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## 5 Village Councils Elected at Sukkur

For the first time in the history of district Sukkur, five village councils consisting of 31 members were elected on 27th April, 2007 at its Union Council (UC) Laung Bhatti in tehsil Rohri. The election process was conducted simultaneously throughout the UC at eight polling stations. The process was carried out peacefully with only a few verbal clashes



Final Stage of the Election Process

between opponents at one polling station. The overall turnout was 38% which is six percent higher than the last General Election held in 2002. Positively, around half of the turnout consisted of females. A full scale training campaign was carried out by DTCE and the contesting candidates ensured historic participation on the polling day. The total number of votes polled was 3,412. As per notification issued by TMA on April 28th, 31 members of five village councils of UC - Laung Bhatti, Tehsil Rohri were declared successful. ✨

## Women's Day Celebrations in Khairpur

International Women's Day (8th March) was an occasion to celebrate in Khairpur, Sindh. To encourage women CCBs of the district, DTCE decided to organize a seminar and cheque distribution ceremony in order to lend further support to their projects. More than 300 people (mostly women) attended the seminar held at District Council Hall, Khairpur. The District Nazim Khairpur Pir Syed Niaz



Distt. Nazim Khairpur addressing the participants at the International Women's Day Seminar

Hussain Shah, DCO Khairpur Qazi Shahid Pervaiz and Chairman District CCB Committee Khadim Mirani attended the ceremony. It was the first ceremony of its kind held in the area.

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## Village & Neighborhood Council Elections

DTCE Starting a New Era of Devolution!

An election in which the turnout was larger than the general elections with maximum participation of women was held recently in different districts of Pakistan. This was the first time that Village and Neighborhood Council (VNC) elections were held in consonance with the Local Government Ordinance 2001 (Amended 2005). It was an election in which authority and position were handed over to the common man and the overall turnout was nearly 50%. The enthusiasm with which both men and women participated was astonishing. There were no incidents of violence, no complaints of rigging; no horse trading, no gender bias and the results were announced fairly and on time.

The Devolution Trust for Community Empowerment (DTCE) in an effort to promote community development, to assure that its effects reach the grass root communities and keeping the spirit of the LGO 2001 (Amended 2005) section 94-97 alive facilitated the elections of the Village and Neighborhood Councils in various districts for the first time in Pakistan. Despite provisions in the LGO, VNCs had not been formed before DTCE interventions in late 2006. As was seen, this not only empowered the people but also



During VNC Elections

furthered community development.

VNCs are the best means to streamline community involvement in community development and maintenance of infrastructure. They also encourage the formation of CCBs for development and maintenance of municipal and community welfare activities.

VNCs are authorized to:

- Make arrangements for cleaning of streets and water courses, disposal of garbage and posting of unarmed village guards to assure public safety.
- Assess finances required for projects and mobilize cost-shared contributions of communities
- Promote civic education and community awareness
- Promote gender and women's issues
- Facilitate the creation and functioning of Citizen Community Boards
- Generate local resources through voluntary contributions of the community for their welfare



Chairman DTCE Daniyal Aziz Addressing newly formed VNCs at Haripur

The LGO 2001 states: "Within 90 days of the assumption of office, upon a proposal of the Tehsil Municipal Administration or Town Municipal Administration (TMA), as the case may be, the Tehsil Council may determine and declare by notification a Village or a Neighborhood in urban areas in the tehsil, to have a Village Council or, as the case may be, Neighborhood Council, and number of members to be elected for such Councils"

After appeasing the fears and apprehensions of various sects of society and both government and private sectors, DTCE facilitated the notification of VNC elections in Punjab, Sindh and NWFP and provided technical support via pilot projects in eight districts across Pakistan, leading to Village Council (VC) elections. Awareness was raised via means of various workshops; seminars and meetings organized by DTCE and people were informed that VNCs were not a replacement for the Union Council (UC) and that each had separate functions and roles. The election process was chalked out in detail for the convenience of the people. They were also informed about the development projects they could carry out and how they could solve their problems through VNCs.

The first pilot project was thus implemented in Narowal. In collaboration with Union Councils, local CSOs and village notables, DTCE provided technical support for 23 VC elections in the district.



Women during VNC Elections

Contd. on page 8



## CITIZEN COMMUNITY BOARD MOBILIZATION (CCBM)

2006 was a very productive year for DTCE as far as the implementation of its program components is concerned. Its Community Empowerment Model was expanded in terms of areas of intervention to 8 components. Efforts are being made towards the consolidation of the community empowerment model in the existing partner districts. This has culminated into the local government system taking deep roots in various districts of Pakistan.



Men during CCB Mobilization

The successful functioning of the Citizen Community Boards (CCBs) has arguably been one of the most important ingredients for the overall success of the Local Government System introduced through the Local Government Ordinance 2001( LGO 2001- amended 2005) and aspiring to achieve meaningful community empowerment.

The procedure of CCB formation and working has been kept very simple in the LGO. A group of 25 non-elected common citizens (without any restriction on race, gender, religion or ethnicity) can get together and form a CCB for a declared community beneficial initiative (it can be anything under the sun). The project must be based on a no-profit basis. The CCB members have to pool in 20% of the total project cost while the remaining 80% is put in by the local government once the relevant local tier of local elected government approves the project.

By law, 25% of all development budgets of the three tiers of the local government i.e. Union, Tehsil and District, has been reserved for CCB funding and these funds have been declared to be non-lapsable. The unutilized amount of funds roll over to the next financial year under the same heading.

DTCE has set itself the target of supporting and ensuring the registration of at least three CCBs i.e. two male and one woman/ mix CCB at union level in its partner districts.



CCB Mobilization Session, Abbottabad.

The paucity of public information promoting CCBs, as well as the fact that most communities would have had little or no prior experience engaging in community-initiated, collective action, all compelled DTCE to adopt CCB Mobilization (CCBM) as the primary component within its community empowerment portfolio.

The main impact sought from the CCBM component can be summed up as: "more constructive roles for all stakeholders, including CCBs and District, Tehsil and Union levels' elected representatives and government functionaries."

DTCE's Capacity Building Unit (CDU) trains District level Community Service Organizations (CSOs) in CCBM and Project Cycle Management (PCM) to produce DTCE-certified master trainers.

During 2006, DTCE carried out CCBM campaigns focusing on awareness-raising, CCB formulation and registration, training and capacity-building, as well as resource mobilization, execution and monitoring of CCB projects. Emphasis was laid on enabling CCBs to draw upon the reserved local government development funds that had accumulated at each

tier of the local government.

MOUs were signed with the District and Tehsil governments and the Union Council (UC) defining the roles and responsibilities of DTCE, government officials and National Commission for Human Development (NCHD). MOUs were also signed with partner (local) CSOs and NCHD, a major partner of DTCE that plays an important role in ensuring sustainability of its interventions and in CCBM.

The active involvement of one-third women representatives in CCBM through allocation of funds for elected women councilors was also ensured by DTCE.

The main elements of CCBM program component i.e. a greater constructive role of the District, Tehsil and Union government functionaries, enhanced role of the Union Secretary, hiring of the local CSO/s, low cost orientation meetings, seeking sustainable support of government officials through incentives, capacity building of all stakeholders and DTCEs training and certification of trainers to ensure quality were carried out successfully during the year.

This has resulted in an increase in the number of CCBs in DTCE partner districts that increased to 15,737 whereas earlier they were only 5,256 CCBs prior to DTCE intervention.✴

## FORMING NETWORKS

Over 28,000 CCBs have already been registered in different districts of the country and have created a laudable nation wide community development movement. DTCE has given its full financial, technical, administrative, and capacity building support to the CCB movement. And based on this experience, DTCE realized that



CCB Network Meeting

there was an acute need to create a common platform where CCBs could share their individual successes, discuss and voice their concerns and opinions, and collectively combat myriad negative forces such as corruption in government ranks, political animosity of other elected tiers, etc. This need was to prove the genesis of the "CCB Network" in 2005.

CCB Networks have not only empowered various women CCBs and created an effective rapport between the District, Tehsil and Union bureaucracy and CCB members, but have also mobilized the community and provided a provincial and national level platform to CCBs. They have created effective checks and balances and monitoring mechanisms. They unite districts into single grassroots forums and give greater voice and negotiating power to CCB concerns.

After examining existing CCB Networks in Loralai, Lodhran, Abbottabad, Nowshera, Bannu, Narowal and Swat districts, DTCE developed an implementation framework for formation of additional CCB Networks, as an integral component of the DTCE Community Empowerment Model. It facilitates registration and execution of envisioned roles, as well as elections of Network representatives and office bearers. Guidelines for the formation of CCB Networks, brochures and other informational material have been developed for facilitation. ✴



CCB Network Elections, Haripur

## LOCAL GOVERNMENT ASSOCIATIONS (LGAs)

Local Government Associations (LGAs) further strengthen the new Local Government System. DTCE has evolved a practical implementation strategy for the promotion of LGAs. Thus, the 'Articles of Association' and a 'Memorandum of Association' defining potential roles, issues of interest to provincially registered associations, functions and activities were drafted.

DTCE sought to facilitate the formation of 12 Associations nationwide during 2006. However, the launch of LGAs was delayed because of the local government elections held in August-October 2005. Fruitful negotiations were under way in 2006 with the Government of NWFP for the initiation of LGAs in 24 districts by the latter half of the year 2007. ✴

## LOCAL COUNCIL MONITORING COMMITTEES

Monitoring service delivery of the local government has never been a priority with elected representatives but for the first time in Pakistan they have legally been mandated to carry it out according to the LGO 2001/5. Their role involves assessing project implementation, identifying and bringing bottlenecks, anomalies and violations of stakeholders' rights to the notice of Councils, Nazims and the wider administration with a view to removing these and facilitating service delivery. Problem resolution is carried out through an interactive process involving officials and citizens.

In its bid to promote devolution and the local government system DTCE provides support to Monitoring Committees as part of its Community Empowerment Model. It facilitates them with the following:

- Carrying out capacity building of Monitoring Committees at District and Tehsil level with the assistance of its implementing partner NCHD.
- It has completed 97 trainings with the participation of 1,839 elected officials.
- A capacity development program for Union Monitoring Committees is also being developed by DTCE.
- It supports the functioning of Public Account Committees. ✴

## Media, Social Communication & Local Citizen Information Networks (LCIN)

Initiating and galvanizing a social reform movement through mass media interventions is never easy. It is even harder when the communities are characterized by low levels of literacy, and high levels of socio-economic inequity, and when the political leadership and



Aap Aur Hakumat Program, Lahore.

bureaucracy are often opposed to change.

DTCE's social communications strategy for promotion of devolution processes has been developed with the following parameters in mind i.e.

- To educate the uneducated and interest the disenchanted.
- To have credibility (i.e. promise less and deliver more).
- To keep the message simple, uncomplicated and informative while striking an emotional note.
- To ensure gender equality and balance.

It lays great emphasis on conveying the idea of people changing their own lives. Within this, as envisioned in the LGO 2001/5, the thrust was placed on encouraging the formation of CCBs and projecting the successes of existing CCBs.



As a cornerstone of its community-level LCIN programming, DTCE launched a highly popular talk show 'Aap Aur Hakoomat' (Government and You). The program is highly interactive which is short on location and opens dialogue between a panel of guests and around 150-200 members of the general public. The panel includes the top hierarchy of all



Aap Aur Hakoomat Program, Haripur

tiers of the local government, top government functionaries, senior police officers, Chairmen of Monitoring Committees, CCB members, office bearers, local activists, press and bar representatives, etc.

A series of four programs on the following themes have already been filmed and broadcast, or are planned for each district:

- CCB issues related to projects at District, Tehsil and Union levels;
- Audit and accounts related issues at these three levels;
- The roles and effectiveness of Local Government Monitoring Committees in relation to aspects of service delivery, particularly in the education and health sectors;
- Police-Community Relations.

The implementation status of LCIN is as follows:

No.	DISTRICT	Recording of Program	Airing of Program
1	Vehari	✓	✓
2	Multan	✓	✓
3	Lahore	✓	✓
4	Faisalabad	✓	✓
5	Muzafargarh	✓	✓
6	Rahimyar Khan	✓	✓
7	Narowal	✓	✓
8	Nowshera	✓	✓
9	Charsadda	✓	✓
10	Mansehra	✓	✓
11	Abbottabad	✓	✓
12	Haripur	✓	✓
13	Khairpur	✓	✓
14	Lasbella	✓	✓

LCIN Program Implementation in DTCE Partner Districts 2006 and beginning 2007

- The first phase of programming has been completed in more than eight districts,
- The second phase of programming, with 34 episodes was carried out at the end of 2006.

All programs recorded to date have been aired on ATV; those pertaining to Sindh have also been aired on KTN as well as local cable networks. The table below summarizes the status of LCIN in DTCE partner districts.

Massive nationwide print media campaigns have been launched to educate and motivate people to form CCBs. The campaigns were carried out in both national and regional newspapers and publications. They not only created awareness but real life stories of people whose lives had been transformed by the Local Government System were brought to the fore to motivate and educate the masses.

A series of motivational "success stories" were printed in the national and regional press as part of a thematic advertising campaign to encourage other citizens to play similar roles for their own betterment. The stories of Khan Gul of Haripur's (NWFP) 'Badal CCB', Aliya Kausar of Lasbella's (Balochistan) 'Khwareen Ittehad CCB', CCB Indus, Union Council Bozdar Wada (Khairpur, Sindh), and others received positive responses from the targeted audiences. In 2006, 90 advertisements were published in 19 national/regional newspapers. The impact of these was seen in dramatic increases in queries coming to local governments as well as a significant rise in the registration of new CCBs, especially women's.

In 2006, DTCEs Media Unit also began publishing district-wide, full-page newspaper supplements to highlight the district's achievements as well as the major concerns of each area and its residents. Three full-page supplements were published in 2006 on the high-performing districts of Khairpur,

Haripur and Uthtal, Balochistan.

Filmed television documentaries of the success stories are also in the process of development. Documentaries on the Khaipur and Haripur success stories were completed and aired on cable networks across the country as well as national television network(s).

Along with this advocacy material including brochures, success stories booklets, leaflets, posters and newsletters have been prepared on CCB formation, DTCE program components and LGO 2001/5. These materials were disseminated in various districts during CCBM trainings and workshops, general awareness-raising workshops, orientation meetings, as well as press clubs and bar associations.

Radio has also been used for public service announcements and news releases in Sindh and Punjab. A pilot radio campaign was implemented in the Punjab district of Vehari. The next round of the mass information campaign also



Press and Bar Orientation Session

includes talk shows, success stories, informative capacity-building programs, infomercials, etc. ✨

## PRESS AND BAR ASSOCIATIONS

### Community Empowerment Desks (CEDs)

In collaboration with the District Bar Association (DBA) and the District Press Club (DPC), DTCE establishes Community Empowerment Desks (CED) at the premises of the respective District Courts. The core concept behind this desk is to create a meeting point where CCB members may receive free legal aid/ assistance on matters referring to the implementation of the Community Empowerment Components of the Local Government Ordinance 2001 and CCB Rules 2003. It also aims to legally empower people and facilitates the needs of the stakeholders. In this respect, the DPC creates awareness about and provides press coverage to the issues raised by CCBs. This forum may be approached by all relevant DTCE components. CED have been established in Tando Allahyar, Mirpurkhas, Thatta, Sukkur, Badin, Tharparkar and Turbat this year.

### Community Empowerment Roundtables (CERT)

A Community Empowerment Roundtable (CERT) is an extension of the CED. A Roundtable conference is held on a



During CERT

monthly basis where the relevant stakeholders including the Legal Aid Committee, Press Committee, CCBs CCB Networks, District Public Safety and Police Complaints Commissions, Union Public Safety Committee, Local Council Monitoring Committees and local government functionaries meet to discuss local issues and their solutions at the local level. Since 2006, DTCE has signed revised MOUs with 31 Bar Associations and 30 Press Clubs. District Bar Associations also conducted CCBN elections in districts Narowal, Kohat, Bannu, Abbottabad, Haripur, Rahim Yar Khan, Tharparkar, Tando Allahyar, Badin, Mirpurkhas, Thatta and Mansehra. ✨

## POLICE WELFARE AND COMMUNITY PARTNERSHIP PROGRAM

One of the most misunderstood concepts is the community based local policing in Pakistan, but rightfully so, since no effort has been made in the past to cultivate relations between the police and the community. DTCE seeks to improve the situation through its 'police welfare and community partnership program'



Police Community Relations Launch Ceremony, Haripur

under the umbrella of the LGO 2001 and the Police Order 2002. The program strives to implement legislation by setting up a Police Station Monitoring System (PSMS), holding sensitization workshops, Khulee Kacheries, facilitating relationships between Union Public Safety Committees (UPSCs) and activation of their linkages with District Public Safety Committees, Police Complaint Commissions (DPS-PCCs) and Citizen Police Liaison Committees (CPLCs).

During 2006 strategic meetings with the Inspector General of Police and District Police Officers of Haripur, Khaipur and Lasbella districts were convened to implement the Police-Community Relations Program. Having received a positive response, DTCE carried out a number of integrated activities in the new intervention districts like consultative workshops. A software package for effective management of police stations was designed and each target thana (police station) was equipped with the necessary hardware along with the Police Station Monitoring System (PSMS) software linked to the concerned DSP and DPO offices. Offices housing the PSMS have been established at the office of the DPO in the partner districts of Haripur, Narowal, Khaipur, and Lasbella. The system provides increased capacity to accurately store and access information about crime analyses, registration and reporting, transfers/postings, personal history profile, station inventory, etc. This system will reduce the crime rate if used appropriately.

'Kullee Kacheries' or open-house gatherings are organized at local thanas (police stations) where local citizens, notables, members of civil society, and representatives of DTCE are invited to hold frank discussions with the local police officials. They familiarize themselves with the way the police function and (re-) acquaint themselves with the thana and the people who manage it. The people table their issues, concerns, complaints and queries in a candid and open environment. 'Kullee Kacheries' also allow transparent and people-centered evaluation of police performance and police behavior. They were piloted in Narowal during mid-July 2006 and are now in the implementation stages at Haripur, Lasbella, and Khaipur.

Institutional linkages have been established between key local institutions in order to ensure sustainability of interventions under the Police Welfare and Community Partnership Program. MOUs have also been signed between DTCE and DPOs of Haripur, Lasbella and Khaipur to launch the Performance-based Incentives Program. ✨



Guests and DTCE Staff at the launch ceremony, Haripur



# Tharparkar Sindh

Name: CCB Rathore (Tharparkar, Sindh)  
Project: Revamping well (brick lining it and increasing its depth)  
Total Project Cost: Rs. 80,000  
Community Share: Rs. 16,000  
Beneficiaries: 50 households



1  
Goth Malthor Kavriya is a small village composed of about 50 straw huts and a population numbering 350 persistently thirsty souls. Surrounded by cacti, desert shrubs and sand dunes, the luxury of a tap with running water appeared a mirage in the sand.



2  
The well ran dry

6  
The well was brick lined, and after becoming functional it benefitted the entire community



3  
The women used to tread miles to fetch water

CCB Rathore was formed by Manjhi Rajpoot to alleviate his people from their suffering of the long persisting problem of water shortage. Out of the total project cost of Rs. 80,000/- the people managed to somehow muster up their share of Rs.16,000 for revamping their dry well

7  
The well proved to be a source of relief even for domesticated animals



4  
A special mason was hired by CCB Rathore for the digging of the well



8  
It quenched everyone's thirst

1. Goth Malthor Kavriya
2. Dry well of the Village
3. Women fetching water
- 4-5. The mason hired at Rs. 300 - Rs. 400 per day.
6. The functional well
7. Filling water for a journey
8. Finally their thirst was quenched



## The City of Warriors

The city of great historic warriors is not far behind in development initiatives. It has become one of DTCE's model districts by utilizing 80% funds and after successful completion of Village and Neighborhood Council elections.

Kohat, the city, gets its name from a warrior who invaded it in 400 BC. Historical evidence about the city is scarce yet the first mention of it can be found with reference to Mughal

men themselves felt the need to encourage their women to take part in development initiatives.

"Mr. Sanaullah a respected social worker of our area first gave us the idea of starting a CCB," says Shaukat Begum. He convened a meeting and convinced Shaukat Begum whose husband was Chairman of the male CCB, to form a female CCB while the men would assist them with outdoor chores since it was not customary in their culture for women to work, let alone visit offices and banks, etc. Shaukat Begum convened a second meeting inviting all her relatives and friends and persuaded them along with Mr. Sanaullah who underlined the benefits of forming a CCB. Thus came into being CCB "Kushi" (happiness) and all the formalities like registration, etc. were looked after by Mr. Sanaullah. "We have a very interesting blend of members ranging from ages 18 to 50 years. The younger ones are educated while the older ones although have not received formal school education but guide us with their wisdom and experience,"

attendance became more regular. Diseases like diarrhoea, cholera and other allergies were also reduced," said a concerned mother and CCB member.

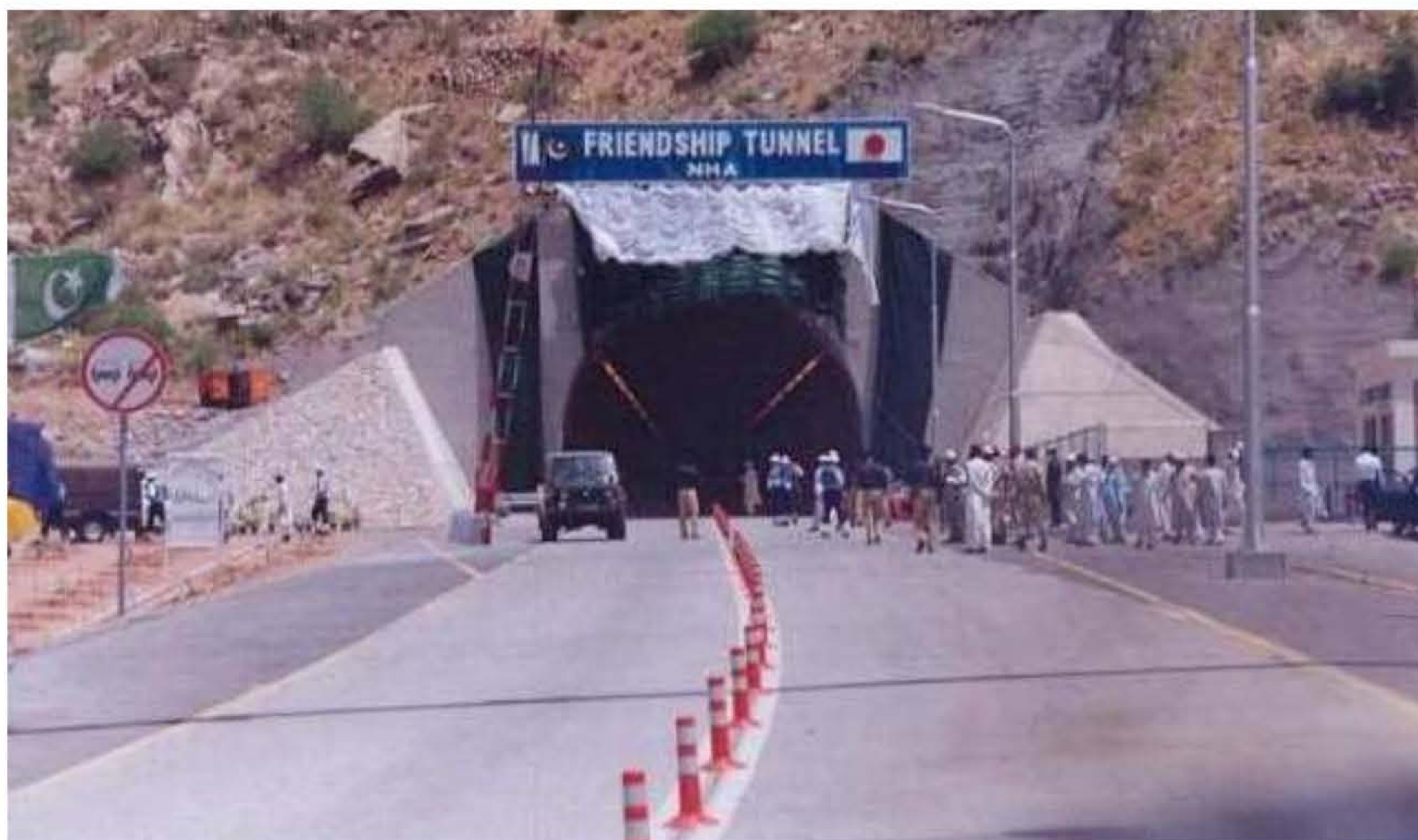
The completion of this project won CCB Kushi the support of even those community people who had initially opposed them. They now wanted to work on more development projects to bring about a positive change in their own area and so their women under the umbrella of the Community Infrastructure Program started a skill development center also. Although this was done by forming another CCB yet the credit goes to them. They now have an average of 50 students and charge a nominal fee of Rs. 50 from students who can pay. It is not only stitching and embroidery that we teach here at the school but any women related issue, whether it be women's health or teaching decoration making from Mazri (a local plant), or religious teaching, the center caters to almost everything. This center also worked in the favor of building their image and trust with their people thus creating the right kind of support for their next project which was the formation of a library.

"The people of our area," Shaukat informs us, "are education conscious and everyone wants to educate their children whether it be boys or girls. Thus, the creation of a library was welcomed." The total project was worth Rs. 186,000 that included books and the construction cost of the library to be built next to the primary school of the area. "The project is currently in the final stages of completion and will benefit all the children and students of the area" a CCB member informed us. The members of CCB Kushi have collected books on various subjects ranging from Science, Math, Economics, Geography, History and Islamiyat to Astrology, Philosophy and Business Studies for their library.

"CCB Kushi has had both a positive and a negative impact on our lives it has not only inculcated in us a spirit of welfare work but we spend our time fruitfully now. Although I cannot say that this is a negative thing, but at times, it becomes a problem as our homes have become like resource and information centers and there is a constant flow of visitors that disrupts our daily household routine," remarks Shaukat. But she finds encouragement in this and is optimistic about the situation since it means that their work is being accepted by everyone, even the most conservative of them all.

Praising DTCE she mentions that, "the women's convention DTCE organized in our community in which our district Nazim and the District Coordination Officer (DCO) participated proved extremely useful for us. It was this forum that gave us the idea of setting up a library in order to improve the literacy rate of our area. Among our future plans, we aim to start a Mazri Center to promote the hand made products of the plant for which Kohat is famous." Shaukat also wants to stress upon the fact that, "the positive thinking of one person can change the lives of many and that this is not the end for them, they will keep on doing more for their people."

★



Pak-Japan Friendship Tunnel leading to Kohat from Peshawar

Emperor Zahiruddin Babur's attack on the city in his book entitled 'Tazaq Babri'. It is a town and district of British India, in Peshawar division of the North-West Frontier Province. The town lies 37 miles south of Peshawar by the Kohat Pass along which a military road was opened in 1901.

The famous tribes of the area are Orakzai's, Bangash, Khattaks, Afridis, Zaimukhts and Turis. Kohat has produced famous ancient warriors like Kushal Khan Khattak, an Afghan warrior, tribal chief of the Khattaks and a poet who had settled there. The area abounds with stories of heroism of warlords. Thus, the people have a natural inclination to resist foreign invasion and live in closely guarded family units. They played a major role during the inception of Pakistan.

The Kohatians have kept most of their ancient traditions alive even today and live in close knit traditional family units. The women as in most rural areas of Pakistan are not allowed to move freely in society since it is male dominated.



Village Council Elections, Kohat

The advent of CCBs has brought about a major change in the mind set of the people. Moving within the boundaries of their traditions they have found a way to educate and empower their women. Male CCBs were already working successfully in Union Council Mohammad Zai and the women felt that they "had to contribute their share in development also, but 'how', was the big question". Their prayers were answered when the

Shaukat says.

"The main reason for forming a women CCB was the development and empowerment of our women," Sanaullah told us. "Our journey after the formation of the CCB was not a bed of roses since the very conservative men and women of our area ostracized us. They would call us Kafirs (infidels) and refused to listen or talk to us. We faced extreme criticism yet later on it was our work that changed their views," remembers Shaukat. "I would especially like to thank all my relatives and friends here, who supported us even during this tough time and we did not lose hope because of them", she added. Sanaullah had also briefed the women about their share of 20% and thus they started saving up. "Amongst the people who helped us immensely were Mr. Sanaullah, Mr. Omar Khan and Mr. Deen Badshah, while the people of the Social Welfare department were also very helpful. With the connivance of all our members, we decided to work on our first project that was paving streets and drains in our village. The registration process was easy for us as the officer incharge was a female who guided us along with our Nazim," recalled Shaukat.

The mud track that led to the primary school was in a terrible condition and posed several problems to the children while commuting back and forth from school. It was also the cause of several diseases especially during monsoon. The total project cost amounted to Rs. 70,000 while the community share was Rs. 14,000. The well to do members contributed the amount while others volunteered their services. All the outdoor activity like labor cost, manpower, purchasing material, visiting banks, etc. were managed by the men. "The project was completed successfully and this established our reputation in our area. After the street was paved and the drains laid out, our children could commute to school with ease and their

Achievement: Utilization of Funds Chart (in millions)				
S. No.	District	Allocation since 2001	Utilization	%age
1.	Khairpur	63.50	63.50	100%
2.	Haripur	75.38	66.72	89%
3.	Narowal	97.68	79.47	81%
4.	<b>KOHAT</b>	<b>26.43</b>	<b>21.13</b>	<b>80%</b>
5.	Tharparkar	105.10	79.71	76%
6.	Abbottabad	52.72	33.17	63%
7.	Mansehra	92.60	57.02	62%
8.	Lower Dir	31.92	18.62	58%
9.	Charsadda	171.17	88.87	52%
10.	Turbat	5.97	3.02	51%
11.	Nowshera	45.29	21.42	47%
12.	Swabi	81.49	37.91	47%
13.	Gujrat	333.86	142.05	43%
%age utilization in 10 districts		1184.11	612.61	52%
Kohat Utilized 80% of funds allocated				



# Jam Kamal

District Nazim Lasbella, Balochistan, spoke candidly to

"Awam ki Awaz ..."



Mr. Kamal in "Aap Aur Hakoomat"

**H**e belongs to a political family, yet works with humbleness and a desire to alleviate the suffering of his people. He is not only enlightened but also has a vision for his people. In an interview given to Awam Ki Awaz, Jam Kamal, District Nazim, Lasbella, Balochistan, speaks candidly about himself and his plans for his district.

**Q. From where did you receive your early education?**

"I belong to the Jam family in Lasbella, Balochistan. My primary schooling was from Helper School in Quetta. From second grade to eleventh grade, I was in Falcon House Grammar School, Karachi and appeared as a private candidate for O'Level and A'level. I completed my BBA (Bachelors in Business Administration) from Greenwich University, Karachi."

**Q. How did your political career start?**

"Since I belong to a political family, I was destined to join politics I think. My political career started after I participated in the local bodies' elections and became the town committee Chairman. After that I participated in the District Government Elections 2001 and, Alhamdulillah, I was elected unopposed and the same happened during the second tenure also."

**Q. Do you have any other professional engagements?**

"Yes, beside politics, I do agriculture and mining."

**Q. What made you join politics?**

"One of the major reasons behind entering politics was that it has always intrigued me and I wanted to help our people and be part of the political

environment. Secondly, it was actually the people who wanted me to join and play a role in doing something good for the area."

**Q. What was the motivating factor behind becoming the District Nazim?**

"There was not much motivation, in fact I was not for it. But it was like I said earlier destined to be."

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

"Although Balochistan district government has been partly deprived of financial and administrative support, we tried our best to develop our area with the given and available resources. I will highlight just a few of our major achievements:

- Improvement of academic institutes; construction of buildings in shelterless schools; repairing old school buildings; filling up vacant education posts; introducing IT education in government schools; introduction of semester system in schools; provision of books and other material; training teachers in IT and English Language.
- Developing Tehsil hospitals.
- Introduction of Wind Mills in far flung areas.
- Improvement of government offices; introducing and promoting the usage of computers, email, etc. in all government offices; providing fax and printing facility to all EDOs. I regularly visit far flung areas so that people feel our presence.
- We encourage our people by giving IT and best school awards. We give certificates to officers for using computers for official work and we have also introduced and encourage computer presentations in our offices.
- We have introduced recreational facilities like starting clubs and upgrading existing ones; sending our people to different districts for competitions; providing sporting material to clubs along with providing financial assistance and organizing tournaments.
- Restarting of old and incomplete schemes; monitoring, evaluation and documentation of development work for improvement.
- Inviting donors and local NGOs to establish centers in Lasbella (for e.g.- DTCE, NCHD, CIET, USAID, etc.) and also supporting CCBs.
- Furthering Federal and Provincial government schemes in Lasbella like: Lasbela Agriculture and Marine Sciences University, Polytechnic College, Residential College, First Girls College, Boys Inter College Hub and Two Water JT's for fisherman in Lasbella."

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

"One of the main challenges was 'skilled human resource'."

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

"DTCE has done a marvelous job by introducing CCBs in our district. By doing so they have put our people on the path to progress, development and self sustainability. I would like to suggest that DTCE should start a program to develop the capacity of people at the grass root level like Union Council Councilors, Nazims and small scale government employees. This needs immediate attention that we lack."

**Q. What challenges did you face while realizing your development vision for the district?**



The District Nazim during a DTCE Orientation Session

"There is extreme shortage of skilled and capable people and officers in our region. There is also dearth of enthusiasm and the spirit of people is dampened by the difficulties they face during the planning and execution of projects. Financial support and provincial interference also at times becomes a problem."

**Q. What is your future vision for the district?**

"To bring progress and prosperity to our district. To create a sense of responsibility amongst the people and decentralize authority at various levels. I would like to make maximum use of our natural resources as we have an abundance of them. Also I am trying to map out corruption and nepotism and we are promoting merit and giving the people a sense of direction. Thus I hope to make our district a model for others to follow. And Inshallah (God Willing) I am very hopeful that we will succeed in doing so." ☆

## "Log Kehtay Hain" | Q&A

**Q. The 20% community share for community development projects by CCBs is not practical in rural and most underdeveloped districts. So why isn't it abolished?**

A. "We realize that it becomes difficult for impoverished communities to collect funds for development projects and even 20% of the cost share contribution becomes a huge burden. However, this contribution establishes ownership of the project amongst the CCB members and its beneficiaries. Personal commitment follows financial commitment this is the principle behind this requirement. When the community contributes financially and/or through services or materials for the project, they protect their investment as the property of the entire community. Their personal financial contribution also encourages frugality and caution in expenditure of CCB funds that allows savings which in turn can be used to improve or expand the original project and even at times to initiate entirely new schemes. And as proved by the efforts of DTCE, while this stipulation may be burdensome, it does not make the CCB model unworkable or unrealistic."

**Q. The concept of CCBs is undemocratic. There can be no rationale for creating institutions that disburse public funds, parallel to the elected local governments that represent the people. The mandatory allocation of 25% of the development budget for CCB projects indicates lack of trust upon elected officials.**

A. "As far as the question of fiscal authority is concerned, each CCB project grant is approved by the entire Council including the Nazimeen at all levels. Thus, even the 25% budget reservation for CCB projects remains within their control and is disbursed at their discretion. The budget reservation does not by pass their control or authority or cast any shadow on their motivations or capacity, it simply provides the incipient CCB movement a dependable financial pipeline to enable it to grow and gain ground. DTCE's research and experience has shown that development projects undertaken by CCBs are qualitatively superior, while at the same time being far more economical and long lasting than the ones commissioned by the local government. This is because the project execution agency is a community based organization which is not part of the 'contractor's mafia'. These differentials in quality and cost put added pressure on the local government to utilize the development funds at its disposal in a more effective and transparent manner. Thus, the 25% allocation to CCB funds improves public spending effectiveness of the remaining 75% of the budget also by challenging the monopoly of government/contractor collusions."

**Q. Devolution is a donor driven project, once funding is discontinued will the process cease to exist?**

A. "Devolution is a process of evolution of the citizens of Pakistan. It does not belong to a specific person regime, or institution. Various reports generated by the government and multilateral institutions prove the need for devolution and institution building. This change was long overdue and donors have a certain responsibility to fund projects that focus on attaining devolution goals. This is where human resource training is crucial to make the process viable and sustainable irrespective of funding. It should be noted that donor funding has been helpful in developing this resource, but it is the citizens who form an integral part of the project. The community empowerment aspect of devolution also has financial protection i.e. 25% of the local development budget at all three tiers of local government is allocated for community development projects to be executed through CCBs. This sum is non-lapsable and accumulates if unspent. Therefore, CCBs need not look to donor assistance alone for funding their projects." ☆



## Community Empowerment Desk inaugurated at Sukkur

DTCE in, collaboration with the District Bar Association (DBA) Sukkur, established a Community Empowerment Desk (CED) i.e. a free legal aid center for CCBs there. DBA Sukkur is one of the oldest Bars of Pakistan. This was done in pursuance of engaging and activating all vital tiers of civil society, in the context of forming, supporting and

February within the premises of DBA. He thanked DTCE for its program intervention. A large number of DBA members, CSOs and the Press, in addition to District Government officials and selected CCBs also attended the ceremony.

Mr Qurban Malano, President DBA Sukkur, thanked DTCE for providing furniture, a computer and printer and also for offering partnership for one year. He thanked the District Government for cooperating with DBA particularly in the context of establishing a CED within the premises of the Bar. He also assured that he would lend maximum support and cooperation to DTCE. The manager field operations team Mr. Hullo



Maximum participation of men & women during the CED Inaugural Ceremony

sustaining the CCBs across the country.

The CED was inaugurated by the District Coordination Officer (DCO) Mr. Shafique Ahmed Khoso on 3rd

along with Dr. Butt, head of DTCE's press and bar team, who were present at the occasion, were hopeful that the CED being established would prove very proactive and provide maximum assistance in public litigation. A day earlier on 2nd February, DTCE and DBA Sukkur also signed an MOU for a period of a one year partnership.

The District Government Sukkur has repeatedly assured that it is committed to the formation, strengthening and supporting of CCBs for DTCE program interventions. Since 2002 to date, the District Government has allocated Rs. 48.979 million for CCBs in pursuance of the Sindh Local

Governance Ordinance's mandatory allocation of 25% out of the total Development Budget. And for the current year these allocations have doubled to 20 million. ✱

MNAs and MPAs highlighted the fact that the nation was advancing towards development in its true sense and that devolution has had a very positive impact upon the people. Mr. Daniyal Aziz also vowed to take measures for resolving all the issues faced by the CCBs. Mr. Yousaf Ayub appreciated the work that CCBs had done in district Haripur and expressed his commitment to make it a model district. Cheques were distributed amongst the newly formed VNCs and CCB Network Haripur by Chairman DTCE, Minister of State for Finance Omer Ayub Khan and other elected representatives present at the occasion. ✱

## Launching CCB Network and Village and Neighborhood Councils (VNCs) in Haripur

A ceremony for launching CCB Network (CCBN) and VNCs was organized by DTCE at district Haripur on February 24, 2007.

The ceremony was an interesting blend of members of Community Based Organizations, CCBs and civil and political circles. The program started with the



Distt. Nazim Haripur, Chairman DTCE, Minister of State for Finance, an MPA & Mr. Gohar Ayub during the launch ceremony

registration of the participants. Members of CCB Network, VNCs, Union Ali Khan, Union Nazims, Union Naib Nazims, Secretaries Union Councils, elected representatives and government functionaries at the district and Tehsil level also attended.

Chairman National Reconstruction Bureau (NRB) Mr. Daniyal Aziz, Minister of State for Finance Mr. Omer Ayub Khan, Ex-Foreign Minister Mr. Gohar Ayub Khan, Member Provincial Assembly Mr. Qazi Mohammad Asad, District Nazim Haripur Mr. Yousaf Ayub Khan, DCO Haripur Mr. Zaheer ul Islam, Tehsil Nazim Haripur Mr. Iftikhar Ahmad, DPO Haripur Mr. Imtiaz Shah, Chairman CCB Network Haripur Mr. Zia ul Haq, Chairman CCB Network Tehsil Ghazi Mr. Babar Khan and Chairman VNC village Ali Khan were present at the occasion.

These committees have been formed for the first time in Pakistan. Speaking at the occasion, various

## Police Community Relationship Program in Haripur

The Police Community Relationship Program was also organized on February 24th for all police officials of district Haripur. Chairman DTCE, DIG-Hazara, DPO Haripur were guests at the occasion. A presentation was made pertaining to the launching of DTCEs Police Community Relationship Program in district Haripur. It was an excellent effort not only to improve police community relations but also to sensitize the law enforcing, agency. Speaking at the occasion, all the speakers stressed the need for the program and vowed to extend maximum support to make it a success. ✱



Police Community Relationship Program, Haripur

## Women's Day Celebrated in Narowal

International Women's Day was celebrated by DTCE at Narowal. Almost 300 women participated in the event. Around 125 women came from Shakargarh and 150 from Narowal district. Women from all walks of life participated in the event including students, social activists, lecturers, teachers and local government elected representatives at Union, Tehsil and District level. The main purpose of organizing the event was to form exclusive Women CCBs and to actively involve women in developmental activities. It was for the first time that women of Narowal gathered in such large numbers for issues relating to Local Government and Citizen Community Boards. ✱

Continued from Page 1

## Village & Neighborhood Council Elections DTCE Starting a New Era of Devolution!

The total 4,963 votes polled indicated a turnout of 45% in these elections. UC Phagwari was where the very first VC elections in Narowal and thus in Pakistan, were held. Subsequently, elections for a total of 62 councils were held in seven additional districts. By the end of December 2006, further elections were held in seven other districts. DTCE plans to ensure VNC coverage in the remaining 673 villages in 2007. A VNC consists of 5-11 members and regardless of the final tally, each council must have one reserved seat for women and one for peasants and workers to ensure equality and gender balance.

Elections were held in 10 UCs of Khairpur, eight UCs of Vehari, four of Tharparkar, six of Lasbella, two of Karak, 23 of Narowal, six of Haripur and one of Lower Dir. It was also feared that these elections might create law and order disturbances and cause resistance and clashes between various sects especially in areas where the tribal system was very strong. However, this was not the case as people welcomed the idea especially when it could create more educational, vocational, religious, agricultural opportunities for both men and women along with finalizing annual development plans. Other issues of concern that the VCs address are street cleaning, garbage disposal, placement of village guards, drug addiction, forming Salat and Zakat committees, finding solutions for disputes at village level, crime prevention, providing incentives for young students and gender, ethno-religious or class differences. Village Councils can also collaborate with the UC to make Union Monitoring Committees more active.

TMA conducted the elections in all the districts while DTCE facilitated them by providing administrative and technical support. The district government and LGOs also supported them. DTCE provided training on registration, exclusive classification, sectoral priorities, etc. to the TMA officials. The most encouraging factor was the presence of women in the elections both as voters and candidates. In Vehari Zila, Tehsil Vehari, the total number of villages were eight where women received almost 90% votes. DTCE had organized mobilization and orientation trainings before the elections to convince the people that the participation of women was mandatory by law. However, the willingness of women themselves was noteworthy.

Full support was extended by the media that highlighted the elections in all major newspapers and local channels. It was witnessed for the first time that candidates, Nazims and Wadairas (landlords) belonging to different political parties went through the democratic process peacefully without any rivalry. To quote a villager, "it is the first time that the poor actually contested and won an election as otherwise it is mostly our wadairas who contest and win." ✱

## Women's Day Celebrations in Khairpur

The District Nazim addressed the audience and ensured his cooperation for any kind of CCB project and highlighted the importance of women in development work. He also appreciated the efforts of DTCE in this regard with special mention of his district. A play on women's rights was staged by IRC on the occasion and won the audience's appreciation. CCBs and other Community Based Organizations also put up stalls exhibiting different handicrafts and embroidery work items made by the women of Khairpur.

The District Nazim distributed cheques to 31 chairpersons of women CCBs during the seminar. These cheques were distributed courtesy DTCE for development projects submitted by women CCBs of the district. The women were very pleased on being part of the seminar. During their speeches, the representatives of these CCBs thanked DTCE for its efforts to empower them and bring them in the mainstream.

The participation of district administration Khairpur, activists from different Community Based Organizations, and media representatives along with CCB members added further support and color to the ceremony. It was also an excellent forum for networking and liaising between participants from different walks of life. ✱



Devolution Trust for Community Empowerment

House # 18, Street # 18, F-6/2, Islamabad-Pakistan. Ph: 2878234-38

Please send in your Feed back & Articles:

zubia.zubair@dtce.org.pk, tanvir.malik@dtce.org.pk

www.dtce.org.pk

