy to mention that, had the citizens from FATA been part of mainstream politics, religious fanatics would not have been able 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.

## DA KHALQO AWAZ

It was in May 2013 when a rocket attack took place in Yousafabad Tehsil Khar, Bajaur Agency, resulting in disruption of electricity to agency headquarter. The administration under the tribal collective responsibility arrested several dozen citizens; most of which were youngsters under the age of 16 years. The fathers of these detainees took the matter with the administration for their release as under FCR reforms of 2011 no citizen under the age of 16 is to be arrested. The administration after investigation released 7 arrested citizens. This was all possible due the advocacy campaign undertaken by the project "Da Khalqo Awaz".



Seminar on political engagement at bajaur



## Key Results

- » MOUs signed with FATA secretariat and Political Administration Bajaur
- » 2 Stakeholders Dialogues held in which 121 citizens participated
- » 4 Jirga meetings held with tribal Maliks and leaders of political parties; 298 people participated in these meetings
- » 5 policy level seminars held on effective implementation of FCR reforms in which 435 people participated
- » 10 awareness raising sessions held in schools / colleges in which 977 students participated
- » 4 roundtable meetings held for women and marginalized in which 89 women participated
- » 9 seminars conducted on political engagement in which 851 people participated
- » 3 days training for civil society held for 7 CSO of Bajaur regarding FCR reforms
- » 10 radio programs and 2 talk shows aired on reforms
- » 4 airings of documentary on AVT Khyber an Khyber News

## SUPPORTING WOMEN'S CNIC REGISTRATION CAMPAIGN IN SELECTED DISTRICTS

Apart from many other developmental issues that the country transacts, interestingly in the 21st century, the

registration of CNICs is yet another challenge that many women of Pakistan face. In the conservative and male dominated society of the country, women rights have mostly been neglected in the name of norms, religion, and family pride. The absence of registered CNICs, automatically limits several social and national rights of women which they are otherwise entitled to by the state.

The advocates of Gender Equity therefore identify this area as the first step towards achieving their goal. Gender Equity Program therefore launched grant cycle 3 and 5 particularly in this regard to increase the CNIC registrations thereby providing women with their basic rights of access to legal services and protection of Gender Based Violence (GBV) survivors.

## DTCE promoting Women Empowerment

With no CNIC, women are bound to be isolated from the society and fail to demand many national services. This further takes them away from social inclusion. In the absence of CNIC, GBV survivors cannot revert to any kind of legal recourse since all major justice awarding institutions, shelters, medico-legal counseling, crisis centers, registration of FIRs etc require this basic document for service provision. DTCE's grant was titled "Coordination and Support for the Activities under Two GEP Campaigns 'Supporting Women's CNIC Registration in Selected Districts of all Four Provinces, Azad Jammu and Kashmir (AJK) and Gilgit/Baltistan (GB)' under the project of Gender Equity Program. The intervention was aimed at building a strong nexus between legal identity and access to services pertaining to prevention and address GBV.

## Project Snapshot

Grant Title	Supporting Women's CNIC Registration Campaign in Selected Districts - a sub grant by Gender Equity Program (GEP) - Cycle 3 & 5
Donor	United States Agency for International Development (USAID) under Gender Equity program (GEP)
Duration	May 21, 2012 to August 20, 2013
Geographical Coverage	34 Districts in total Gilgit-Baltistan Gilgit KPK Bannu, and Upper Dir Punjab Bahawalnagar, Rahim Yar Khan, Khanewal, Rajanpur and Vehari Sindh Badin, Dadu, Thatta, Kashmore, Tharparker, Umer Kot, Khairpur Baluchistan Kalat, Awaran, Mastung, Washuk, Kech, Kachi, Jhal Magsi, Nasirabad, Sibi, Panjgur, Loralai, Kohlu, Harnai, Barkhan, Musakhel, Sherani, and Killa Abdullah

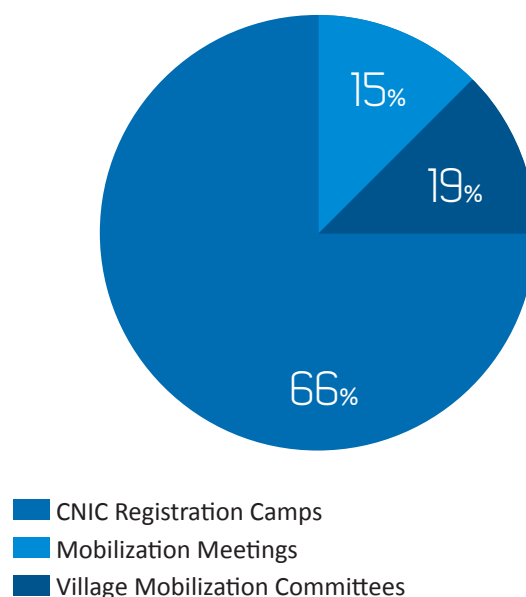


## Project Objectives

- » Organization of grants opening and closing meetings for the two cycles separately
- » Facilitation of sub-grantees to develop their work plans in accordance with program guidelines
- » Identification/collection of success stories/ case studies from the target areas and further development
- » Undertake monitoring visits of 20% program activities by GEP Cycle 3 and Cycle 5 sub-grantees in 34 districts across Pakistan

For this program, DTCE used a unique two layered monitoring approach, the purpose of which was to enhance credibility and eradicate false reporting. Reports from primary on-field monitors were analyzed for factual correctness, and were also verified for authenticity at DTCE headquarters. This two pronged mechanism ensured that no false or fake reports are generated. Hence, every fact related to monitoring results transmitted to GEP was strongly backed by verified evidence.

Percentage Composition of Activities Monitored



Monitoring Coverage Provided for GEP Grants Cycle 3 & 5

According to feedback gathered from different stakeholders across the country and DTCE's own analysis, the Women's CNIC Registration Campaign by GEP was a very well-conceived program with concrete measurable outputs while carrying high value for the beneficiaries. The provision of CNICs to marginalized women is undoubtedly a big milestone towards women empowerment. However, one needs to recognize that it is not a destination itself. There still needs a lot to be done to ensure the access to national rights and secured position of women in the society.

## Key Results

- » Two 2-days Grant Opening Meetings organized in Islamabad, one each for sub-grantees engaged in grants cycle 3 and cycle 5, on June 22-23, 2012 and July 30-31, 2012 respectively
- » Technical assistance provided in the development of Plans of Action to all GEP partner organizations
- » 979 (21.4%) program, events/structures were monitored; 52 in AJK, 166 in Baluchistan, 23 in GB, 35 in KPK, 452 in Punjab, and 251 in Sindh. Monitored activities included 169 Mobilization Meetings, 263 Village Mobilization Committee (VMCs) and 547 CNIC Registration Camps. Out of these events 391 were done in 2013
- » 80 success stories/case studies were produced in 2013
- » Two 2-days Experience Sharing Workshops organized separately for cycle 5 and cycle 3 on May 23-24 and June 13-14, 2013 respectively in Islamabad



Round table meeting for women and marginalized at bajaur agency

# Civic and Voter Education Project for Promoting Participation of Females and Youth in General Elections in KP

One of the key focal areas of DTCE has always been the empowerment of communities thereby engaging them in local development, working together with local government, elected representatives and local civil society. The 18th amendment in the constitution of 1973 opened gateways to enhanced power of provincial and local governments. The authorities and responsibilities of the local elected members were automatically stretched as a result of this amendment which could lead to community ownership. Considering this as a key functional area for country's development, DTCE recognized the importance of the biggest national event of the year i.e. the General Elections held on May 11, 2013. DTCE thereby carried out its interventions for the Civic and Voter Education in 5 districts namely Abbottabad, Bannu, Mardan, Peshawar and Swabi of KP province, hence extending substantial support to the Election Commission of Pakistan.

## Project Snapshot

<b>Grant Title</b>	Civic and Voter Education Project Electoral Cycle Support for Election Commission of Pakistan (ECAP)
<b>Donor</b>	UN Women, United Nations Entity for Gender Equality and the Empowerment of Women
<b>Duration</b>	February 20, 2013 to June 20, 2013
<b>Geographical Coverage</b>	5 Districts in total <b>KPK</b> Abbottabad, Bannu, Mardan, Peshawar, Swabi

## Project Objectives

- » To improve engagement of citizens, particularly of women and youth, in electoral processes with the view to improve overall turnover of the polling process
- » To support and strengthening electoral laws and procedures for increased administrative effectiveness
- » To support the Election Commission to deliver its strategic plan

## AGE IS NO BARRIER TO VOTING



Muntazir Bibi, 86, lives in a village of Mardan district. Though she is very old she says that she had never polled her vote in any elections. DTCE's volunteers visited her village with message of casting votes as national responsibility; she was ready to go out and vote.

Talking to DTCE volunteer Aneela Tajik she expressed desire to go out and vote. "I have never voted in my life. But now I want to go for vote", she says. However, there was problem as she is old she could not walk and need a wheel chair to go out the polling. The volunteer discussed the issue with Muntazir Bibi's daughter and jointly they arranged a wheel chair for her. She was very happy to know that she will be able to cast her vote. Muntazir Bibi became an inspiration for many women in her community.

## Programmatic Components building on DTCE Thematic Areas

Each activity designed under this project also served as a key ingredient towards strengthening DTCE's overall implementation model and key thematic areas. This is a proof of how focused DTCE has always been while designing its programs refining a niche of activities closely aligned with its themes.

DTCE Thematic Areas	Programmatic Components
<b>Citizen Community Boards and CCB Networks</b>	Community Mobilization and partnerships through Civil Society Organizations Youth volunteers as Project Envoys
<b>Media and Communication Strategy</b>	Media-based awareness campaigns Outreach awareness activities such door to door awareness campaigns, awareness seminars, walks, consultative events and corner meetings
<b>Local Council Associations</b>	MoUs signing with partners Identified educational institutions for selection of potential male & female volunteers
<b>Building Provincial Capacities for the Promotion of Citizen Engagement under New Enactments</b>	Support Election Commission of Pakistan's (ECP) strategic target Meetings with Provincial Election Commission
<b>Monitoring</b>	Appropriate monitoring mechanisms to ensure adherence to performance standards and conduct qualitative research
<b>Gender Equity</b>	Specific focus was on increasing participation of women

With high security threats and little awareness regarding importance of vote, a target of 63 per cent voter turnout, as set by ECP, seemed a little over ambitious. DTCE's Civic and Voter Education (CVE) brought together key stakeholders such as Provincial and District Election Commissions, civil society organizations, media, women, youth and marginalized communities to help increase the voter turnout by launching multi-dimensional awareness campaigns in the target areas of KP.

An in-house Project Management Unit was established, responsible for project management and execution. Building upon its wide experience, DTCE employed its existing network of CSOs in the target districts for carrying out project activities. Youth volunteers were engaged as Project Envoys in collaborative partnership with good educational institutions in different localities of the five districts to maximize geographical coverage within a district. These volunteers were trained for distributing awareness material and conducting door to door campaigns in their residential areas. The partner CSOs also organized various activities to inculcate among the participants the need for voting especially by women, youth and marginalized communities. Media-based awareness campaigns were designed in partnership with the project's media channels. Various outreach awareness activities such as door to door awareness campaigns, youth volunteer mobilization, awareness seminars, walks, consultative events and corner meetings were organized.

### FLASH NOTES

- » 1.24 million Citizens directly involved in community participatory development processes
- » Approximately 800,000 citizens polled their votes
- » Nearly 200,000 females polled their votes in Village & Neighbourhood Councils Elections, Network Elections and Local Council Association Election
- » Contribution to an overall 55% voter turnout as compared to barely 44% in previous elections.
- » Contribution to unprecedented female -voter turnout of 40% of all votes.



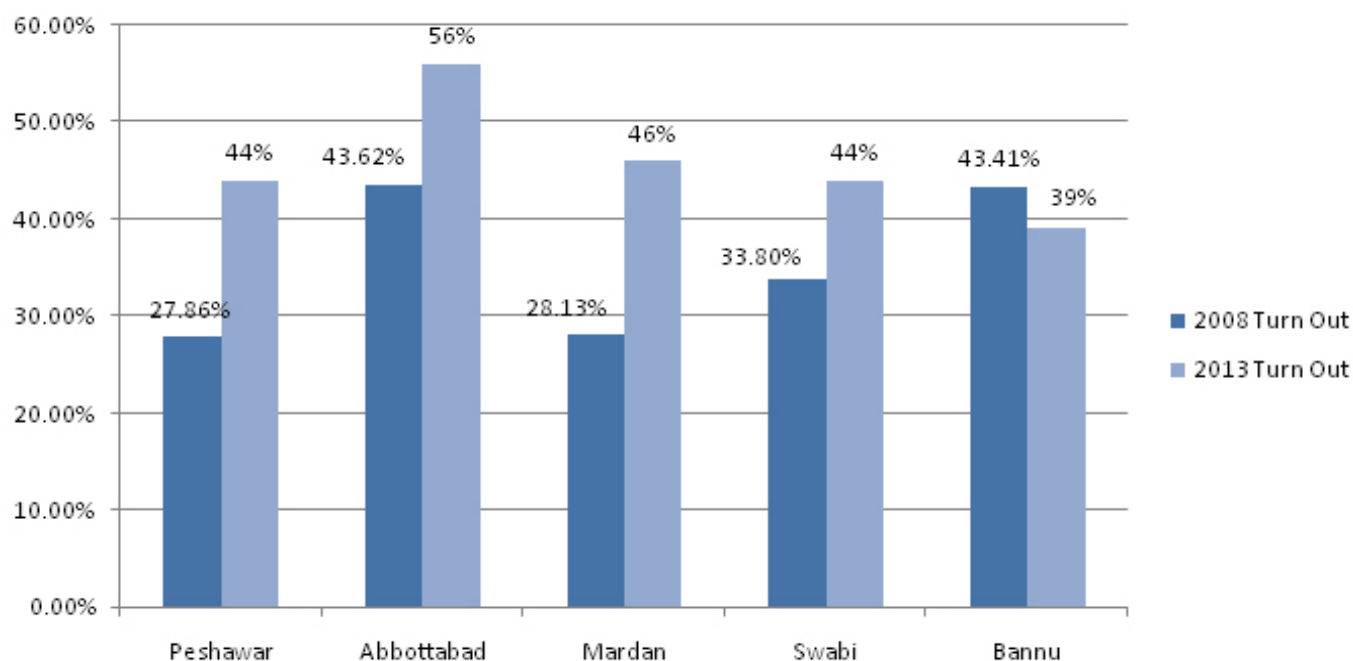
Female awareness raising meeting on Civic and voter education at district Banu

The total number of households reached through this project was 53617 and the beneficiaries reached were about 344,500. Details of expected number of benefiting households from this project is given as under; As multiplier effect the beneficiaries of these activities are likely to increase manifolds.

Activities	Abbottabad	Swabi	Mardan	Peshawar	Bannu	Total
<b>Inception Meeting at Provincial Level with all stakeholders</b>	10	10	10	10	10	50
<b>District Level Training of volunteers/CSO/IME CSOs and work planning</b>	15	21	26	38	22	122
<b>Consultative Events at each PC level, 2 events at each PC</b>	900	1,080	1,440	1,980	720	6,120
<b>Seminars for youth and women at educational institutions</b>	625	750	625	750	625	3,375
<b>Awareness Raising Walks at each Tehsil level (total 13 Tehsils)</b>	300	300	450	600	300	1,950
<b>Social Media Campaign</b>	1,000	1,000	1,000	1,000	1,000	5,000
<b>Door to Door Awareness Campaign by Volunteers</b>	6,000	6,000	10,000	9,000	6,000	37,000
<b>Total</b>	8,850	9,161	13,551	13,378	8,677	53,617



A graphical comparison of voter turnout for the elections 2013 and elections 2008 is given below. The representation is self-explanatory and clearly reflects a remarkable increase in voting with the highest voting turnout of 56% being noted in Abbottabad and lowest turnout of 39% being reflected in district Bannu. The low turnout in this district was due to high security threats.



## Key Results

- » Total 75,273 households were covered during dissemination of Civic & Voter Education (CVE) kits
- » 34 PC's constituencies were touched during the project – Other activities included 43 Mock Poll Exercises, 13 Corner Meetings, 4 Corner meetings for new voter registration
- » 7-day radio campaigns were aired on local radio stations covering all the 5 target districts including adjoining districts reaching out to approximately 2.4 million citizens
- » 73 consultative events held in each provincial constituency of 5 districts in which 7,109 citizens (4,332 males and 2,777 females ) from different walks of life participated
- » Localized training sessions were organized with a participant number of 127. Out of these 74 were volunteers and the rest from partner Civil Society Organizations (CSOs) in 05 districts



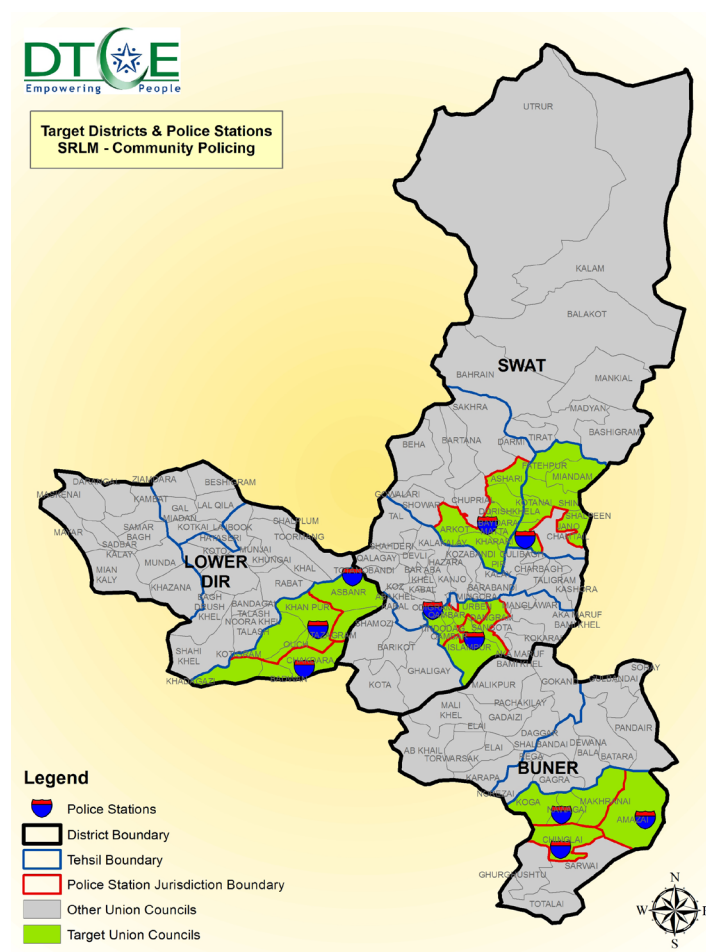
A view of training on citizen perception survey at Swat

# COMMUNITY POLICING UNDER STRENGTHENING RULE OF LAW PROGRAM (CP-SRLMP) IN MALAKAND

DTCE has always recognized the importance of Public Safety and Rule of Law, Access to Justice, Legal Support and Alternate Dispute Resolution and therefore these areas have been a part of key focus of DTCE interventions. Year 2013 was no different for DTCE and much work was done with regards to strengthening of justice sector through formal and informal channels. The community policing strategy was designed to cover the objectives of 'Strengthening Rule of Law in Malakand Project' (SRLM) in the same regard. This approach coincided with the SRLMs methodology of working with the formal justice agencies such as the Police at the local levels. The project serves as the pilot phase of the community policing concept in Malakand Division and was targeted to cover the local population residing in jurisdiction of 10 police stations.

## Project Snapshot

<b>Grant Title</b>	Community Policing - Under Strengthening Rule of Law in Malakand Program (SRLMP)		
<b>Donor</b>	United Nation Development Program (UNDP)		
<b>Duration</b>	Aug 01, 2013 to April 15, 2014		
<b>Geographical Coverage</b>	Local population residing in jurisdiction of 10 police stations		
	<b>District Swat</b> Saidu, Rahimabad, Khawazakhela, Matta	<b>District Buner</b> Nawagay, Nagraye, Chinglai	<b>District Lower Dir</b> Chakdara, Asbanr, Ouch



## Project Objectives

- » Improvement in police-community relations
- » 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

## DTCE Endeavors

The methodology was based on the idea of improving public safety through engaging communities and building relationships between citizens and police at local level. DTCE conducted a baseline research, and data was collected from general citizens and police personnel. During the entire length of the project, DTCE team has developed six manuals in Urdu and English on attitude and behavior for Moharrir and Maddad Moharrir, on Concept and Methodology for Police personnel & Community Policing Forums. An extensive advocacy campaign was carried out and the DTCE team developed and published large amount of IEC. For further awareness and conceptual clarity, 125 Radio Spots on FM 96

were also aired to disseminate message of Community policing.

As a result of detailed research study, documents on MIS for FIR and Telephony based complaint & response management system (TCMS) for police was developed and shared with the donor. These documents allow for robust and scalable FIR management system for KP Police by conducting preliminary needs assessment across different tiers of police department of KP to

determine essential system requirements while also comparing the features of existing solutions. Moreover, this can pave the way for IVR-supported Complaint and Response Database for management of information pertaining to policing complaints and responses for KP Police department. The sole purpose of these proposed ideas is to improve the accountability of police department in the eyes of public and develop a sense of confidence and trust towards Police as community service providers.

#### Inter police station meetings at district level

District	Name of CPFs	Venue	CPF members	Police Station staff	Others	Total
<b>Lower Dir</b>	Ouch, Chakdara, Asbanr	PS Ouch	15	15	5	35
<b>Buner</b>	Nawagai, Nagrai, Chinglai	PS Nawa-gai	15	15	-	30
<b>Swat</b>	Rahimabad, Saidu Sharif	PS Ra-himabad	10	10	5	25
	Matta, Khawazakhela	PS Matta	10	10	1	21
Total			50	50	11	111

The strategy was designed to support the police and the community in meeting challenges of establishing and operationalizing of various components and services related to community policing, under the constantly changing legal paradigm.

## FLASH NOTES

- » Developed six Manuals Urdu/English on attitude and behavior for Moharrir and Maddad Moharrir, Concept and Methodology for Police personnel & Community Policing Forums
- » Disseminated about 5000 copies of poster, leaflets, manuals in Urdu/English
- » Aired 125 Radio Spots on FM 96 to disseminate message of Community policing



Community policing forum(CPF) Police station meeting at Nawagaye Police station Distt Buner



Selection of chairman and voice chairman of community policing forum(CPF) at police station ouch Distt Lower Dir



## Key Results

- » Formation and capacity building of 10 Community Policing Forums in three districts. 972 participants attended the formation events, while 152 members were trained
- » Two strategy papers developed one for complaint and response management system and the other for PROMIS an existing MIS of Police. 30 Coordination meetings of open public forums involving 259 participants were conducted. 160 police personnel participated in Police personnel training
- » Capacity building of Moharrirs & Madad Moharrirs of 42 police stations in order to change thana culture and make them more performance oriented and citizen friendly. 86 Moharirs and Madad Moharirs were trained
- » 30 open public forums conducted with 2945 participants; 12 in Swat, 9 in Bunair, 9 in Dir Lower
- » 30 public engagement campaigns which included cultural events i.e. cultural games, Mushairas, Quizzes, Naat Competitions, National Song Competitions; 12 events conducted in Swat, 9 in Bunair, 9 in Dir Lower. The total number of participants in these events was 2911
- » Conducted 4 inter police station meetings in three districts attended by 166 participants; 2 in Swat, 1 in Bunair, 1 in Dir Lower
- » Distribution of IEC material regarding Community Policing among target population including direct and indirect beneficiaries

## RESEARCH ON GOVERNMENT OFFICIALS SURVEY ON ADMINISTRATIVE, TAX AND GENDER REFORMS IN KHYBER PAKHTUNKHWA

DTCE initiated a research regarding the GIZ Program “Support to Good Governance in Pakistan” focused in Khyber Pakhtunkhwa. The research was basically an organized effort to assess the perception of civil society regarding the capability of the state to fulfil its governance functions related to the thematic areas of administrative, tax and prevention of violence against women. This has enabled to build a data of information related to public municipal services, mobilization of local revenues and violence against women where existing data remain is scarce and hard to find.

### Project Snapshot

<b>Grant Title</b>	Government Officials Survey on Administrative, Tax and Gender Reforms in Khyber Pakhtunkhwa
<b>Donor</b>	Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH
<b>Duration</b>	November 5, 2012 to November 25th, 2013.
<b>Geographical Coverage</b>	All 25 districts of Khyber Pakhtunkhwa Abbottabad, Bannu, Battagram, Buner, Charsadda, Chitral, Dera Ismail Khan, Dir Lower, Dir Upper, Hangu, Haripur, Karak, Kohat, Kohistan, Lakki Marwat, Malakand, Mansehra, Mardan, Nowshera, Peshawar, Shangla, Swabi, Swat, Tank and Torgar

### Project Objectives

To assess the perception of local administration on the capability of the state to fulfill its governance functions related to the thematic areas of administrative, tax and prevention of violence against women

In light of the new developments that took place after the General elections 2013, the spectrum of the research

was broadened covering government officials’ survey in all 25 districts and 45 randomly selected Municipal Committees of Khyber Pakhtunkhwa. Specifically the targeted respondents of the research were Excise and Taxation Officers (ETOs), Chief Municipal Officers (CMOs) and District Officers – Social Welfare (DO-SW).



## Summary of Questionnaires Administered (Target versus actual)

Government Official Respondents	Target Number of Respondents	Actual Number of Interviews Held	Percentage Achieved
ETO (6 in Peshawar and 1 each in remaining 24 districts)	30	28	93%
DO-SW (1 in each district)	25	25	100%
CMO (1 in each selected municipal committee)	45	44	98%
<b>Total</b>	<b>100</b>	<b>97</b>	<b>97%</b>

The research encompassed overall monitored progress of the three thematic areas of GIZ Governance Program. Another advantage of the study was that the results may be used as a policy input tool for the local administration and other local partners. The perceptions highlighted are to be used as benchmark for civil society's expectations intended to measure and study variances in the target groups' responses on key governance indicators over time; and if used properly, the study will help bringing improvements in the local governance system.

### Key Results

- » 97 interviews conducted out of a target of 100 with CMOs, ETOs and DO-SW
- » Comprehensive research report entailing results, data analysis, key findings and policy recommendations submitted to GIZ



Training on citizen perception survey at DTCE office, Islamabad.

## DTCE CELEBRATING ITS PEOPLE...

People are the face of any organization. They not only represent the organization itself, but are its key building blocks. In case of DTCE, human resource are the biggest resource, or more precisely the asset of the organization. This fact also stands important as the nature of service involves direct dealing with people on both supply and demand side.

### Knowledge workers at DTCE

We have nurtured and created a pool of talented, celebrated and aspiring individuals whom we refer to “knowledge workers”. Our knowledge workers bring with them a unique pool of expertise and hands-on knowledge. They are creative and passionate, with the ability to think out of the box; a true driver behind all innovative interventions conceived and implemented by DTCE.

Diversity and diversification have been the key enablers at DTCE. Be it the fields of social mobilization, capacity development, media and communications, or program management, the team has done remarkably well with accomplished goals and targets. The organization is staffed and operated by a highly qualified team of professionals. DTCE proudly operates around all over the country, with its head office in Islamabad.

### Organization Development Initiatives

OD and HRD remain the priority areas at DTCE. In the last 10 years the organization has continuously come up with employee focused plans that have helped in retention of most of its key resources. These plans are focused not only to the organizational performance but involve inclusive approaches towards change and performance management, training and development, coaching and leadership, respecting diversity, and

ensuring work-life balance.

The respect towards the human resource is further bolstered at DTCE by involving partner organization in development activities. At the headquarters, DTCE has been actively involved in training need assessment of local partners. The TNA serves as the backbone for designing a plan of action. Trainings, manuals and refreshers are periodically designed and developed. Respectively, a wide range of knowledge management products are produced for experiential learning.

### Promoting Gender Equality

DTCE has always been an advocate for gender equity and in the recent years worked a lot for the promotion of the same. In this regards DTCE is leading by example and has always provided equal opportunities for females. No nation can ever grow unless it involves its females into decision making and trains them to become active part of the workforce. DTCE strongly believes in the same and promotes the same in its hiring policy. Today, DTCE has its female knowledge workers adding to the pride not only by working at the headquarters but also showing their potential and strength in the field areas.

### Knowledge workers resourcefulness

Skills can be learnt, knowledge can be gained, but it continuously needs to be polished and refined by trainings and capacity building. An organization's value for its people is judged by the fact how often it identifies the needs of trainings and capacity building, and successively provides room for growth and opportunities. With the rapidly changing nature of development sector, and highly competitive environment, needs for training is further enhanced. While DTCE respects the potential of its knowledge workers, it also aims at improving their resourcefulness by designing relevant trainings for them. So far numerous trainings on different topics like Monitoring and Evaluation, Sustainable Development, Project Management, Report writing skills, Case study writing and Gender Mainstreaming have been conducted.



Interview with ETO - District Peshawar



Interview with DO (SW) - Battagram

## 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\$ 4.29 million and average consumption is US\$ 4.21 million per annum since 2003 to 2013. Rate of average consumption is 98.43% which shows the maximum utilization of the funds as per agreed objectives of the program and effective financial planning and implementation.

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 5.08 percent of the total budget for the year 2013 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 activities, expendable and non-expendable equipment, meetings and other such events. 94.92 percent of the budget amounting to US \$2,173,227 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 2013 comes to US\$ 2,289,620 million, equivalent to 93.73% percent utilization. DTCE's programme costs can be summed up as follows:

### DTCE Financials 2013

Project	Expenditure in USD
Supporting Women's CNIC Registration in Selected Districts in all four provinces and Azad Jammu and Kashmir (AJK) & Gilgit-Baltistan (GB)	210,462
Advocacy for Effective Implementation of the Frontier Crime Regulations (FCR) Reforms in Bajaur Agency FATA.	164,831
Public Safety and Justice Program (PS&JP) in Malakand division.	1,437,396
Strengthening Rule of Law Program (SRLMP) in Malakand through access to justice, legal aid and representation mechanisms	59,663
Study on citizen's perception in Khyber Pakhtunkhwa (KP).	108,394
Civic and Voter Education Electoral Cycle Support for Election Commission of Pakistan (ECAP)	164,581
Strengthening Rule of Law Program (SRLMP) in Malakand through community policing	144,293
<b>Total</b>	<b>2,289,620</b>

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.

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.



Devolution Trust for Community Empowerment (DTCE)  
House no 10, Street no 4, Shaheed-e-Millat Road, Sector  
G-6/3, Islamabad, Pakistan.  
Phone: 111-333-823 Fax: +92-51-8312322  
[www.dtce.org.pk](http://www.dtce.org.pk)

