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Quarterly Newsletter of Devolution Trust for Community Empowerment

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Message from the Chairman to New Partner Districts

It brings me immense pleasure to welcome you all to this gathering. You are the ones whom your constituents have entrusted with the responsibility of representing them. You are the ones who are the closest to the masses of Pakistan and through whom they feel linked to the corridors of power. You are the ones who can bring about a change in the lives of the people. You are the ones who can make real development and prosperity a reality. And finally you represent a system which has, for the first time in Pakistan's history, has repealed the colonial system.

DTCE is an institution which has been established to help you achieve your objectives of empowering the people of Pakistan through a rights-based approach to development. DTCE's program in your areas will not only result in forging a new relationship between the local governments and the people but will also promote ownership, transparency and accountability. It must be kept in mind here that this whole relationship will be marked by a set of responsibilities on both the part of the local governments and DTCE.

In case of the CCB Mobilization, DTCE will build partnership with districts, tehsils and union councils through signing MOUs, provide support for implementation of district & tehsil work plans, build capacity of district & tehsil officers through NCHD, engage local CSOs for training, information and monitoring, involve local press club and bar association to support community empowerment process, and provide grant funding to union level CCB projects. In return, the district and tehsil governments will sign MOU with DTCE and prepare their workplans, ensure timely implementation of workplans, ensure participation of concerned officers in DTCE training programs, ensure timely announcement of Exclusive Classification for CCB projects, ensure allocation and utilization of 25% CCB funds at district/ tehsil levels, and promote CCB formation and provide technical support to CCB projects.

For the formation of Associations of Local government, DTCE will provide legal and technical support, undertake awareness campaign for promotion of associations, facilitate the formation of provincial level LG association of districts and tehsils, and build capacity of LG associations for effective functioning. The districts and tehsils, in turn, will join, promote and activate associations of LGs, finalize the process of registration for LG associations, provide logistic support for establishment of associations' offices, raise LG associations issues and ensure follow-up actions to resolve these issues, and ensure participation of concerned members of LG associations in DTCE training programs.

To form and operationalize CCB Networks, DTCE will sign MOU with local CSOs for advocacy & facilitation, plan and implement awareness raising campaign for formation of CCB F&CCs, facilitate election process at each village/ neighborhood level for formation of CCB F&CC, find and/ or promote other forms of networking, where appropriate, build capacity of CCB F&CCs, and facilitate formation of tehsil level networks of CCB F&CCs. The local governments will, support promotion of CCB F&CCs, collect and finalize data for target areas for elections, notify and conduct elections of CCB F&CCs, form tehsil level networks of CCB F&CCs, prepare a training plan for CCB F&CCs, and ensure participation of required members of CCB F&CCs DTCE in training programs.

To operationalize the Local Citizen Information Network, DTCE will identify local governance issues in collaboration with local governments, arrange a series of panel discussions and programs for advocacy and communication to local communities, provide technical and logistical support to document panel discussions, ensure periodic dissemination of programs through appropriate medium available, undertake pre and post program surveys to measure the impact of programs, and follow-up on issues through local councils, government and media. The responsibilities of the local governments will include ensuring participation of concerned elected representatives and officials in panel discussions, sharing information with audience on social and governance issues during panel discussions, facilitating and coordinating timely dissemination of programs through appropriate medium, and undertaking follow-up actions on issues highlighted and decisions taken in panel discussions.

To ensure formation and operationalization of the Local Council Monitoring Committees, DTCE will facilitate formation of monitoring committees at district, tehsil and union levels, facilitate formation and strengthening of public accounts committees at all tiers, provide support to establish monitoring and accounts committees offices, and build capacity of health, education, water and public safety monitoring, as well as accounts committees

through NCHD at district and tehsil levels. The districts and tehsils will be responsible to ensure formation and notification of monitoring & accounts committees, establish and activate monitoring and accounts committee offices, ensure participation of concerned monitoring and accounts committee members in training programs, obtain periodic reports and data for updating progress and development in district and tehsils, and follow-up on monitoring committees/councils' issues and account committees' issues.

In the case of the Police Community relations Program, DTCE will sign MOUs with DPO, local CSOs, UPSCs and DPS-PCC, organize sensitization workshop for police officials, establish Police - Community Relations Center

and establish Police Station Monitoring System (PSMS), organize *Khullee Kacheries* through local CSOs, process *Khullee Kacheries* cases, and channel *Khullee Kacheries* cases to appropriate authorities and/ or Bar Association and Press Clubs. The districts and tehsils will ensure signing of MOU between DTCE and DPO, notify DPS-PCC, UPSCs, and Citizen Police Liaison Committee (CPLC), provide building space for establishment of Police - Community Relations Center, receive periodic updates of PSMS to review police performance and improve law and order situation in the district, and undertake follow-up action on issues highlighted in *Khullee Kacheries*.

Finally, in case of the press clubs and bar associations, DTCE will sign MOUs with district/ tehsil Press Clubs and Bar Associations, facilitate the formation and capacity building of Legal Aid and Press Committees, provide support in establishment of community empowerment help desk at district/ tehsil level, and coordinate and integrate issues emerging from other program components for media projection and legal aid. The districts and tehsils will undertake follow-up actions on issues highlighted by Press and Legal aid Committees.



Excerpts taken from the address delivered at the Consultation Workshop with Partner Districts February 17, 2006, at Dreamland Motel, Islamabad

Consultation Workshop on Program Implementation in Partner Districts

The Local Governments form an integral part of the present DTCE methodology. In the revised DTCE Model emphasis has been given on establishing partnerships with all tiers of the Local Government i.e. District, Tehsil and Union. This partnership aims at strengthening these entities with provision of technical and financial support. As part of the partnership agreements, work plans are required to be prepared regarding each of the DTCE program component. In order to share DTCE revised field operations model and its operational methodology as well as assist the local governments in formulation of their workplans, a consultative workshop with representatives of 17 partner districts was organized on Friday February 17, 2006 in Islamabad. Mr. Daniyal Aziz, Chairman National Reconstruction Bureau and Chairman DTCE was the Chief Guest on the occasion, while Dr. Naseem Ashraf, Chairman, National Commission for Human Development, attended the workshop on special invitation.

The workshop was attended by District and Tehsil Nazims, District Coordination Officers, Executive District Officers for Finance & Planning and Community Development, Tehsil Municipal Officers, and Tehsil Officers for Finance, as well as representatives from the National Commission for Human Development from Awaran, Lasbela, Naseerabad, Pishin, Zhob, Qilla Saifullah, Turbat, Gwadar, Swabi, Bannu, Karak, Kohat, Lower Dir, Nowshera, Mansehra, Vehari, and Khairpur districts.

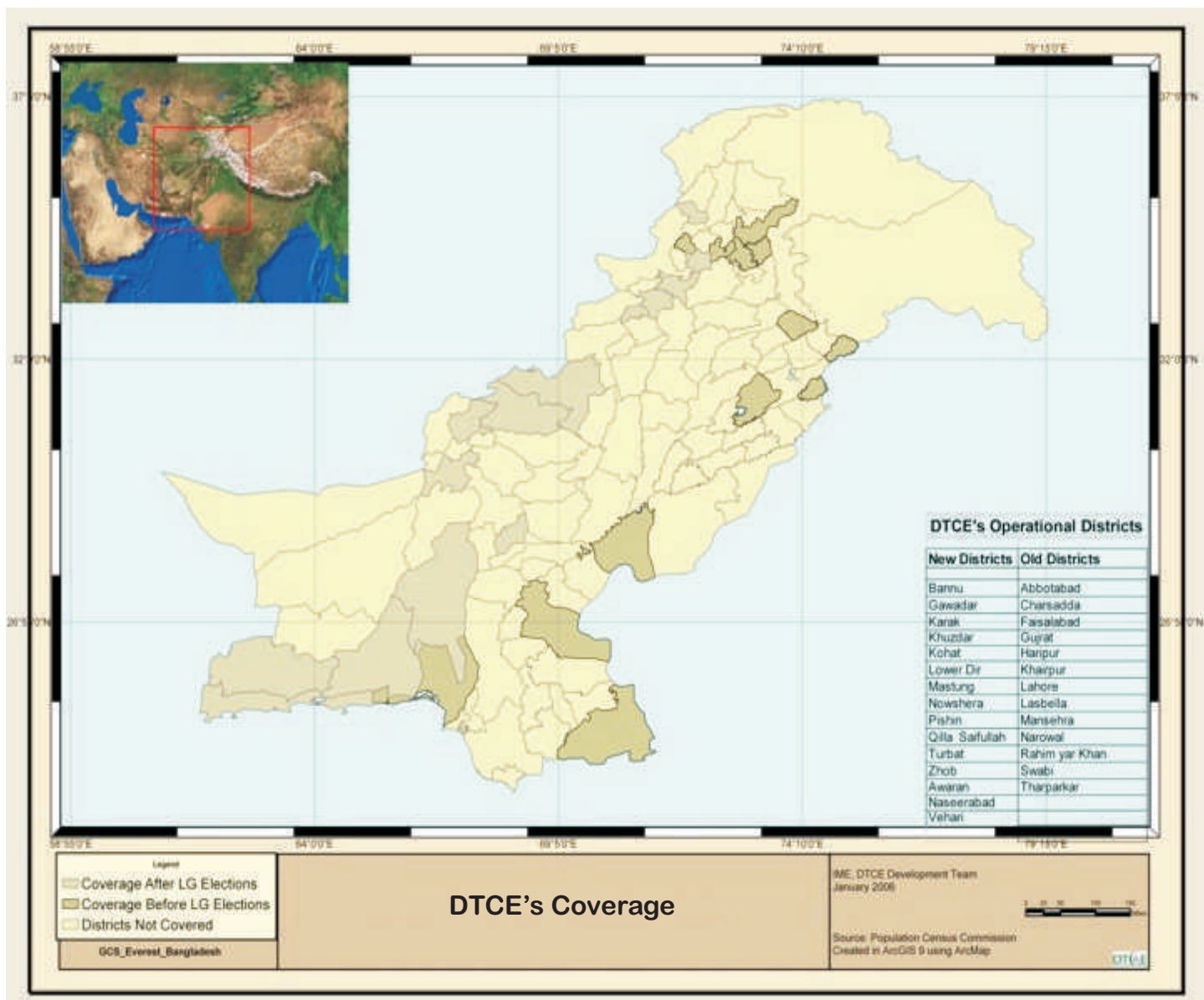
The participation level of the workshop was in itself an indicator of the level of interest of the local governments in empowering the people of Pakistan through operationalization of DTCE's Community Empowerment Model. They not only took keen interest in the presentations of the workshop but also presented valuable suggestions for making their partnership with DTCE a success.

The Chairman, National Commission for Human Development, Dr. Naseem Ashraf, in his address welcomed the spirit of the participants and their endeavors to bring about a positive change in the lives of the people of Pakistan through sustained, community owned empowerment initiatives. He also highlighted the role being played by the NCHD as DTCE's partner and otherwise in realizing the dream of a prosperous Pakistan.

The most salient outcome of the workshop was the synergy developed in terms of responsibilities of both DTCE and the local governments for operationalizing DTCE's community empowerment model.



Operationalization of New Districts



DTCE has expanded its community empowerment operations to 27 districts of Pakistan. The Organization opened 14 new districts beginning in the month of December 2005 namely Gwadar, Turbat, Mastung, Qilla Saifullah, Zhob, Pishin, Awaran, Kohat, Bannu, Karak, Nowshera, Lower Dir, and Vehari. Previously, DTCE had operationalized its programme in Narowal, Faisalabad, Rahimyar Khan, Lahore, Gujrat, Swabi, Charssadda, Mansehra, Abbottabad, Haripur, Khairpur, Tharparkar and Lasbela districts.

The launch of the program in the new districts marks the initiation of DTCE's proactive community empowerment partnership with these districts. For this purpose, Memoranda of Understanding have been signed with the districts, their tehsils and all union councils. These MoUs provide a detailed description of the roles and responsibilities of the local government as well as DTCE for strengthening the Local government System and making citizen participation and community empowerment a success in these districts.

The level of interest of the district, tehsil and union council level local governments and the civil society at large in the DTCE operations can be gauged from the fact that the operations launching meetings were attended by all the Union Council Nazims and Secretaries, the Tehsil Nazims, the District Nazims, the District Coordination Officers, all Executive and Deputy District Officers, apart from representatives of the police, CCBs, press clubs, bar associations, and civil society organizations in all the operational districts.

Apart from the above, several provincial ministers and members of the Provincial Assemblies of NWFP and Balochistan attended the meetings. All the speakers welcomed DTCE's interventions in some of the most marginalized of districts of Pakistan and expressed their full support to the process. They especially explained the importance of Local Government System and its sustainability for improving the governance standards at the grassroots level and placed special emphasis on the creation and operationalization of Citizen Community Boards in the districts for enabling people take charge of their own development.

The Expanded Programme

DTCE recently carried out programme assessments which resulted in development of a new integrated, holistic model aimed at the expansion and consolidation of the community empowerment process. The following are the salient features of the new model:

CCB Mobilization

CCB Mobilization at the grass roots level starts with agreements with Unions in a District. MoUs are also signed at District and Tehsil levels. Local Civil Society Organizations (CSOs) undertake capacity building at the Union level. Services of the local CSOs are contracted to implement and monitor union level interventions.

The active involvement of 1/3rd women representatives in the CCB mobilization activities is to be assured through allocation of funds for women councilors. The targets set for registration of CCBs also include registration of at least one woman / mixed CCB per Union. DTCE finances at least 1 CCB project of women / mix CCB out of the 3 for every Union. The main sectors in which the CCB projects are being demanded by the communities include Health, Education, Water Supply, and Sanitation.

Association of LGs and CCB Network

A. CCB Networks: The network being proposed by DTCE will have a village or neighborhood base, through a proper election process in each village or neighborhood to form a CCB Finance and Coordination Committee comprising of 5-8 people with the Chairman securing the highest number of votes. This will also link CCBs to their communities, ensuring that they remain connected with the community interests they are meant to serve and do not become a clique over time. The elections will be in collaboration with civil society local organizations and the CCBs. All the chairmen of the CCB Finance and Coordination Committees will be members of a Tehsil Network to represent their interests at the Tehsil and District levels.

B. Local Government Association (LGA): The model of community empowerment will be strengthened through the process of formation of LGAs that will play a vital role in stabilizing the local political structure and local governance. These associations can facilitate advocacy, capacity building of elected officials, and mutual support. The three levels of LGAs will include Provincial Association of Union Councils, Provincial Association of Tehsil/Town/Taluka Governments and Provincial Association of District Governments.

Local Council Monitoring Committees

The new Local Government System provides monitoring through the elected representatives. This is the first time in the history of Pakistan that local elected representatives have been assigned the responsibility of monitoring rights and service delivery under the law. The Monitoring Committees ensure that feedback from the people reaches the policy makers and the planners. In particular bottlenecks in service delivery will be duly reported and addressed. There are three tiers of monitoring

committees that will be strengthened i.e. Union Monitoring Committees (UMCs), Tehsil Monitoring Committees (TMCs) and Zila Monitoring Committees (ZMCs). Special attention will be paid to Public Accounts Committees (PACs) at the three levels given their importance for transparency and accountability.

Local Citizen Information Network

This initiative promotes transparency and accountability through information, analysis and debate. It seeks to make government more responsive and accountable to the community. This will be achieved through local television programs and discussions on development issues, CCBs, and accountability with participation of elected and government officials through Local Citizens Information Network (LCIN). To initiate the network, four programs of televised public interest panel discussions will be organized in every District on different subjects related to social service delivery, governance, and CCBs. The program called "Government and You" will be aired on the local cable networks as well as use other local media including direct screening. Specific issue oriented programming will draw attention to the needs and problems relevant to the community, e.g. deficiencies of schools, dysfunctional BHUs, water shortages, etc. as well as possible solutions.

Bar Association and Press Clubs

There are significant knowledge gaps amongst lawyers and journalists regarding LGO 2001 especially CCB relevant sections; CCB Rules 2003; Public Interest Litigation (PIL) past activities, existing activities, and future direction; investigative journalism and issues and solutions regarding the community empowerment in the broader framework of the Local Government Ordinance. DTCE in collaboration with Universities/Law Colleges will contract courses on PIL and Investigative Journalism as well as on Orientation of LGO 2001 and CCBs Rules 2003 and community empowerment. It will also facilitate the establishment by the Legal Aid Committees and Community Empowerment desks at Bar Association and Press Club offices respectively, to facilitate CCBs in participation and community empowerment initiatives in general.

Police Community Relations

Local institutions such as Union Public Safety Committees (UPSCs), Citizen Community Boards (CCBs), District Public Safety and Police Complaints Commission (DPS-PCC), Citizen Police Liaison Committees (CPLC) and District Public Safety Fund (DPSF) are all key institutions that can facilitate the process of improving public safety. The activities of this initiative will include training of police officials, establishment of Police Community Relations Centers, holding of *Khuli Kacheries* (town hall meetings on public safety issues) at the Union level, activating Union Public Safety Committees and linkages with District Public Safety Commission and Citizen Police Liaison Committee, as well as facilitating Union Council/police station performance contracts based on objectives determined by communities.

