

Awam Ki Awaz

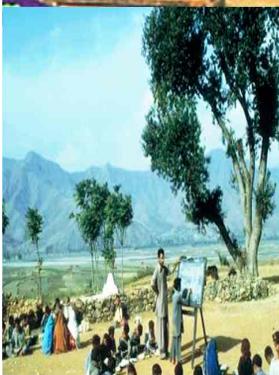
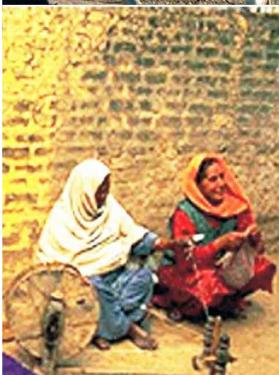
Vol 1 Issue I

Quarterly Newsletter of Devolution Trust for Community Empowerment

January 2004

"We are introducing democracy in Pakistan, real democracy at the grassroots level..... There is devolution of Power going on. It will be done because that is real democracy. I will bring it."

General Pervez Musharraf
President of Pakistan
& Patron-in-Chief of DTCE



About DTCE

The Devolution Trust for Community Empowerment (DTCE) is a "not-for-profit" non-governmental organization registered with Securities and Exchange Commission of Ministry of Finance, GoP, under Section 42 of the Companies Ordinance 1984 to promote community empowerment through citizen participation at the grassroots level by facilitating the organization of Citizen Community Boards (CCBs) and implementation of CCB development projects as envisaged in Local Government Ordinance 2001.

DTCE's Patron-in-Chief is the President of Pakistan, General Pervez Musharraf. The Trust is governed by a Board of Directors, whose ex-officio Chairman is the Minister of State and Chairman National Reconstruction Bureau, Mr. Danyial Aziz. Other members are distinguished citizens, including one from each province. The Chief Executive Officer, Brig (R) Masood Salam, is member of the Board and its Secretary. Other Board members are Dr. Abdul Hafeez Sheikh, Dr. Ishrat Hussain, Ms. Shahnaz Wazir Ali, Sardar Wazir Ahmed Jogezi, Mr Farid Rahman and Agha Imran Hameed.

The Local Government Ordinance 2001 has devolved political power, decentralized administrative authority, and enabled community empowerment, but it cannot be consolidated without politically owned institutional revival generating inclusion, integrity, interrelations and responsiveness between government, civil society, communities, and citizens, union by union, village by village, neighborhood by neighborhood. Community empowerment requires catalytic networks, alliances and partnerships to support core elements envisioned under LGO 2001. DTCE's role is to be a catalyst in this process.

Vision:

Empowered communities of proactive citizens engaged in self-development with the support of, and working together with, local government and the rest of civil society.

Mission:

Create an enabling environment for citizen participation and community empowerment in all Unions of Pakistan by 2009.

Strategy:

DTCE's strategy is to empower communities at the grassroots level by promoting the formation of CCBs, citizen participation, including support for Union Council Monitoring Committees and facilitating CCB community development projects. The strategy entails making the Unions in each Tehsil the focal point for undertaking CCB mobilization campaigns through the formulation and implementation of Union level CCB Mobilization Plans that directly involve local civil society. This will energize local social capital through public-private sector partnerships that give impetus to the CCB movement. The lean organization of DTCE would accomplish its mission through a networked movement to have a maximum outreach by outsourcing community empowerment related activities. The DTCE strategy is information-intensive, knowledge-based and ends-oriented.

Objectives:

- Promote organization of CCBs and facilitate implementation of community development projects.
- Build capacity of Union officials and community leaders in relation to CCB mobilization.
- Provide micro-seed financing for selected CCB identified community development projects, through cost sharing with local councils & CCBs.
- Put in place incentive and awards systems to give momentum to CCB mobilization campaigns.
- Facilitate establishment of alliances and associations of local governments and local officials to consolidate and strengthen the local government system.
- Conduct social audit across the country to establish a baseline and undertake ends-oriented annual evaluations of the results of the devolution of power process.



Mr. Daniyal Aziz, Chairman, National Reconstruction Bureau (NRB) is also the *ex-officio* Chairman of DTCE's Board of Directors. He has played the role of a pioneer in evolving the process, structure, policies and implementation of devolution dimensions in Pakistan and brings with him a vast expertise in adding value to DTCE's vision and mission. Mr. Aziz is an Economist by specialization and lectures regularly at Trinity College Oxford, The World Bank, Pakistan Administrative Staff College and Pakistan Tax Academy among other distinguished national and international fora. He has been a Consultant with Government of Pakistan and various international programs focusing on local government and development. He was elected as Member District Council, Narowal in 1991. He was elected twice to the National Assembly of Pakistan from Shakargarh in District Narowal in 1997 and then again in 2002.

Partnerships

An MoU was signed on 18th December, 2003 between Mr. Shoaib Sultan Khan, Chairman, Rural Support Programme Network (RSPN) and Brig. (R) Masood Salam, Chief Executive Officer, DTCE. Under this arrangement both organizations will work on areas related to capacity building and institutional support. The MoU also allows DTCE to outsource training and capacity building activities and initiatives to various RSPN partners.

Another MoU was signed on 18th December, 2003 between Mr. Daniyal Aziz, Minister of State and Chairman, National Reconstruction Bureau, Dr. Nasim Ashraf, Minister of State and Chairman, National Commission for Human Development (NCHD) and Mr. Shoaib Sultan Khan, Chairman RSPN. This was part of a proposal to USAID for funding of US \$ 3 million. Under this agreement each agency will utilize its existing networks and ground facilities to promote the process of CCB formation in the country and for building social capital.

To meet the resource needs associated with DTCE's establishment and functioning, US \$ 1.5 million was extended as a grant by UNDP Pakistan and US \$ 0.5 million by CIDA to form the executive national project support to DTCE. Other donor funds in various stages of the pipeline include US\$ 2 million from NORAD and funding from USAID and DFID-UK.

DTCE will allow donors an efficient means to inject resources directly into CCB promotional activities, as well as support CCB community development projects, that simultaneously builds social capital and strengthens governance through a networked, outsourced approach.

Social Audit of Governance and Delivery of Public Services

Social audit methodology, developed by CIET (Community Information Empowerment and Training), has been applied to monitor devolution. DTCE will contract CIET over five years to produce annual impact assessment of devolution in relation to the 2001-2002 baseline. The aims include: to provide a citizen feedback on devolution to policy makers; to help district governments to plan and implement services tailored to the needs by their local populations; and provide a means for citizens to participate in an informed way in decisions that affect their lives. The social audit was undertaken in all districts in 2001/2002, with support from UNDP, UNESCO, and CIDA.

The survey collected views about a range of services, including roads and transport, sewage, garbage disposal, gas and electricity supply. More information was collected about health and education services, water supply, police courts, local government, and knowledge about CCBs.

An MoU was signed on 18th December 2003 between the Ambassador of Switzerland H.E. Christian Dunant and The Resident Representative, UNDP, Mr. Onder Yucer. Under the MoU the Swiss Agency for Development and Cooperation (SDC) provided DTCE a total of US\$ 1.25 million for financing the social audit processes.

The baseline survey, reflecting the situation at the start of the devolution, revealed widespread dissatisfaction and poor access to and experience of the services, especially for the poorest citizens. The national baseline report was published in October 2003. Summary reports for each district were sent to every district nazim, and all district nazims were invited to meetings to discuss the findings, their potential use, and district involvement in the future social audit process.

Information was collected from a representative sample of 57,321 households in all districts, from service providers, and from Union Nazims, Naib Nazims and Councillors. Preliminary findings were also discussed in gender-stratified focus groups in the survey sites. Work to explore the use of the findings in planning and involve local governments and citizens in further data collection and use, is underway in one focus district-Lasbela in Balochistan.

The second national audit is about to begin and support from SDC has already been provided to DTCE for financing this initiative. To build sustainability, in selected districts additional information will also be collected, to reflect the range of conditions across the district, and district personnel will be included in the planning, analysis and use of the findings. These findings will be an integral part of DTCE's IME and learning systems.



The Chief Executive Officer (CEO) of DTCE, Brigadier (R) Masood Salam brings with him rich experience of human resource management and leadership, having served the Pakistan Army for 35 years. A civil engineer by profession, he has hands-on experience of being associated with various construction projects in Pakistan and abroad. While serving in Frontier Works Organization (FWO), he attained executive management experience of mega national projects. He has the unique honour of serving thrice abroad, which includes a diplomatic assignment as Defence Attaché with Pakistan's mission in Russia, with accreditation to Ukraine and Belarus. He has a distinguished academic record in the Army, culminating in graduation from the National Defence College, Islamabad. He also has relevant teaching experience, having remained on the faculty of Command and Staff College, Quetta and the Military College of Engineering, Risalpur, of the National University of Sciences and Technology.



“Teamwork is the ability to work together towards a common vision. The ability to direct individual accomplishment towards organizational objectives. It is the fuel that allows common people to attain uncommon results”.

CCB Mobilization and IME Systems

Citizen Community Board (CCB) and Information, Monitoring and Evaluation System (IME) Systems will be undertaken to activate the citizen participation and community empowerment elements of the Local Government Ordinance 2001 (LGO 2001). Execution will be based on Devolution Trust for Community Empowerment's (DTCE's) networked, outsourcing strategy. Unions in each district will be covered on a tehsil by tehsil basis. Unions will self-select into the programme in that all unions in which the Union Nazim and Union Council wish to collaborate will be included. The program will be demand driven at the union level in the first stage.

CCB mobilization campaigns aim at the promotion, organization and registration of CCBs, the promotion of diverse forms of citizen participation, including a role in Union Council Monitoring activities, as well as promoting and mentoring CCB development projects. A Union Officials Orientation Meeting culminating with the Union Nazims voluntarily signing partnership Memoranda of Understanding (MoUs) with DTCE will initiate each campaign. A Local Associations Orientation Meeting will also be held in which participating local associations will sign a Declaration of Support for CCBs and CCB development projects.

Following the orientation meetings, a national Civil Society Organization (CSO) will undertake a three-day CCB Mobilization Campaign Capacity Building activity in each participating union. This will be based on the existing DTCE CCB Mobilization Capacity Building Portfolio that incorporates full information on LGO 2001, CCB rules and CCB operating procedures. The capacity building will be imparted to Union Nazims, Naib Nazims, Union Secretaries and the nineteen Union Councillors, as well as three representatives from existing community organizations, three from existing CCBs and three community leaders interested in organizing CCBs. A consortium of local associations will also be trained in the CCB Mobilization Campaign System and serve as an understudy for the outsourced CSO team undertaking the training. They will subsequently guarantee continuing direct training of CCB

leaders and members under the terms of their own contract with DTCE.

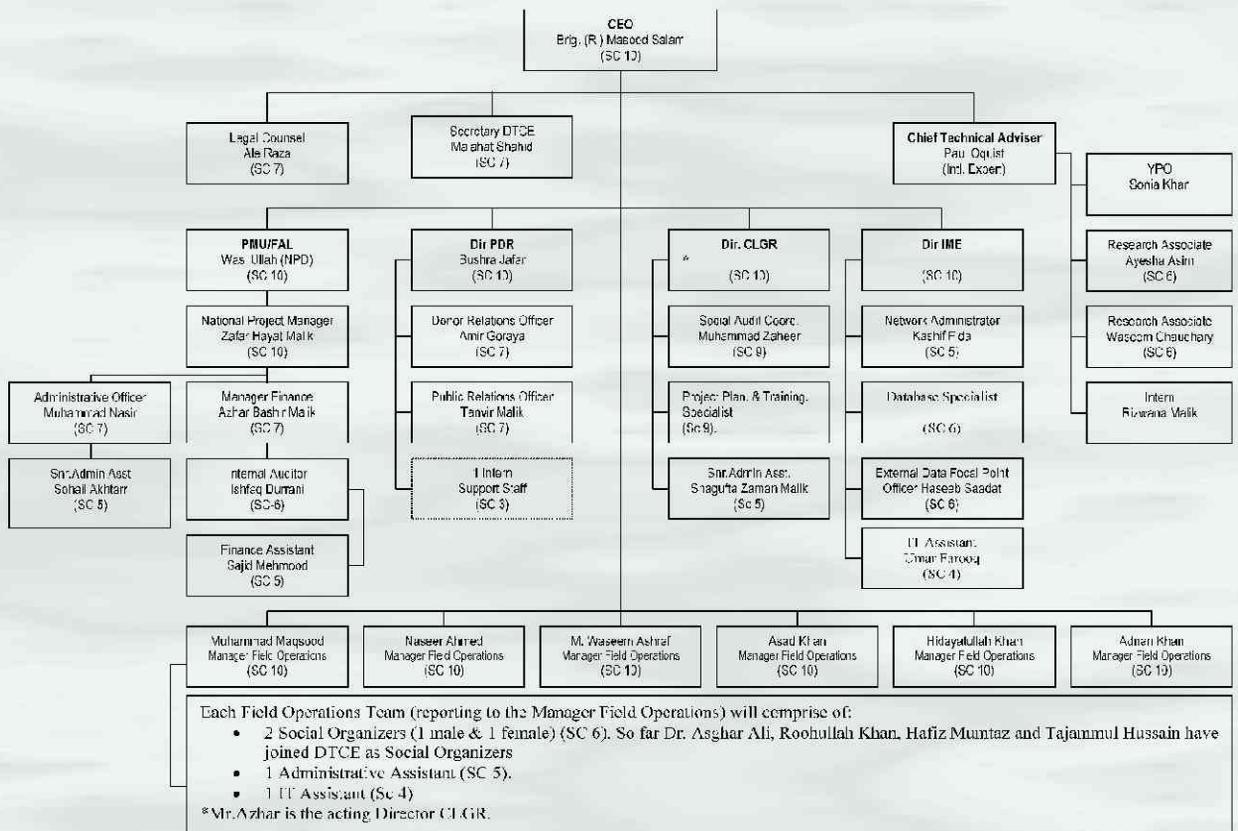
The CCB mobilization campaign training will result in the formation of a Union Action Plan for CCB Mobilization by the respective union. Each union will also receive a social communications Awareness Raising Campaign Kit and training in how to most effectively employ it. The content of the plan is the decision of the union itself. In accordance with the MoU with DTCE at least one Union Public Meeting will be held in every union and there should also be further implementation of the Action Plan in all of the villages, mohallas and neighbourhoods of the union. One elected official will be responsible for the implementation of the Action Plan in each of these units. The CCB IME System will monitor the execution of the Union CCB Mobilization Action Plans.

The CSO will mentor the unions and local civil society on the implementation of their plans and the registration of CCBs, including existing community organizations as CCBs. They will also mentor CCBs on the project management cycle. Finally, they will mentor the local association as it assumes its role of training CCB leaders and members.

A second national CSO will train two local associations, or consortia of them, to undertake the CCB IME system. One of these local associations will also be contracted for subsequent refresher training on these systems. The IME systems training will build capacity of the participants in Baseline and Impact Assessments, Capacity Building Activity Assessments and Continuous Information Systems on CCB registration at the district level, CCB development issues. On the basis of the IME systems there will be data-bases on organizations, projects, persons and events. Evaluations will be undertaken on the basis of this information on DTCE campaigns, Field Operations Teams, Headquarters Teams, contractors, capacity building activities, unions (aggregated into tehsils, districts and provinces) and systems, including CCB Mobilization, IME and support systems. In sum, all systems and operations will be monitored and evaluated in order to generate continual improvements as part of the concept of DTCE as an information-intensive, knowledge-based, ends-oriented organization.

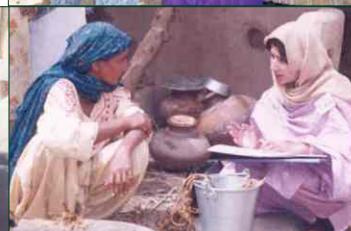
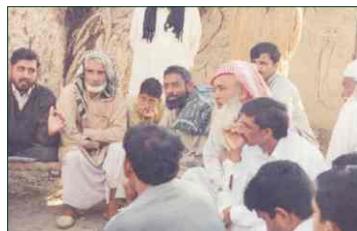


DTCE Organogram



Note: UNDP service contract salary scales (SC 1-10) as per their Project Cycle Operations Manual (PCOM), are mentioned against each name/ appointment. Additional benefits are group life insurance, disability benefit, medical and provident fund only, as prescribed in PCOM Rules. No other benefits apply to any employee.

Images of Social Audit Field Processes in Bahawalpur, Punjab



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