



District Updates 02

DBA 04
President Kohat Interview

District Nazim 05
Kech, Interview

Global Network on Local Governance 07

Citizen Report Card 07

DTCE Manual 08

A Rs. 2.2 Million CCB Change Kicks off in Awaran

For the first time in the history of district Awaran 14 CCBs developed and finalized community based projects worth Rs. 2.2 million which shall be funded through district and tehsil allocations. Awaran is the largest funding recipient after Quetta in Balochistan. These projects were the outcome of a four-day Project Cycle Management (PCM) training organized by Devolution Trust for Community Empowerment (DTCE) for 28 Citizen Community Boards (CCBs) and Local Government officials during January, 2008.



Certificate Distribution Ceremony, Awaran

Speaking at the certificate distribution ceremony Mr. Zafar Hayat Malik, National Project Director DTCE, reiterated his organization's resolve to support the people of Awaran in development activities. It is important to mention that before DTCE interventions not a single CCB project had been developed and implemented in Awaran.

District Vehari comes out with Flying Colors in Punjab

The previous year was full of landmarks for DTCE. District Vehari, one of DTCE's pilot districts replicating DTCE's incentives module that it had piloted, in the city with its facilitation and guidance provided performance based incentives according to the LGO 2001, to officers belonging to the education, agriculture, budget and finance and revenue departments, the zila council and the secretariat. It holds the honor of being the first district of Punjab to have done so. The

achievement is credited to the efforts of DO Finance- Dr. Muzzafar Chisti, EDO F&P- Dr. Mohammad Aslam and the former DCO. A huge amount of Rs. 38,00,000 was allocated and disbursed from July, 2007 to March, 2008 amongst high performing officers. These incentives not only improved performance but departments achieved set targets within the given time frame. The agriculture department met its target of making water courses during the year 2007-2008. The education department disbursed bonuses to high performing teachers with excellent examination results along with the EDO education and the DCO, who were given special prizes along with performance bonuses for implementing Education Sector Reforms. It is remarkable to note that the district will also be allocating an amount for performance incentives in the coming fiscal year. It is also the first district of Punjab where UC secretaries were given budget and planning training.

Celebrating Women's Day in Faisalabad

International Women's Day (8th March) was an occasion to celebrate in Faisalabad, Punjab. Faisalabad Citizen Community Board Network (FCCBN) organized a conference to highlight the achievement of women CCBs in the district. The conference was attended by 120 females including local government representatives, government employees, CSOs (Civil Society Organizations) and female members of CCB Networks.

The participants adopted a joint declaration to form a women empowerment center at district level. The objective of the center would be to prepare women trainers and establish a female training/ vocational and IT center and slimming clinic both in urban and rural towns. The declaration also recommended the preparation of a scholarship scheme for deserving women. It was decided that more employment opportunities for women would be created and funfairs would be held regularly to promote handicrafts.



Guest speaker at the International Women's Day Conference

Mr. Najeeb Aslam, DTCE's Manager Field Operations Team informed the participants that DTCE had already established Women Empowerment Centers in Jinnah and Iqbal towns of Faisalabad. Also in 2007, DTCE had trained 190 CCB lead mentors and as a result of DTCE's intervention 48 female CCBs had been registered in the district.

Lasbela Police & UPSCs Working Hand in Hand

The efforts of DTCE have borne fruit in district Lasbela in the form of collaboration between UPSCs (Union Public Safety Committee) and police stations. Various local level issues are being resolved as a result of this cooperation. Quoting a few examples, an uninterrupted supply of flour was ensured during the flour crisis facing the country in January, 2008. In another instance a complaint launched by Mr. Umar Lasi, Chairman UPSC Utthal, about a gang trading narcotics in the area was looked into by the SHO of the local police station who raided the place and arrested the culprits. Crimes like burglaries, car snatching and accidents also come under the domain of these UPSCs. Currently UPSC chairpersons and SHOs have started holding meetings at the end of every month. A UPSC consists of three members including one female. All the members are elected councilors. There are 22 UPSCs in district Lasbela. UPSCs serve as a bridge between the community and police and monitor police performance.

DTCE supports Female Police Officers in Lasbela

DTCE provided financial support for capacity building of the newly recruited female police officers at Lasbela to enhance their performance and efficiency.



Performance honoraria being awarded to female police officers

Performance honoraria was also awarded to 12 lady police constables by the District Police Officer (DPO) who had recommended these incentives to encourage them.

CCB Network Charsadda Chalks Out Strategy for Supporting CCBs



A strategy for supporting CCBs was finalized by CCB Network Charsadda during a three day training workshop in January, 2008. A quarterly work plan for the CCB Network was also developed. The main objective of the training was to familiarize the office bearers with their roles and responsibilities. Orientation was provided on CCB rules and the importance of Exclusive Classification in forming, prioritizing and submitting CCB projects for approval. Trainees were encouraged to organize themselves into a pressure group to safeguard



During CCB Network workshop, Charsadda

the rights of CCBs. The training was attended by 21 office bearers of the newly registered CCB Network including six female members

Fruitful Collaboration between District Government Badin & CCBN

An encouraging step towards CCB formation was witnessed in Badin when the district nazim Badin formed a CCB Projects Review Committee in collaboration with CCB Network Badin. CCB Network Badin will facilitate CCBs and the district government in scrutinizing CCB projects.



Participants during the meeting

This is for the first time that citizens have been engaged in the decision making process. It is being hoped that CCBs will be facilitated by the review committee during the preparation and approval of development projects.

DTCEs Financial Support for V&NCs in Khairpur

DTCE extended financial support of Rs. 25,000 to 63 Village and Neighborhood Councils (V&NCs) for implementing small scale projects during a cheque distribution ceremony organized by DTCE in taluka Gambat,



Guests at the cheque distribution ceremony

district Khairpur on January 26, 2008. District nazim Pir Syed Niaz Hussain Shah was the chief guest at the occasion. Taluka nazim, Syed Sarkar Hussain Shah, Taluka Municipal Officer (TMO) Qazi Ameer Abbass and taluka nazim Sobodero, Syed Muhram Shah, were also present.

Gambat is the first taluka in Sindh where V&NC elections and their subsequent formation has taken place.

DTCE Manager Field Operations Team informed the guests that 315 members of 63 V&NCs were elected in the entire TMA, consisting of five members from each V&NC. The elected number of representatives included one female member and another peasant/ laborer who was elected on the reserved seats.



District Nazim Khairpur distributing cheques

Haripur Police Resolving Community Issues

Community issues raised during *khulli katcheris* (KKs) in Haripur had been set as achievement targets for the local police. Participants of *khulli katcheris* were informed that 81 issues had been set as targets (in the third round) out of which 36 had been resolved. Performance based assessment of thannas (police stations) was also carried out against the given targets. Maximum community participation was ensured and new targets were set for the upcoming months. It was decided (in the fourth round) that out of 45 UCs, UPSCs shall conduct *khulli katcheris* in 15 UCs on their own along with the DTCE team without the support of any CSO. Presently KKs have been conducted in all 45 UCs.

In order to achieve maximum community participation in KKs, a local level advertisement campaign was launched and Police Station Assessment Sheets were provided to local police stations for assessing their performance.

Businessmen Step Up to Support CCB Movement in Faisalabad

District Faisalabad has added another feather in its cap courtesy Mr. Rana Zahid Tauseef, the district Nazim. He has mobilized other successful businessmen like himself to contribute positively to the CCB movement especially by agreeing to pool in 20%



During the PCM - TOT workshop, Faisalabad

of the community share. His effort was lauded at a *Project Cycle Management, Training of Trainers (PCM-TOT)* organized by DTCE in Faisalabad from January 23-30, 2008. DTCE has been facilitating CCBs in project development and approval by conducting Project Cycle Management trainings in its partner districts.

Local government officials like EDOs and TOs were trained including 11 master trainers and nine civil engineers of three partner CSOs i.e. Human Resource Development Society (HRDS), Anjuman-Rifah-e-Amah and Al-Khair Welfare Society. The eight day training included two field visits, one to a project where a boundary wall of a graveyard had been constructed in UC 101 and the other one was a brick soiling and side drains project of TMA Samundri. Issues pertaining to taxation, project implementation and contractor profit were discussed during the training. Maximum participation of women was also witnessed.

CCBs Voice their Concerns at PCM-TOT, Sialkot

Voicing their concerns at the PCM-TOT organized by DTCE in Sialkot, CCB members cited favoritism as a major cause of delay in CCB registration and project approval. Payment of 15 percent tax, six percent



PCM - TOT Sialkot



Participants at the PCM - TOT workshop, Sialkot

sales tax, contractor profit and the lengthy process of project execution were other issues of concern.

Three partner CSOs i.e. Bunyad, Baidari and Sudhar were selected for providing training to selected CCBs in all UCs. Local government officials along with 13 males, five females, 13 facilitators and five engineers attended the workshop. Local government form four used for project proposal writing/formation was explained in detail. Field visit of a district project and a tehsil project had been organized as part of the workshop activities.

Promoting Women Skill Development Programs in Sialkot

DTCE provided financial and technical assistance to TMA Sialkot for organizing a women skill training workshop there on January 26, 2008. The tehsil nazim Sialkot and Ms. Sumaira Shafi, TO P&C (Tehsil Officer Planning and Coordination) facilitated the



Skill Training Workshop Sialkot

workshop. Participants included tehsil council members, teachers, NGO representatives, social workers, naib nazims and CCB members. The participants were informed that DTCE plans to implement more community development projects in Sialkot for women CCBs. Ms. Sumaira Shafi (TO) along with other officials thanked them for their support.

CCB Progress Sheet – District Sialkot

Year	Total No. of CCB Projects
2007-08	41
2006-07	69
2005-06	17
2004-05	22
Total Projects:	149

Supporting CCB Projects in the Port City of Gwadar

CCB projects being supported by DTCE and the local government are transforming lives in the remote port city of Gwadar. CCBs in the city have developed 36 small scale projects related to drinking water, education and the agriculture sector. DTCE provided 80 percent share of the overall cost on behalf of the district government while 20 percent share of the projects was contributed by CCBs after mobilizing funds from local communities.

DTCEs monitoring team visited six CCB projects in Gwadar from February 5-10, 2008 for program assessment. The EDO CD Gwadar accompanied them during the visit. Two of the six projects had already matured while the rest were



DTCE team during the CCB visit in Gwadar

in the final stages of completion. During the visit, the team also met with some of the beneficiaries of these projects who appreciated DTCE for bringing such a positive change in their lives through CCBs. The installation of water tanks particularly in UC Nalaint has solved their age old (drinking) water shortage that they had been facing since the past 50 years.

CCBs Transforming Lives in 23 Union Councils of Lahore

Agriculture is the mainstay of people belonging to 23 UCs of rural Lahore. It comes as no surprise that CCBs formed in these UCs cater mostly to agriculture productivity enhancement. DTCE conducted joint visits with local government officials to these CCB projects in February, 2008. It was noted that CCB projects



MFOT - DTCE during his visit to CCB projects in Lahore

were addressing the needs of farmers with maximum support of the agriculture department. The team visited Sonehri CCB which has formed an agricultural machinery pool for small scale farmers of their area with technical assistance from the agriculture department. The CCB chairman narrated the initial problems they had faced; convincing 25 members to form a CCB

was a mammoth task. For sustenance of the machinery pool the CCB charges a nominal amount of Rs. 150 from farmers who avail the facility. Their CCB has encouraged the formation of ten other CCBs in their area.

CCB Projects Increasing Productivity in Gujrat

The DTCE team visited agricultural sector CCB projects in district Gujrat. 290 agriculture related CCB projects are operational in the district. These community tube well projects have increased agriculture productivity and profits. The CCB tube well project at Model town rural area, Gujrat is one such example. The CCB chairman underlining the need of the project related that their land could not be cultivated because of water scarcity. They formed a CCB and with the cooperation of the district government their tube well project was approved. The CCB has proved extremely profitable for them as their yield has increased giving them huge profits. The turbine installed at village Loran by CCB Model town, CCB Simbli's G.I. wire netting project at Sarai-e-Alamgir and CCB Chani Nico Ani's project of agriculture machinery pool, were some of the other projects visited by the team. Raja Mushtaq Ahmed, chairman CCB Simbli informed the team that land erosion had claimed most of their cultivable land and they were able to reclaim eight acres of land by placing a sphyr near the nullah that had caused the damage.



DTCE visiting team at the turbine project

Malik Shahid Rasheed Awan, EDO agriculture had arranged the visit for DTCE and DO water management and other technical staff also accompanied them.

The Proactive Monitoring Committees of Lasbella

Monitoring Committees (MCs) formed with the facilitation and guidance provided by DTCE in Lasbella have been performing their duties aptly and actively. They have been resolving various local level issues with mutual consent as underlined in the LGO 2001, despite logistical problems and in the absence of resources. 240 CCBs have been registered in Lasbella so far, which the MC counts as one of the achievements of the local government and DTCE.

Members of the MC conduct regular monitoring visits to CCB projects and according to their reports most CCBs have utilized their funds appropriately and completed their projects. The MC members also recommend high performing officers for bonuses as per rules laid down in the LGO.





A Candid Discussion *with* **Abdul Rauf,** President District Bar, Kohat



DBA Kohat President Mr. Abdul Rauf

President District Bar Association Kohat, Abdul Rauf Advocate has been associated with the legal profession since the last two decades. He received his early education from Saint Joseph Convent School, Kohat and completed his Bachelors of Law from Punjab University in 1987. He has held several offices of the District Bar Association (DBA) in Kohat. Having served as Joint Secretary in 1992, twice as a General Secretary in 1993, 1994 he was finally elected as President of the District Bar from 2006–2007 and 2007–2008, consecutively. He is known for being proactive and has made his mark in his profession...

DBA Kohat signed a Memorandum of Understanding with DTCE in 2004. Later on as President of DBA Kohat, Abdul Rauf Advocate signed a revised MoU and constituted a free Legal Aid Committee (LAC) in 2006. By doing so, DBA Kohat committed to providing free legal advice and aid to CCB members. DTCE has established Community Empowerment Desks (CEDs) in the District Courts in collaboration with DBAs whereby CCBs may seek information and legal advice from members of the Free Legal Aid Committee. The credit of starting the first Community Empowerment Desk (CED) in Pakistan also

goes to Abdul Rauf Advocate. He spoke at length about the cooperation between DBA Kohat and DTCE to Awam Ki Awaz.

Q: When did the DTCE and Kohat Bar collaboration start?

"A National Convention was organized by DTCE in Islamabad during 2004. Several office bearers of DBA Kohat participated in this convention. Useful information about the Local Government Ordinance and the role of CCBs in community empowerment was provided to the participants. After I was elected as President of DBA Kohat, DTCE's team visited the district and further introduced the concept of CCBs to us. They related how these CCBs could address several problems at grass roots level. Thus we implemented the idea and saw that CCBs did open new avenues for our people to address their age old problems. To ensure free legal aid for CCBs a Legal Aid Committee was also constituted at district court Kohat, in August 2006, the first of its kind in Pakistan."

Q CEDs are important platforms for addressing CCB problems/concerns/issues according to you. Can you elaborate?

"The formation of CEDs has paved the way for holding monthly Community Empowerment Roundtables which is an interactive forum for lawyers, journalists; elected representatives, local government officials and CCB members, who discussed, found solutions and resolved any outstanding issues or concerns. It is through this forum that we have been able to make the local administration accountable to the people. I feel that local government officials are reluctant to face people, but in these forums they are held accountable. CEDs have also made the CCB members more confident."

Q What kind of issues are resolved by the Community Empowerment Roundtables in your area?

"There are a number of CCB related problems that occur from time to time and if it weren't for CEDs we would be posed with innumerable issues. The registration of CCBs was a common problem. A number of illegal impediments to hamper the smooth functioning of CCBs were created by vested interests of different people. I myself tried to register a CCB but

was misguided at the very onset i.e. at the registration level. Thus realizing the dilemma of the common man we started inviting concerned officials to the Roundtables citing relevant laws/rules and resolved several problems along with eliminating unnecessary hurdles such as the requirement of the nazim's or police approval for registration of CCBs."

Q CCB representatives of other districts often complain about political interference. What is the situation in your district?

"We do face the same music like other districts. Quoting an example of CCB Behbood Council of UC Pershai, that had fulfilled all the legal registration requirements of the local government. However, an opponent of this CCB who also happened to be a local nazim used his influence to de-register the CCB. The CCB approached the free Legal Aid Committee that issued a legal notice to the concerned officials but because of their unsatisfactory response a case was finally filed in the civil court which was decided in favor of the CCB. The concerned local government officials thus registered the CCB and also approved its project. Similarly, in a Roundtable held in March 2007, CCB Pir Khel of UC Jungle Khel complained that despite having completed all legal requirements its projects were not being approved. We filed a case in the civil court and the judge issued notices to the district nazim, the DCO, EDO (F & P) and DO (Social Welfare) and froze CCB funds. This forced the district government to accept all the legitimate demands of the CCB."

Q To what extent have roundtables fulfilled the CCB criteria and promoted CCBs?

"Roundtables have increased awareness regarding CCBs and their formation amongst the people and local government functionaries. A sharp increase in funds has been seen because the whole process has been streamlined. The sense of responsibility amongst all stakeholders has increased because of the filing of cases in civil courts. CCB projects are assessed on merit now. DBA Kohat has also played its part in this process as it has imbibed a sense of accountability in the local government officials towards the public. But we still have a long way to go as a journey starts with a single step and I count this as a single step towards empowering our people."

DTCEs *Commitment* towards **Women's Empowerment**

DTCE has empowered several women in its partner districts by providing them with equal opportunities. Whether it be the formation of female CCBs, representation in CCB Networks or encouraging women to take part in the Village and Neighborhood Council elections (V&NC), DTCE has played a pivotal role. In the same strain it regularly facilitates female members of the village councils in Narowal as in other districts to meet regularly to discuss issues pertaining to women representation in local decision making forums, future program planning and financial matters.

V&NC elections were held in Narowal between May–October 2007, resulting in the formation of 750 village councils and as there is one reserved seat for women according to the LGO 2001, there are 750 elected women representatives. Female village councilors have expressed their sense of satisfaction with the new system as women were given a chance at the village council level and were also entrusted with the responsibility of maintaining accounts. Nearly all elected female members participate regularly in these meetings. They believe that a lot of their problems have been solved by hiring a watchman and janitor which has provided them with an opportunity to concentrate on other issues of concern like health and education. Starting vocational and embroidery centers for women are also on their list of priorities. These proactive set of women have also helped in raising the village councils' funds through community contributions.

Consultant *Lauds CCB* *Initiatives in Faisalabad*

The United Nations Development Programme consultant Mr. Sami Saeed (CPAP) visited district Faisalabad on February 4, 2008 to review DTCE's progress and to meet all stakeholders in the district. He was accompanied by DTCE's Manager Field Operations Team, Mr. Najeeb Aslam. The consultant held meetings with City District Government officials and Citizen Community Board Network members. He visited a few CCB projects like the Red Crescent Hospital's extension of the maternity section made under a CCB project. Mr. Saeed was particularly impressed by the establishment of a children's ward and was happy to see almost 50–60 female patients at the maternity ward. He lauded the efforts of the CCBs and was informed that almost 40,000 outdoor and 5,000 indoor patients were treated at the hospital every month at a nominal fee. Meetings were held with TMA officials, the district Nazim and the DCO. Discussions were held with IME and training CSOs engaged in Project Cycle Management trainings of CCBs.



UNDP Consultant visiting a CCB Project

Leading *Kech* on the Path to Progress...

Kech is a small district lying in the picturesque Makran valley of Balochistan. It is the mystical land from where the famous folklore of 'Sassi & Punnu' (Romeo & Juliette's equivalent) stems. Development work in the district was slow in the past but Mir Abdul Rauf Rind, district Nazim Kech, put it on the path to progress...

Q From where did you receive your early education?

"I was born in Karachi and received my early education from there. I graduated in Fine Arts from Preston University Karachi."

Q How did your political career start?

"I belong to a political family. My father Mir Muhammad Ali Rind is a politician. He is my mentor and I share his passion of philanthropy. I wanted to support, educate and help my people and followed in my father's footsteps."

Q What have been the district development highlights during your tenure, with specific reference to DTCE's programs?

"I cannot thank DTCE enough as it has been because of their programme intervention that we have reached maximum number of people in our district. It was DTCE that introduced the concept of CCBs in our district. The contribution of CCBs towards the development of our area has been tremendous and we have more than 200 at present. DTCE provided grant funding along with institutional support to the district government, while union

councils were also given institutional support for CCB mobilization.

We have established computer centers, vocational centers and libraries. In addition in far flung areas such as Dasht Buleda and Hoshaab with the collaboration of DTCE, water, health, communication and education projects have been completed. MOUs with DTCE's Press and Bar were also signed to provide free legal aid to the community.

As far as the district government is concerned it has prioritized water supply schemes, the distribution of free books in schools, provision of better health facilities and improving the road network, in the annual budget. Computer labs were started in 15 high schools along with 100 feeding schools. The district government has also signed an agreement with PPHI (President's Primary Health Care Initiative) for operationalizing the existing BHUs (Basic Health Units) for which they were provided 12 million rupees. Direct funding was provided to schools and course books were provided well before the start of the new school term."

Q What challenges did you face during the implementation of DTCE's program activities and how were they overcome?

"Our district has been quite a challenge, firstly because of its isolated location and also because of the lack of basic infrastructure and facilities. I initiated several projects for grass root communities in order to provide them with basic facilities and to improve their living standard. However, the support of DTCE has been instrumental as far as Kech is concerned."

Q How has DTCE's program empowered people in your district and how can it further assist you in its program implementation?

"The monitoring of most of our projects is carried out by the community itself which has not only improved

performance levels but also has long term effects in terms of self analysis, streamlining funds and social audit. Our people are more aware of the intricacies of developing and implementing CCB projects now."

Q How proactive are the women of your area and what is their role in development activities with special reference to CCBs?

"The active participation of a large number of women strengthened the development process and empowered our women beyond mention. During the past year we allocated Rs. 2500,000 for CCBs in our district development budget that has increased to Rs. 3500,000 this year because of the increase in the number of CCB projects."

Q What suggestions would you like to give DTCE with special reference to your district for improvement and where do you think it needs to do more?

"CCBs cannot survive without funding. Thus for their survival we would like DTCE to ensure better cooperation between the local government and CCBs. Also to help CCBs self-sustain themselves as we do not want our people to be frustrated because of delay in the release of funds at times. We encourage female CCBs alot as we realize that without female participation social change and development would be a long and delayed process."

Q What is your future vision for the district and its people?

"Education sector demands a lot of work and I would like to improve our existing standard so that our district and its people can compete with others nationally and internationally."

Interview conducted by Khuda Bukhsh (Press Club Turbat)

“Log Kehtay Hain” | Q&A

Community Empowerment Roundtables (CERTs) were held in districts Mirpurkhas, TandoAllahyar, Tharparker, Thatta and Badin. Several issues of concern were raised during these roundtables. Some of them are underlined below:-

Project Approval/Favouritism

1. Log Kehtay Hain (people say)

Chairman CCB Allah Buksh, district Mirpurkhas submitted a CCB project to the district government, which was later approved. Subsequently he submitted a separate project to taluqa Hussain Buksh Murree; but was asked by an elected representative to get his former approved project cancelled and only then would he approve the other project.

Hum Kehtay Hain (we say)

It was clarified during the CERT, that there was no restriction in the SLGO 2001 and CCB Rules 2003, to carry out two CCB projects simultaneously that are approved by different local governments. After the CERT, DTCE's Field Team met with the aforementioned representative and informed him that his demand was strictly against the law. Thus with DTCE's efforts and intervention CCB Allah Buksh's project was finally approved.

2. Log Kehtay Hain

CCB members in Badin complained that no projects had been approved to date by the district government. They complained that they were perpetually being sent to different offices to seek approval. Another CCB member commented that he had been submitting different projects since the past two years but the DCO and nazim never approved them and he was always asked to bring new projects.

Hum Kehtay Hain

Delay in approval of CCB projects is against the concept and spirit of CCBs and a violation of the SLGO 2001. However, it was noted that most projects were not approved due to the submission of incomplete project proposals. CCBs submit their projects to the concerned local government for approval and often are not given any reasons for disapproval or delay in approval of their projects. Incomplete documentation is an issue that could easily be rectified if communicated to CCBs. Facilities like One Window Operations are most convenient avenues for CCBs to have their project proposals scrutinized before submission. CERTs specifically for CCB projects may also be held in the presence of the EDO (CD). As a follow up, a meeting was called by the district nazim in which 39 projects were reviewed by the Review Committee. CCBs were asked to attach photos of project sites to their project proposals and currently their approvals are in process.

Lack of Funds/Subsequent Release of Funds

3. Log Kehtay Hain

Funds were not released to Huma CCB despite the fact that its project had been approved two years ago in Badin. Another female CCB chairperson complained that her project had

been approved after PCM trainings held in June 2007 but no installments had been released to date.

Hum Kehtay Hain

DTCE Field Operations Team in a CERT was thus assigned the task to meet the concerned officials and clarify the issue. In response to these complaints, DTCE's concerned field team met with the TMO and TO (I&S) and informed them that after the Council had approved the project, installments could not be delayed and must be released within 30 days, as in accordance with Rule 120(7), (8) and (9) Sindh Local Government and Saptial Development Department, District/City District Governments, Taluka/Town Municipal Administrations Budget Rules, that state;

120(7) "The installment shall be released to the CCB as per the agreed schedule within 30 days from receipt of the request made by the CCB."

120(8) "In case of delay in the release of installments within 30 days the CCB may approach the Council for release of the installment, which shall take up the matter in its next meeting"

120(9) "The release of installments to CCBs shall have priority over other expenditures of the local government."

As a result, the installments were released to the CCBs immediately.

4. Log Kehtay Hain

All CCB projects have been approved by district government Mirpurkhas however, no funds have been released till date.

Hum Kehtay Hain

Delay of release of funds is not only against the spirit of the SLGO 2001 but also against the law as stated above.

Capacity Building

5. Log Kehtay Hain

During a CERT held in Thatta it was observed that although Monitoring Committees (MCs) were operational in the district however they were still unclear about their roles and responsibilities. During NCHD trainings they were asked to submit their reports to the relevant EDO.

Hum Kehtay Hain

It was clarified during the Roundtable that MCs are only required to submit their reports directly to the respective Councils (section 138(5) of SLGO 2001). The Councils shall then, refer the report in the form of a resolution to the Nazim concerned, for necessary action. Furthermore, district government Thatta has also allocated funds to the Monitoring Committees so as to facilitate them.

Achievements

6. Log Kehtay Hain

District government Tharparker has utilized all CCB funds reserved for development projects in the district. This was stated by EDO (F&P) Tharparker during the CERT held in the district. The approval of CCB projects and utilization of funds for projects was done because of the efforts of the district government in collaboration with CCBN Tharparker.

District and Session Judge Badin ensured his full support and cooperation for the smooth implementation of SLGO 2001 and CCB Rules 2003 in the district.

Hum Kehtay Hain

Thank you and keep it up!





The New Vision of Local Governance and the Evolving Roles of Local Governments

Anwar Shah with Sana Shah

Introduction: Local Government and Local Governance

Local government refers to specific institutions or entities created by national constitutions (Brazil, Denmark, France, India, Italy, Japan, Sweden), by state constitutions (Australia, the United States), by ordinary legislation of a higher level of central government (New Zealand, the United Kingdom, most countries), by provincial or state legislation (Canada, Pakistan), or by executive order (China) to deliver a range of specified services to a relatively small geographically delineated area. Local governance is a broader concept and is defined as the formulation and execution of collective action at the local level. Thus, it encompasses the direct and indirect roles of formal institutions of local government and government hierarchies, as well as the roles of informal norms, networks, community organizations, and neighborhood associations in pursuing collective action by defining the framework for citizen-citizen and citizen-state interactions, collective decision making, and delivery of local public services.

Local governance, therefore, includes the diverse objectives of vibrant, living, working, and environmentally preserved self-governing communities. Good local governance is not just about providing a range of local services but also about preserving the life and liberty of residents, creating space for democratic participation and civic dialogue, supporting market-led and environmentally sustainable local development, and facilitating outcomes that enrich the quality of life of residents.

Although the concept of local governance is as old as the history of humanity, only recently has it entered the broad discourse in the academic and practice literature. Globalization and the information revolution are forcing a reexamination of citizen-state relations and roles and the relationships of various orders of government with entities beyond government—and thereby an enhanced focus on local governance. The concept, however, has yet to be embraced fully by the literature on development economics, because of the longstanding tradition in the development assistance community of focusing on either local governments or community organizations while neglecting the overall institutional environment that facilitates or retards interconnectivity, cooperation, or competition among organizations, groups, norms, and networks that serve public interest at the local level.

Several writers (Bailey 1999; Dollery and Wallis 2001; Rhodes 1997; Stoker 1999) have recently argued that the presence of a vast network of entities beyond government that are engaged in local services delivery or quality of life issues makes it unrealistic to treat local government as a single entity (see also Goss 2001). Analytical recognition of this broader concept of local governance is critical to developing a framework for local governance that is responsive (doing the right thing—delivering services that are consistent with citizens' preferences or are citizen focused); responsible (doing the right thing the right way—working better but costing less and benchmarking with the best); and accountable (to citizens, through a rights-based approach). Such analysis is important because the role of local government in such a setting contrasts sharply with its traditional role.

The New Public Management Approach and Crisis States

Author(s): George A. Larbi Programme Area: Democracy, Governance and Human Rights (2000 - 2005) Code: Dp112
Project Title: Public Sector Reform and Crisis-Ridden States No. of Pages: 65

New public management (NPM), management techniques and practices drawn mainly from the private sector, is increasingly seen as a global phenomenon. NPM reforms shift the emphasis from traditional public administration to public management. Key elements include various forms of decentralizing management within public services (e.g., the creation of autonomous agencies and devolution of budgets and financial control), increasing use of markets and competition in the provision of public services (e.g., contracting out and other market-type mechanisms), and increasing emphasis on performance, outputs and customer orientation. NPM reforms have been driven by a combination of economic, social, political and technological factors. A common feature of countries going down the NPM route has been the experience of economic and fiscal crises, which triggered the quest for efficiency and for ways to cut the cost of delivering public services. The crisis of the welfare state led to questions about the role and institutional character of the state. In the case of most developing countries, reforms in public administration and management have been driven more by external pressures and have taken place in the context of structural adjustment programmes. Other drivers of NPM-type reforms include the ascendancy of neo-liberal ideas from the late 1970s, the development of information technology, and the growth and use of international management consultants as advisors on reforms. Additional factors, in the case of developing countries, include lending conditionalities and the increasing emphasis on good governance.

Until recently, NPM was largely seen as a developed country, particularly Anglo-Saxon, phenomenon. The 1990s have, however, seen applications of variants of NPM techniques and practices in some developing and transitional economies. Elements discussed in this paper include management decentralization within public services, downsizing, performance contracting, contracting out and user charges. These are being applied in crisis states, but not in a very comprehensive and consistent manner.

Downsizing and user fees have been most widely introduced, especially in Africa, and have been closely associated with structural adjustment programmes. Autonomous agencies within the public sector are being created in some countries. Examples include autonomous hospitals in Ghana, Zimbabwe and Sri Lanka, as well as the hiving-off of the customs and excise, and internal revenue departments to form executive agencies in Ghana and Uganda.

Performance contracting and contracting out have become common policy options in a number of crisis states. The latter has been adopted as an instrument to reform state-owned enterprises (SOEs), granting SOE managers more operational freedom while holding them accountable for the performance of the enterprises through a system of rewards and sanctions. Performance contracts are used across a number of sectors including utilities, transport, telecommunications and agriculture (e.g., in Ghana, Bolivia, Senegal and India). Contracting out is increasingly being adopted in the delivery of public services including urban services (e.g., solid waste management), ancillary health services such as cleaning, laundry and catering (e.g., in Zimbabwe), and road maintenance.

While the adoption of these NPM practices seems to have been beneficial in some cases (e.g., cost savings in contracting out road maintenance in some African countries and in Brazil), there are both potential for and real limitations to applying some elements in crisis states. The limited experience of NPM in such states suggests that there are institutional and other problems whose persistence may be binding constraints on implementation. The capacity concerns include the ability to manage a network of contracts, the development of monitoring and reporting systems, and the difficult governance and institutional environment which may constrain implementation capacity.

While the new public management approach may not be a panacea for the problems of the public sector in crisis states, a careful and selective adaptation of some elements to selected sectors may be beneficial.

Courtesy: <http://www.unrisd.org/unrisd/website/document.nsf>

Australian Cities to Receive Fast Access to Government

Australia's federal government will be setting up a major cities unit to coordinate its dealings with the country's urban centers. Infrastructure Minister Anthony Albanese said the unit would become the single contact point for local and state governments and the private sector when discussing the planning and infrastructure needs of cities. "Operating within the infrastructure department, it will avoid the complexities of dealing with a myriad of separate departments," he said.

The minister told an infrastructure conference that there needed to be a point within the government bureaucracy where regions and cities could go to make representations about the range of urban infrastructure issues affecting them. "Currently our cities deal with a myriad of federal government departments which affect their economic, social and environmental outcomes. A more coordinated and integrated approach is needed. The unit will not only deal with the major capital cities, but also with large regional centers such as Geelong, Newcastle and the Gold Coast," Albanese explained.

Courtesy: <http://www.citymayors.com/news>

Mayors from 50 Cities Compete for The 2008 World Mayor Award

The annual World Mayor project aims to raise the profile of mayors worldwide as well as to honor those who have served their communities well and who have made contributions to the well-being of cities nationally and internationally. According to city residents from all continents, a great mayor must possess these qualities: good administrative abilities, able to provide safety and security and protect the environment, as well as having the ability to foster good relations between communities from different cultural, racial and social backgrounds. The World Mayor Project was first carried out in 2004. As in previous years, the 2008 contest again seeks out mayors who have the vision, passion and skills to make their cities amazing places in which to live, work and visit.

Citizens from all over the world took part in record numbers in the first round of the 2008 World Mayor contest, which was carried out in 2007. More than 100,000 voters nominated a total of 820 mayors for this year's World Mayor Award. Some mayors received thousands of nominations while others collected only a handful. Citizens were also asked to provide a supporting statement when nominating a mayor for the World Mayor title.

World Mayor 2008

People around the world are now invited to choose, from the list of the mayors from 50 cities, the city leader you believe to be most worthy of the title World Mayor 2008. The list includes 11 mayors from Asia, 10 from North America and 11 from Latin America as well as 15 from Europe and 3 from Africa.

Courtesy: <http://www.worldmayor.com/>

Overview of Local Government in India

The republic of India comprises the union (federal) government, 28 state governments, seven union territories and about 6, 45,000 local governments. The local governments are known as panchayats in rural areas and municipal corporations, municipalities and nagar panchayats in urban areas. India has a long tradition of panchayats, i.e. village councils, which administer the affairs of villages. When India became independent in 1947, the Constitution of India mandated that "Organisation of village panchayats- The state shall take steps to organize village panchayats and endow them with such powers and authority as may be necessary to enable them to function as units of self-government." (Directive Principles of State Policy, Art. 40) There were many experiments with panchayati raj (rural self-governance system) before 1993, when the 73rd and 74th Constitution Amendments accorded constitutional status to village and city councils and created a national framework for local governments by stipulating- fixed five-year term, regular elections and State Finance Commissions to review and augment their finances. In most states, panchayats have a three-tier system- village, block (a group of villages, treated as a development unit) and district, whereas cities and towns have municipal bodies. Women (33.3 per cent) and members of Scheduled Castes, Scheduled Tribes, Backward Classes, etc. (in proportion to their population in a state) enjoy reservation in all seats and posts.

Courtesy: www.localgovernmentindia.org

A Bright Future Forecast for India's Largest Cities

The contribution of India's urban population to the country's Gross Domestic Product (GDP) is forecast to grow by 16 per cent and touch 70 per cent by 2011. Currently, the urban population is contributing some 60 per cent in the GDP. Cities like Mumbai and Bangalore would become major epicenters for large-scale economic activities for domestic and overseas businesses, India's industry association Assocham said.

Metro areas and large townships in the next five years would have ample of infrastructure and adequate input access to industrial renaissance. This would result in higher urban per capita income which would rise by minimum of Rs 10,000 (US\$250) per annum and touch Rs 36,000 per annum by 2011, the authors of the paper 'Urban India: Growth, Opportunities and Difficulties' explained.

Courtesy: <http://www.citymayors.com/news>

Indian Government urged to open family, women courts in districts

To enable people in remote villages to get legal assistance, says P. Ramalingam

The government must take efforts to open family and women courts, which have been functioning only in Chennai, in all districts to enable women in remote villages to get legal assistance, according to P. Ramalingam, Principal Sessions Judge and President of the District Legal Services Authority.

He was delivering the special address at a legal awareness camp held at M.V.M. Arts College for Women here on Thursday. Vacant judicial officers' posts in 200 courts in the State should also be filled as early as possible to speed up and clear all pending cases. Objective of conducting legal awareness camp was to create awareness about free legal services offered by the authority to the poor and downtrodden. They must use it properly, he advised.

Fight for rights

Elaborating about the great women warriors who fought for the rights of women, he said that women alone should fight for the rights of women and raise their voices against social ills and bad elements that affect our culture and tradition. Women should take a lead role in protecting our culture and tradition. They alone can build a society fit for all to live in harmony with equal rights, he added. The rights enjoyed by the present day women were fully denied to the women in the past.

Opportunities

Still women must be empowered and take up more missions to compete with men. Now the women have lot of opportunities to perform and achieve. Academic skills, perseverance, hard work, morality, good conduct are essential tools to reach the top in their career and in life, he added.

Courtesy: © Copyright 2000 - 2008 The Hindu

Improving Local Governance & Pro-Poor Service Delivery by using the Citizen Report Card (CRC)

The Citizen Report Card is a simple but powerful tool to provide public agencies with systematic feedback from users of public services. The Citizen Report Card (CRC) approach is based on the premise that feedback on service quality, collected from communities with the help of a sample survey, provides a reliable basis for communities and local governments to engage in a dialogue and partnership action to improve the delivery of public services.

This is an approach developed by the Public Affairs Centre, Bangalore which has been used in several parts of the world, including India, The Philippines, Vietnam, Ukraine, and Tanzania.

The CRC addresses critical themes in the delivery of public services such as access to

services, quality and reliability of services, problems encountered by users of services and responsiveness of service providers in addressing these problems, transparency in service provisions like disclosure of service quality standards and norms, costs incurred in using a service including hidden costs such as bribes.

There is a self-learning course on this methodology that includes 10 modules offered by the Public Affairs Centre (PAC), Asian Development Bank (ADB) and Asian Development Bank Institute (ADBI) which can be accessed online. The course can be customized according to field requirements for implementation.

Courtesy: www.comminit.com, www.citizenreportcard.com

Global Networking on Local Governance

The Global Network on Local Governance (GNLG) seeks to strengthen local democracy by providing an informal forum for discussion at regional and global levels, politically empowering disadvantaged groups, and promoting accountable, participative, transparent, and efficient local governments. The network includes elected local government representatives, officials, experts, concerned citizens, research institutions and locally-oriented NGOs. Based on discussions held at the World Movement for Democracy's Second Assembly in Sao Paulo, Brazil and the Third Assembly in Durban, South Africa, this network seeks to develop and promote a sound understanding of local democracy at the regional and global levels and to facilitate means of sharing knowledge and experiences. GNLG is intended to provide a meaningful global interface for elected local government institutions.

Conferences

1. Commonwealth Local Government Conference 2009

A three-day international conference on the future of local government to meet the needs and aspirations of its citizens is being hosted by the Government of The Bahamas, the Commonwealth Local Government Conference 2009 will highlight some of the recent thinking and innovations in local government.

<http://www.clgc2009.org/index.cfm/pageid/280/ViewPage/Home>

2. The department of Public Policy/ Local Governance Research Unit seminar series 2008/2009 at the De Montfort University, Leicester, has announced its 2008/09 seminar series. Seminars cover a range of policy areas including local government, health and housing. For further information on the seminars, please contact Professor Lawrence Pratchett or Suzanne Walker at the LGRU at the website address www.dmu.ac.uk/lgru

3. The Global Course: "Achieving the Millennium Development Goals: Poverty Reduction, Reproductive Health and Health Sector Reform" being organized by the World Bank Institute, is to be held in Bangkok, Thailand from March 16-27, 2009. The application deadline is 31 December, 2008.

Mary Mugala, Course Coordinator Email: Mmugala@worldbank.org
Tel: +1 202 478 4276

4. The Institute of Development Policy and Management at the University of Antwerp, Belgium has announced an International Training Programme from 15-19 January, 2009 entitled "Governance for Development: Opportunities and Challenges for Development Actors under the New Aid Paradigm." Participants will be able to describe, analyze and assess the governance situation and the new aid approach in their own country or a country of their choice. They actively use the tools of analysis presented in all four modules as well as insights from group discussions.

<http://www.ua.ac.be/dev/prsp>

5. This highly interactive workshop will help participants learn about Community- Engagement Governance, an innovative new governance framework built upon principles of inclusiveness, participatory democracy, self-determination and genuine partnership. It is an approach in which governance responsibility is shared across the organizational system among the key sectors of an organization, including its constituents/community, staff and board, focused on community impact. Participants will learn how to adapt this model to their own organizations. The workshop starts on May 14th, 2009 at Non-Profit Center, Boston. http://www.tsne.org/site/c.ghLUK3PCLoF/b.4348835/k.3551/Training_Series_20082009Governance.htm





DTCE's APR (Annual Progress Report) 2007

DTCE's Annual Progress Report 2007 entitled 'DTCE Promoting Institutional Change' was published during the first quarter of this year. It is a comprehensive compilation of DTCE activities, initiatives, interventions and incentives to support the local government system in the country. The report highlights DTCE's achievements during the year, its new formed partnerships and its



efforts to involve provincial governments to address policy issues affecting registration and implementation of community driven CCB projects that exceed 42,000 CCBs at present.

As a result of DTCE's partnership with local governments, civil society and communities 5,645 new CCBs were formed in 38 of its partner districts during 2007. More than 3,100 CCB projects were approved by the councils, resulting in the utilization of 1.8 billion CCB funds available at the three tiers. DTCE being a responsive partner also endowed the cost of 293 projects of Rs. 21.8 million in Balochistan where development funds were not available for CCB projects.

The report highlights success stories, gives a precise account of monitoring committees and their achievements at district and tehsil level. It also provides accurate information and data about CCBs and Village and Neighborhood Councils. Overall the report presents a complete picture of DTCE activities in its partner districts and its empowerment initiatives.

DTCE's Press & Bar Manual

DTCE's Press and Bar department has launched a manual for the facilitation of CCBs and Bar Associations. It broadly underlines the philosophy behind DTCE and district bar associations and their joint efforts for community empowerment. It further elaborates how the two partners are implementing a two pronged strategy to build local social capital in favor of community empowerment processes to create awareness through local forums that address the technical and legal difficulties faced by the stakeholders. The manual has been uploaded on the DTCE website and hard copies are also available free of cost.

DTCE's Police Community Relations Manual

A resource manual on the improvement of police community relations and the concept of community policing underlining all tools and its framework has been developed by DTCE. The "Police Community Relations Programme Manual (PCRPM)" which was printed recently was an effort to facilitate police community relations and is available for all stakeholders. The Manual aims at building the capacities of different stakeholders involved in the ongoing police reforms at national level. It provides information about community based policing mechanisms envisaged in the Police Order 2001 and also provides the reader with tools for assessing the performance of police stations and community involvement mechanisms. The motivating factor behind the manual was the realization that capacities needed to be built at all levels to gain maximum benefits that the new police system offers for both protagonists. It also provides information about the changes taking place in the roles and responsibilities of the police and the community at local level. The target audience of this manual are elected representatives, police officials and members of civil society.

A Harrowing Experience

A few minutes past 1 pm, on June 2, 2008, a deadly car bomb exploded outside the Danish Embassy in Islamabad. Situated right opposite the embassy was DTCE's office building which bore the brunt of the blast and was severely damaged as a result. The blast which left 8 people dead and 35 wounded, out of which at

least 17 were DTCE's staff members, created a six foot wide crater in the road where a car packed with an estimated 20 kg of explosives stopped outside the embassy. The scene in and outside DTCE represented chaos with broken glass, partition walls and false ceilings



A view of the building immediately after the blast.

strewn inside the building and burnt masonry, twisted cars, charred trees and small pools of blood across the entrance area. The boundary wall of the building and its balcony were left badly shattered as a result of the impact. Several other neighboring buildings were also damaged with windows and doors smashed in. Unfortunately, amongst the innocent victims of the blast was Amir Masih an employee of DTCE who was sitting outside the gate when the car bomb detonated.



Police, Media & other officials inspecting the site.

Many of our staff members were admitted to hospitals with glass wounds to the head, back and arms. Thankfully most fully recovered, although the traumatic sounds and sights of the devastation will never fade from our memory. Following the attack on the embassy, UNDP arranged a Stress Management and Counseling Session at the Best Western Hotel, Islamabad for DTCE staff. It also provided an opportunity to share different experiences of the event.

For the following three months, DTCE operated temporarily within the Best Western Hotel. Though all field interventions were halted, meetings were held bi-weekly with all



DTCE's new office building.

staff members and DTCE maintained its regular project management operations. Alternate office premises were sought and DTCE moved to a new building in September 2008. With the new office set up and DTCE's staff member's attendance in full, DTCE will be fully operational and resume all field interventions after Eid ul Fitr.

Feedback Form

Name:
 Address:
 Designation/Organization:
 Comments & Feedback: