



Message from **The Chairman**

“Empowering communities” is moving to a new level with conducting of Village and Neighborhood Council elections and the formation of Citizen Community Board Networks at the Tehsil and District levels. CCB Networks will increase the bargaining power of CCBs in protecting their interests and negotiating their rights with the government and other stakeholders. It will allow them to pool their resources and unify their strategy for the achievement of common goals.



Additional support is being provided by “Community Empowerment Desks” located at the District Bar Associations. These “Desks” are a one-stop-shop contact point where the community is provided information, advocacy and free legal support.

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From the **CEO's Desk**

It has been four months since I joined DTCE. The timing, it seems, could not have been better. DTCE had only recently conducted an organizational review, in addition to a mid-term review, of its program activities and consequently the logical framework and performance targets were updated. New program components have been developed and their implementation has begun. DTCE has graduated from being a CCB-focused organization, to one that is contributing towards the implementation of most elements of community empowerment under devolution. As for myself, I immediately became involved in ensuring timely execution of all program activities. I do realize that ensuring quality implementation will be a constant challenge; therefore, DTCE shall be focusing on achievement of desired outcomes and not just be satisfied with 'completion of activities.'



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Khairpur Approves Projects for **100% CCB Funds!**

District Government Khairpur, an active partner-district of DTCE, had already made its mark as a progressive and proactive entity and has now added another feather in its cap by approving projects for 100% of its CCB funds, for the third year in a row.

What makes this achievement even more remarkable is the fact that while the district witnessed a change of the political leadership, the commitment of the two successive District Nazims remained unchanged towards community empowerment and self development through Citizen Community Boards (CCBs).

Due credit must be given to the former District Nazima, Nafisa Shah for putting the CCB movement on a solid footing and equal credit must go the way of her successor and the incumbent District Nazim Syed Niaz Hussain Jillani, who has proven equally proactive towards CCBs and has encouraged the formation and activation of CCB projects.

Both Nazims tended to favor the spread of small to medium sized CCB projects, which in turn are making big difference in the lives of the local population. The CCB projects in Khairpur are as varied as the needs and priorities of its people. From simple paving of streets and tube well installations, to the unheard concept of a Women Resource Centre in a small village, to an innovative Seed Bank for the farmers, Khairpur has it all. The tenures of both District Nazims saw funds being spent on small CCB projects that helped the communities become empowered, both economically and socially. On the gender equality front, Khairpur District leadership can hold its own against any other in the area of women empowerment because of its continued support and encouragement of women-oriented CCBs and development projects.

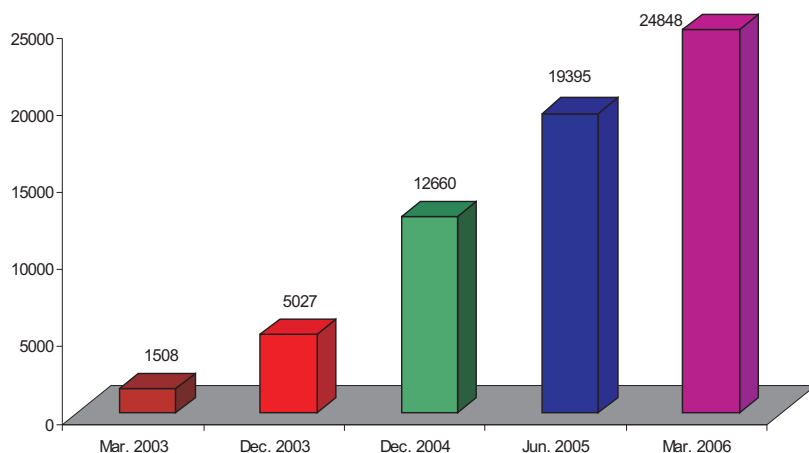
All said and done however, while the district does not lack in spirit, commitment and drive, it does have its financial limitations. Currently there are 1049 registered CCBs in Khairpur. Out of a total of 400 proposals received from CCBs, 103 projects, worth Rs 21.5 million, could be approved for financing. The community's financial share accordingly, came to a total of Rs. 4.3 million.

It would also be in the spirit of matters to recognize the invaluable support rendered by the officials of the District Government to their successive political leaderships to ensure an unhindered and growing expansion of the CCB movement. The long serving EDO-CD, Shabbir Ahmed Sumroo has proven a constant source of encouragement for CCBs to develop new projects. The district has a relatively new but a truly proactive DCO in the person of Shahid Qazi who may smile all the time, but has already earned a reputation of being a go-getter for community empowerment endeavors. A laudable role is also being played by a Union Council Nazim, Khaild Meerani nominated by the District Nazim as CCB focal person. By combining political will and official enthusiasm, Khairpur District has emerged as a shining star in the local government constellation.

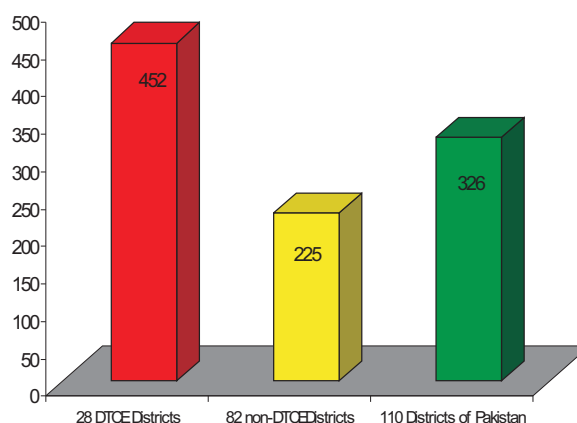
Empowering People!

The graphs on the following pages present an overview of the success of community empowerment through Citizen Community Boards. The figures speak for themselves. Not only the people of Pakistan have welcomed this idea, but are embracing it with open arms and becoming authors of their own fate. DTCE derives immense satisfaction in catalyzing this process and will keep on playing its role in this direction.

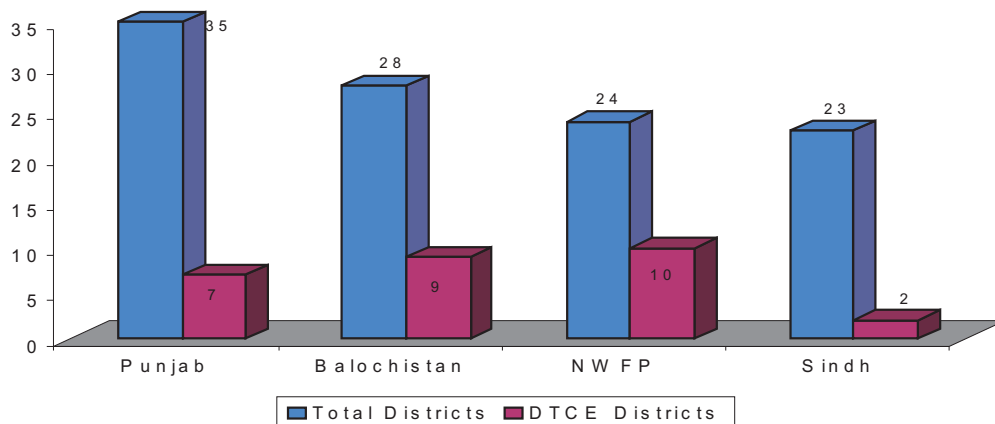
CCB Formation in Pakistan



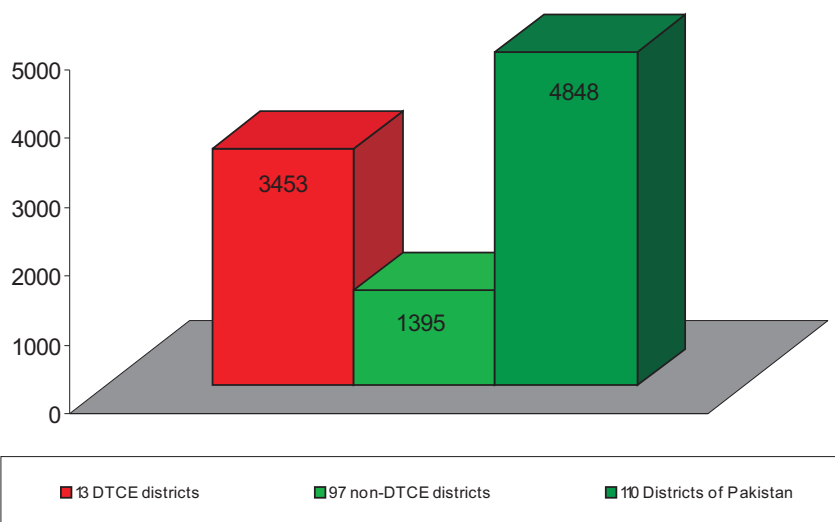
Percentage Change in CCB Formation

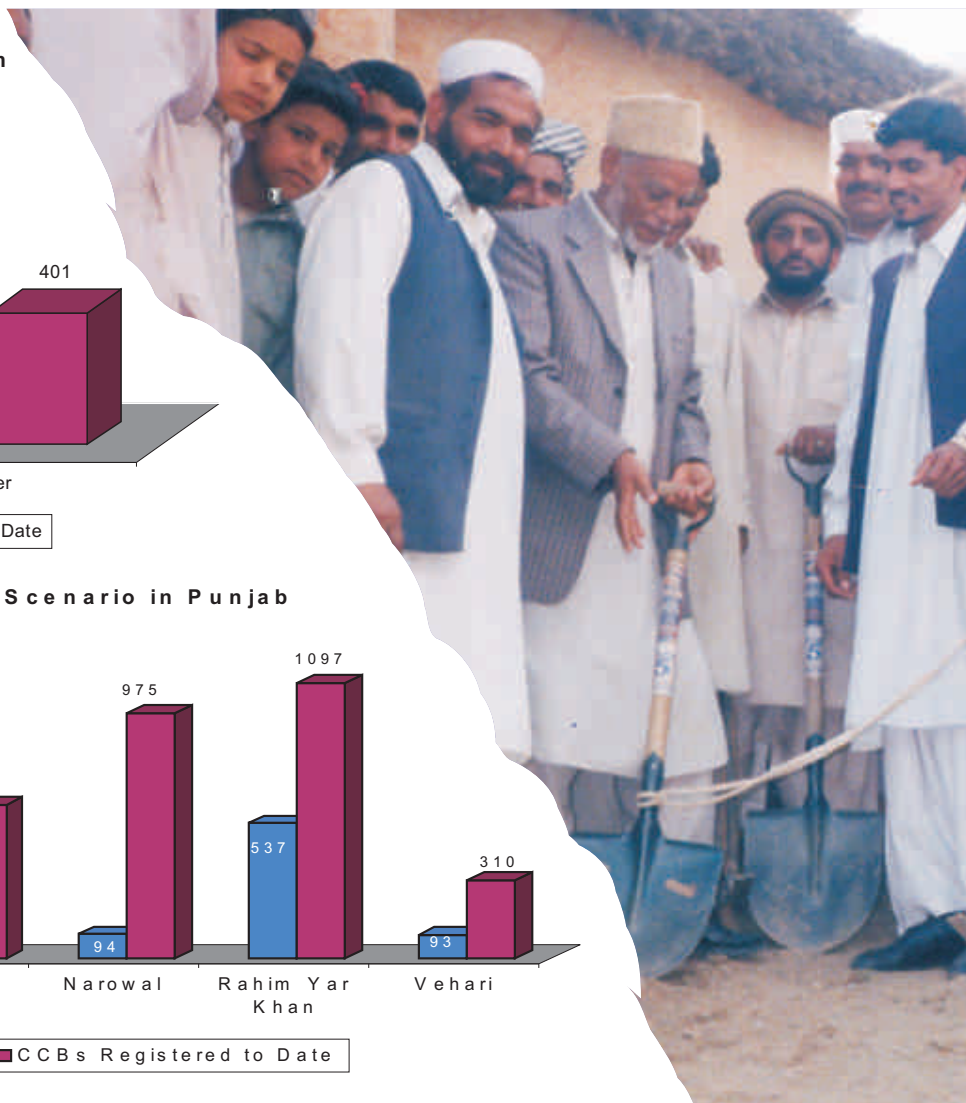
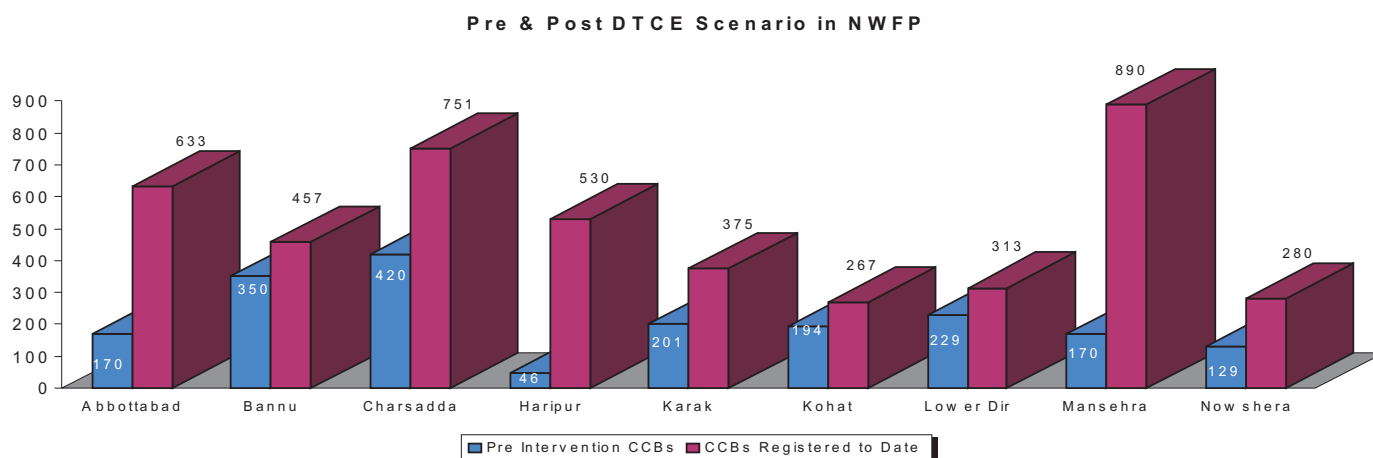
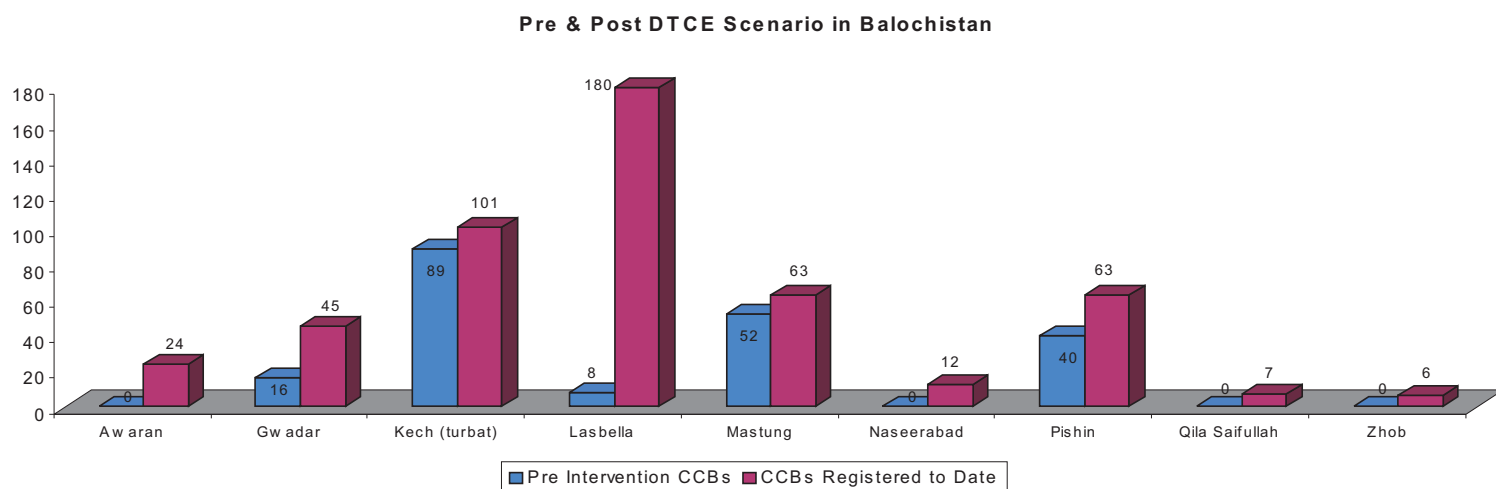
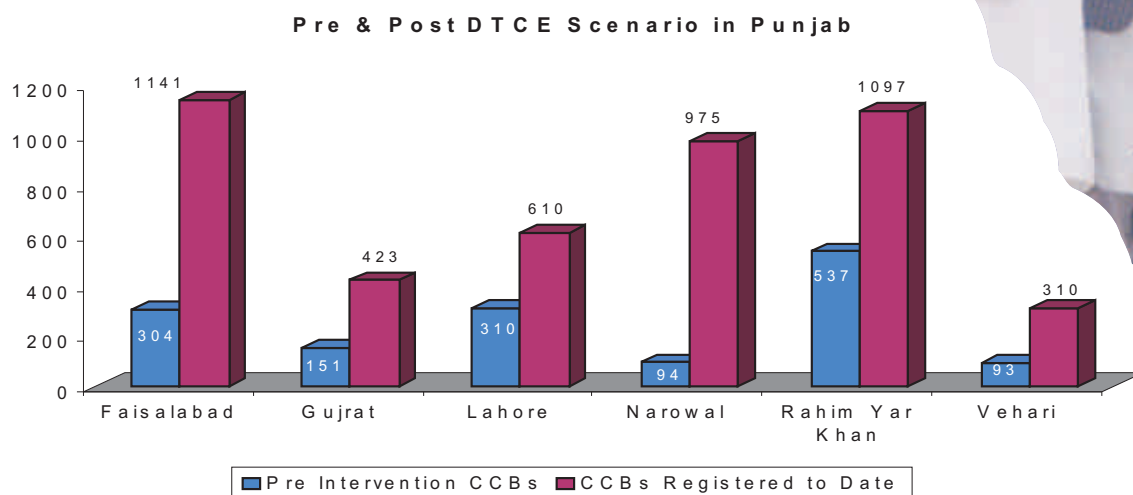
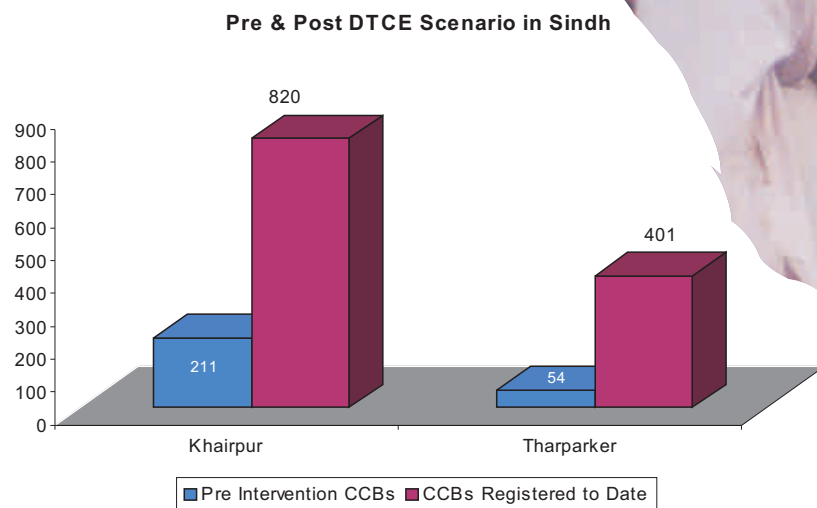


DTCE's Geographic Coverage



CCB Projects





From Cops to Companions

It is not just the Local Government Ordinance, 2001, that prescribes governance structures that aim towards enhancing community participation and empowerment, but the Police Order 2002 also creates structures that are aimed at transforming the Police into an institution that is more responsive to the needs of the community. The Union Public Safety Committees (UPSC) are to be created by all districts at the level of the Union Council, while the Public Safety and Police Complaints Commissions at the District, Province and National levels have been prescribed to be created by the Police Order 2002.

DTCE has recently launched Police Welfare and Community Partnership Programme (PW&CPP) in Districts Haripur and Lasbella. The activities include (i) setting up of Police Station Monitoring System (PSMS), (ii) sensitization workshops for the police towards the concept of responsiveness to the needs of the community, (iii) facilitating UPSCs and their concerned Police Stations to agree on performance-based incentives contracts on objectives determined jointly by both parties, (iv) holding of “Khulee Kacheries” at the union council level to gauge the perception of the community towards the performance of the police and (v) activation of Union Public Safety Committees (UPSCs) and their linkages with District Public Safety & Police Complaint Commissions (DPSCC) and Citizen Police Liaison Committees (CPLCs).

The purpose of this activity is to activate the “community empowerment elements” of the Police Order 2002 and take a step towards the achievement of the goal of making the police more people friendly and responsive to the needs and opinions of the public. It will create an environment where the perception of the community regarding the effectiveness of the police department at the local level will determine performance bonuses to be paid to the local police staff. In case the “UPSC” and the “Khulee Kachehri” is not satisfied with the performance of the police within the area, then these performance bonuses will be withheld. It hopes to demonstrate that when realistic incentives are built into the system, then positive behavior modification, enhanced performance and receptivity to the needs of the “client” can be brought about.

Facilitating Empowerment

The community empowerment movement under devolution is not to be limited to Citizens Community Boards and other participatory forums created by the LGO 2001. The spirit of this movement entails the participation of all possible sections of civil society. The press and the legal community have an important role to play too. With this in mind, DTCE has signed MoUs with the Press Club and the Bar Association of each partner district, with the aim to involve them in efforts to give strength to the movement.

The role of the Press Clubs is envisaged as educating its readers about the concepts and details of the community empowerment elements under devolution, particularly CCBs. Press clubs nominate a panel of journalists as the 'Press Committee'. DTCE strengthens the capacity of the Press Committee of each partner District Press Club and continually feeds them with relevant information regarding new developments. In addition, DTCE also points the attention of members of the press towards issues and problems that have relevance to CCBs. Reporting instances of malpractices, wrong interpretation and implementation of laws and rules is encouraged. Generally, the Press Clubs are encouraged to act as the eyes and ears of civil society where money is spent on development by local governments in the name of the people. So far DTCE has signed partnership MoUs with 20 Press Clubs and built the capacity of 7 Press Committees.

The District Bar Associations are being assisted by DTCE to establish Community Empowerment Desks (CEDs). This is a forum within civil society where members of CCBs, the press, government and elected representatives are to gather and discuss problems and issues related to CCBs. The intention is that in cases where the official channels of redressal of grievances or alleged injustice are not able to produce the desired results, then alternative channels may be available to citizens. The District Bar associations are expected to nominate a panel of lawyers known as the 'Legal Aid Committee' which is to provide pro-bono/free legal assistance to members of CCBs and those individuals. So far DTCE has signed Partnership MoUs with 19 District Bar Associations that have nominated 226 lawyers to be part of the Legal Aid Committees. DTCE has conducted capacity building sessions for these Committees.



Promoting Transparency

The Local Citizens' Information Network (LCIN) is a programme component of DTCE which is an effort to encourage transparency and public accountability in local governance. Discussion programmes involving the public and elected and government representatives are recorded at a venue in the district and then aired on the local cable network. LCIN programmes are an excellent opportunity to bring the *Awam* (common man) and heads of the local government on one platform.

The first program of its kind was organized in Lasbella, Lahore, Khairpur and Haripur. Officials like the District Nazim, Tehsil Nazims, Executive District Officers, Presidents of Press Clubs and Bar Associations, CCB Chairmen and Councilors, among others, attended. They were put on the stand while the people questioned them and also aired their views. The discussion forum was alive with comments, complaints and praise for the functioning of the local government system. Themes like CCBs, Audit and Accounts, Monitoring Committees and Police Community Relations were discussed in detail. Each individual was given a chance to express his/her views. Active participation of women from all walks of life was very encouraging.



Developing Social Capital



The local government system is relatively new. Lack of awareness and lack of necessary technical skills still hampers its full implementation in letter and spirit. DTCE has undertaken to fill in these capacity and knowledge gaps, especially as regards mobilization of CCBs and their skills to be able to develop project proposals to be funded by the local governments? DTCE now has a Capacity Building Unit (CDU), headed by an experienced professional. The CDU trains district level CSOs in CCB Mobilisation (CCBM) and Project Cycle Management (PCM) and produces DTCE-certified Master Trainers. These Master Trainers in turn carry out training activities in the partner districts at the Union Council level.

Training of Trainers

In the second quarter of 2006, DTCE organized a capacity development workshop for the Training CSOs of five new partner districts of NWFP i.e. Bannu, Karak, Kohat, Lower Dir, and Nowshera. This first capacity development workshop was organized in April, in Peshawar, to prepare the first pool of certified Master

Trainers for Citizen Community Board Mobilization (CCBM). In all 34 participants qualified for the certificate and they launched the CCBM in mid-April in their districts.

In May 2006, a ten-day workshop was organized for 30 Master Trainers of CSOs from eight new partner districts of Balochistan i.e. Awaran, Gwader, Kech, Naseerabad, Mastung, Pishin, Qila Saifullah, and Zhob.

In June, the last of the three workshops was held in Multan for the participants from Vehari and Naseerabad. In all 28 participants attended the workshop and became DTCE-certified facilitators for UC level CCB mobilization.

CCBM Workshops at NWFP and Balochistan

In the five new districts of NWFP i.e. Bannu, Karak, Kohat, Lower Dir, and Nowshera the CCBM was launched in mid April and by the end of June, all 186 UCs of the five districts had gone through the process of CCBM workshops conducted by DTCE partner Civil Society Organizations (CSOs). In the seven new districts of Balochistan i.e. Awaran, Gwader, Kech, Naseerabad, Mastung, Pishin, Qila Saifullah, and Zhob the CCBM was launched in mid May and by the end of June, all 153 UCs of the seven districts had conducted the CCBM workshops. A remaining new district of Balochistan i.e. Naseerabad and one new district of Punjab i.e. Vehari have organized their Capacity Development workshop and shall be launching the UC level CCBM in the first week of July, to be completed in August.

Stories of Empowerment



Khawateen Ittehad CCB was formed in Uthal UC as the first women CCB in Lasbella district. The CCB members decided to open a public library for the local girls and requested the Institute of Development and Policy Study for provision of space. DTCE was requested to contribute Rs. 60,000 while Rs. 15,000 were collected as community share. The project was approved by the UC and the CCB purchased 300 books on different subjects, furniture and a computer for skill training.

An inauguration ceremony was organized which was chaired by District Naib Nazim who announced a gift of 25 books for the library. The other notables gifted additional 130 books, while the EDO(CD) announced two monthly magazines and 2 dailies for a term of one year. The EDO-Finance and Planning gave a new computer on behalf of the District Nazim.

This is the only library in the area established and managed by women. The CCB has opened it to all students of the area, on charge of a nominal fee. The library has currently a membership of 30 women. In a follow up meeting with District Nazim the CCB requested him to approve a project of expansion of this library as a multipurpose women development centre. The Nazim has committed to support this project.

Union Council Kanjroor is the largest town in Tehsil Shakargarh. There was no vocational training centre in the town and a majority of girls were either totally or partially illiterate. The local girls had expressed willingness to acquire embroidery and sewing skills to support their households, which prompted the '*Sadaf*' Citizen Community Board to pass a resolution to this effect. They formed the project worth Rs. 82,000/- and submitted it to the Union Council for approval along with their 20% community share.

The Union Council approved the project and released its share. A local lady already involved in teaching sewing and embroidery since the past ten years was entrusted with the job of establishing and running the vocational centre. The response of the community was overwhelming with 25 girls being enrolled during the first month alone. The CCB charges a very nominal fee for the vocational training and expects the enrollment to increase. For the poorest of the poor this nominal fee is waived off.

At present, the Centre is directly benefiting 25 girls and if their families are taken into account the approximate number of project beneficiaries comes to around 175. The CCB is trying to get the trainees involved in commercial vocational work to enable them not only to become self-sustainable but also to have them contribute to their family income. It is also trying to create awareness via means of billboards and pamphlets to convey its message of empowerment to the female population in the area.



Pind Kirgo Khan, is a far- flung Union Council of District Abbottabad comprising more than 300 households. There was no clean source of drinking water in the union council and people used to collect contaminated water from an open well.

The people of the village were aware of the hazards the contaminated water posed to their health but lacked knowledge about the ways and means to rectify this problem. When DTCE initiated their mobilization campaign in District Abbottabad in August 2004 and apprised the local community about the benefits of CCBs, the people availed this opportunity to solve their age-old problem. CCB '*Dakhliat*' was thus formed as a result of the same realization.

The CCB prepared a project of worth Rs. 75,000/- and collected the community share of Rs. 15,000/-. The project was approved by the Union council and submitted to DTCE for funding of Rs. 60,000/-. As a result of this project the community well was brick-lined and a boundary wall was constructed around it to prevent rainwater from seeping in. Clean drinking water is available to more than 2,100 local community members now.



Gender

DTCE has been actively engaged in facilitating women to become authors of their own fate. DTCE's role has been that of a catalyst in this regard, building the capacity of women and facilitating them in identifying their problems and deciding how to solve them. In order to encourage women's participation in development through CCBs, DTCE expects all of its partner Union Councils to facilitate the registration of at least one all-women or a 'mixed' CCB out of the three that they are to help in formation.

To have effective gender incorporation the DTCE programme components are being reviewed with a gender sensitive lens. Operational methodologies are being formulated to achieve positive results. Linkage between the CCBs and elected women representatives are being facilitated to coordinate activities from the grass root level to the top.

In most rural areas because of the cultural taboos women are not able to express their ideas freely, thus separate training sessions are being organized for them. DTCE is promoting women empowerment through pro-women advocacy. For this promotional material for the advocacy of women CCBs is being prepared highlighting women CCB success stories in order to encourage more women to make a difference.



NCHD: Partner in Development

In an effort to impart capacity building training to state officials at district and tehsil level DTCE collaborated with NCHD for the dissemination of these trainings for the development of skills in Planning and Budgeting and CCB Mobilization and Monitoring. Capacity building workshops were organized in ten districts i.e. Gujrat, Faisalabad, Narowal, Lahore, Tharparker, Pishin, Karak, Swabi, Haripur and Mansehra. Nine trainings were completed at district and tehsil level for the capacity building of government officials in relation to Planning and Budgeting. 198 district and eleven tehsil officials were trained in eight district level and one tehsil level training workshop. Eleven trainings were completed at district and tehsil level in relation to CCB Mobilization. 97 district and 81 tehsil officials were trained in six district level and five tehsil level training workshops. Similarly eleven trainings were organized for capacity building of the elected officials involved in the Local Council Monitoring Committees at district and tehsil level. 201 district and 137 tehsil elected officials were also trained in six district level and five tehsil level training workshops.

Future Directions

Formation of Village & Neighborhood Councils

DTCE is to implement pilot projects of Village & Neighborhood Councils (V&NH Councils) in two provinces i.e. Punjab and NWFP as per Chapter-9 of the LGO 2001/5. The Government of Punjab has already notified the Village & Neighborhood Council's Rules in 2003, whereas DTCE has taken up the initiative to facilitate the LG&RDD of NWFP to frame and issue the V&NH Council Rules. DTCE has selected two districts, Haripur and Narowal for piloting the formation of these Councils.

Formation of CCB Networks

In order to strengthen the CCB movement DTCE has prepared a plan to facilitate CCB networking. Empirical research was conducted on the existing CCB Networks and their growth processes. Based on the prevailing situation's analysis, the needs of CCBs and the constraints being faced, a model of CCB Networking was designed. DTCE will start work of CCB Networking initially by implementing a pilot project in one district. These Networks will be functional at the tehsil/ district level and will be registered under the prevailing laws. The district networks can

eventually form provincial and national level networks of CCBs. The main objective of the networks would be to troubleshoot any CCB problems and ensure their working as per the LGO 2001/5 and CCB Rules 2003. DTCE has already prepared brochures and other informative material along with an implementation plan for the project.

New Districts

DTCE is planning to expand its geographic coverage in the second half of 2006. It is expected that DTCE will sign partnership MoUs with the districts of Badin, Thatta, Mirpurkhas and Tando Allahyar in the province of Sindh.

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Message from The Chairman

DTCE is not only arming the community with legal clout, but bringing the media to their support also. Local Citizen Information Networks (LCIN) use the local cable networks to introduce public service broadcasting with the program called "Aap aur Hukoomat" (Government and You). This program is based on a 'talk-show' format that puts the local government under the spotlight in terms of the delivery of citizen rights and the roles public officials play in the empowerment of the community. DTCE also collaborates with local press clubs to undertake social communications campaigns at the national and local levels in support of all of the above as well as of the CCBs.

With this build-up of community-led public pressure combined with assertive advocacy and networking being conducted, DTCE's partner-district and tehsil governments are increasingly facilitating CCB projects and making efforts towards effectively utilizing funds allocated for CCBs. The National Commission for Human Development (NCHD) is being contracted to train district officials in their roles in relation Planning and Budgeting, CCB Mobilization and Monitoring and, Local Council Monitoring Committees at District and Tehsil level. This will also facilitate the CCB project cycle and the allocation and utilization of reserved CCB funds.

DTCE is undertaking Training of Trainers. Through a selection process candidates are proposed for these trainings by CSOs. Trainees who pass the CCB Mobilization and Project Cycle Management trainings become DTCE certified trainers. Subsequently only DTCE certified trainers are delegated for on ground CCBM and PCM trainings of union councilors.

The CCBs themselves have begun to enrich the breadth of their activities and projects in the areas of water and sanitation, agriculture, communication, health and education. Sustainable livelihoods are being created through innovative irrigation for vegetable farming; Cooperatives have sprung up around local community needs, such as an improved seed bank. Women have started to carve out their own role in the community through libraries, computer centers, community centers, vocational training centers and other welfare schemes.

On another front, DTCE is helping to bridge the gap between the local Police force and the community it is meant to protect and serve. Police welfare and outreach activities allow Union Public Safety Committees and communities to get involved in improving local public safety and make police behavior more citizen friendly.

Even more important than each of the above-mentioned activity is the effect of the synergies between them on community voice, participation and relations with local government. This constructs citizenship and more transparent, accountable and responsive local government. Voice and participation are necessary but not sufficient conditions for empowerment that also requires

citizenship and government responsive to the people. The root of empowerment is "power" and that requires relations to local politics, government, and civic issues and this is what can lead to politically owned institutional revival.

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From the CEO's Desk

we at DTCE are conscious that owing to our own successful performance record, greater expectations have been attached to us for the future. Initially, the challenge was primarily that of mobilizing and forming Citizen Community Boards (CCBs). Now, expectations demand that the CCBs be more participatory in nature, that they should cater to the needs of women and other marginalized groups of society, and that they must also undertake initiatives other than those dealing merely with construction and other 'brick & mortar' projects. Given the large amounts of unutilized funds that partner Local Governments are being encouraged and facilitated by DTCE to spend, the task of balancing quantity, along with quality, becomes ever more challenging. At DTCE however, we view challenges as unexplored opportunities and I am confident that DTCE shall, once again, surpass all expectations and add a glowing chapter to the community empowerment movement in our country.

We hope to hear from YOU!

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