

October 2014



**ORGANIZATIONAL
PROFILE**

**DEVOLUTION TRUST FOR
COMMUNITY EMPOWERMENT**

House # 10, Street # 4, G-6/3, Islamabad, Pakistan | www.dtce.org.pk

Table of Contents

1	INTRODUCTION	3
2	ORGANIZATIONAL PROCESSES AND METHODOLOGIES	3
3	MANAGEMENT STRUCTURE	4
4	KEY FOCUS AREAS AND TECHNICAL EXPERTISE	5
5	LENDING A HELPING HAND IN DEVELOPMENT	6
5.1	ADVOCACY & CAPACITY BUILDING	6
5.2	GENDER	6
5.3	PUBLIC SAFETY & RULE OF LAW	6
5.4	MICRO INFRASTRUCTURE DEVELOPMENT	7
5.5	FLOOD RELIEF AND REHABILITATION	7
6	TOOLS AND TECHNOLOGIES	7
6.1	INFORMATION, MONITORING AND EVALUATION (IME) SYSTEMS	7
6.2	GEOGRAPHICAL INFORMATION SYSTEM (GIS)	9
6.3	INSIGHT ON DEMOCRATIC EMPOWERMENT & ASSESSMENT SYSTEM (IDEAS)	9
7	GEOGRAPHICAL COVERAGE	11
8	PROJECTS PORTFOLIO	12
8.1	SUPPORT TO DEVOLUTION TRUST FOR COMMUNITY EMPOWERMENT / IMPROVING CITIZEN ENGAGEMENT THROUGH DEVOLUTION (ICED)	12
8.2	FLOOD AFFECTED COMMUNITIES ENGAGEMENT FOR RECOVERY (FACER)	12
8.3	PUBLIC SAFETY AND JUSTICE PROGRAM (PS&JP)	13
8.4	IMPROVED STATE-CITIZEN INTERFACE IN LOCAL GOVERNANCE IN MALAKAND (SUSTAINABLE DEVELOPMENT THROUGH PEACE BUILDING, GOVERNANCE AND ECONOMIC RECOVERY IN MALAKAND)	13
8.5	SUPPORTING 6 MONTHS CAMPAIGNS ON STRENGTHENING RULE OF LAW IN MALAKAND PROGRAM	14
8.6	CIVIC AND VOTER EDUCATION PROJECT - ELECTORAL CYCLE SUPPORT FOR ELECTION COMMISSION OF PAKISTAN	14
8.7	SUPPORTING WOMEN'S CNIC REGISTRATION CAMPAIGN IN SELECTED DISTRICTS	15
8.8	SUPPORTING FOUR MONTHS CAMPAIGNS ON GENDER BASED VIOLENCE	15
8.9	GOVERNMENT OFFICIALS SURVEY ON ADMINISTRATIVE, TAX AND GENDER REFORMS IN KHYBER PAKHTUNKHWA	16
8.10	ADVOCACY FOR EFFECTIVE IMPLEMENTATION OF FCR REFORMS IN BAJAUR AGENCY	16
8.11	COMMUNITY POLICING UNDER STRENGTHENING RULE OF LAW IN MALAKAND PROGRAM (CP-SRLMP)	17
8.12	CITIZENS' ENGAGEMENT AND ACCOUNTABILITY FOR AN EFFECTIVE LOCAL GOVERNMENT SYSTEM IN PUNJAB AND KHYBER PAKHTUNKHWA	17
8.13	YOUTH ENTREPRENEURIAL DEVELOPMENT PROJECT	18
9	RESEARCH PORTFOLIO	18
9.1	GOVERNMENT OFFICIALS SURVEY ON ADMINISTRATIVE, TAX AND GENDER REFORMS IN KHYBER PAKHTUNKHWA	18
9.2	SURVEY ON CITIZEN'S SATISFACTION WITH FLOOD REHABILITATION PROJECTS	19
9.3	RESEARCH ON EMERGING ISSUES: IMPACTS OF CITIZEN ENTITLEMENTS ON SOCIAL EXCLUSION	19
9.4	SOCIAL AUDIT OF LOCAL GOVERNANCE AND DELIVERY OF PUBLIC SERVICES	19
9.5	THE DYNAMICS AND FUNCTIONALITY OF VILLAGE AND NEIGHBORHOOD COUNCILS	19
9.6	COMMUNITY EMPOWERMENT AND THE ROLE OF CCBS VIS-À-VIS LOCAL GOVERNMENT ORDINANCE	20
9.7	INSTITUTIONAL INCENTIVE SYSTEMS FOR LOCAL GOVERNMENTS	20
9.8	CITIZEN PERCEPTION SURVEY IN MALAKAND	20
10	NOTE OF THANKS	20

1 INTRODUCTION

Devolution Trust for Community Empowerment primarily empowers communities of proactive citizens engaged in self development with the support of and working together with, local government and the rest of civil society. Established in July 2003, DTCE is an ends-orientated, information-intensive and knowledge-based organization that strives to make consistent efforts to create a new relationship between the citizen and the state, based on shared rights and responsibilities. DTCE has an organizational culture that strongly believes in the importance of keeping abreast of new developments, keeping channels of communication open, keeping information systems fluid, and managing knowledge in such a way that change can be easily incorporated into structure and processes as and when it becomes necessary. It employs participatory action research methodologies to support a permanent learning process. The methodologies employed are consultative, participatory, and treat on-going social and managerial processes as learning experiences.

DTCE has created a critical mass of social capital in its partner districts of all four provinces. With the help of indigenously designed models, networks and public-private partnerships, DTCE creates an enabling environment for citizen engagement and mobilization at the grass roots level. A large number of community engagement forums including Citizen Community Boards (CCBs), local networks, village and neighborhood based citizens groups, as well as civil society organizations including local press clubs and bar associations have been formed and capacitated. Local government state functionaries have also been taken on board and provided with necessary technical and institutional support to embrace community based interventions in the districts. As such, a momentum has been created at the local level where both the citizens and state can work in absolute harmony to address local governance and development issues collectively. This relationship needs continuous support and technical assistance for its continuity and ability to deliver in the interregnum, as well as under any new local government enactments.

Since inception, DTCE has demonstrated the capability to partner with multiple donors and, the organization has grown substantially to become Pakistan's prominent organization specializing in empowering communities, capacity development, advocacy, research and partnerships with state & non state actors to advance responsiveness to citizens. From the time of its inception, DTCE has developed credible and professional partnership with consortium of multiple donors. Under the umbrella of UNDP consortium of donors had funded DTCE that includes United Kingdom's Department for International Development (DFID), Norwegian Agency for Development Cooperation and Canadian International Development Agency, The Royal Netherlands Embassy, The Government of Japan and Swiss Agency for Development and Cooperation (SDC).

Innovation, outreach, response time, and flexibility imbedded in the existing community empowerment models provide a key advantageous position to DTCE in comparison to other comparable organizations. The existing program components and human resources of DTCE are time tested, highly specialized and catered to the promotion of local governance under any environment. This implies that DTCE does not require undergoing major transformations in its composition, strategies, human resources, or program, components rather it can effectively realign itself with any new legal provisions and modalities of the local government systems that are introduced from time to time, as well as deliver in the interregnum.

2 ORGANIZATIONAL PROCESSES AND METHODOLOGIES

To achieve the organizational goals, DTCE strengthens communities and provides them with the capacity to direct the course of development. Its uniqueness lies in the holistic mode it has used that is characterized by multi-layered interventions e.g., formation of Citizen Based Organizations (CBOs); facilitating them to achieve a legal stature; supporting them through grant funding and establishing small scale community identified projects, as well as developing strategic alliances and networks at local level. DTCE makes concerted efforts that women stand beside men as important change agents in the community empowerment movement.

In the past ten years, DTCE has mobilized, networked, and capacitated non-state actors and local authorities through its community engagement model. DTCE is the only organization working with the Provincial, District, Tehsil/Taluka, and Union administrations in all four provinces of Pakistan on a wide range of local governance, political empowerment and development areas. As of now, DTCE has implemented its community empowerment model in 81 districts (including 24 in KP and 13 in Baluchistan) which has produced significant quantitative and qualitative results. Despite changes in government policies and regimes, national security risks, and diversity of working environments DTCE has continued to successfully bridge the divide between government, elected representatives, civil society and local communities.

Annual performance targets requisites are identified through a consultative approach with donors using logical framework matrices (Log Frames). DTCE has been able to fulfill multiple donor requirements simultaneously for instance, during the conduct of social audits in 2004-5 and again during 2009-10, regional (NWFP/KPK) reports were generated as per partnership agreement with SDC in addition to the national reports.

DTCE's internal research, external independent research institutions and internal program review periodically issues reports based on research and analysis of outputs, results and impact. The Social Audit process has established itself as one of the more credible source of information to policy makers and academia in Pakistan. Till date 3 iterations of the Social Audit have been carried out at the national scale and the forth is in progress. "The Dynamics and Functionality of Village and Neighborhood Councils" assessed the level of electoral participation and citizen satisfaction with the role played by Councils in improving service delivery. "Community Empowerment and the role of CCBs vis-à-vis Local Government Ordinance" study assessed the success of the citizen participation mechanisms contemplated in the LGO 2001/05. A study on "Institutional Support Systems for Local Governments" sought to explore the formal and informal incentive structures that underpin individual performance and institutional behavior among local government officials. "Impacts of Citizen Entitlements on Social Exclusion", which undertook an in-depth analysis of the citizen entitlements envisaged in the LGO 2001/05 and their impact on socially excluded citizens. A study of "Local Leadership Perception and People's Voice" was also conducted in 2012 in order to evaluate the performance of local political and electoral leadership and elites with respect to local level issues and institutions.

The performance of the organization is highly effective due to the streamlined hierarchical structure and consensus and participatory decision making processes. Organizational structure and leadership style of DTCE is quite suitable and have proven its worth by successfully implementing different projects worth over 55 million US dollars in the past eight years. DTCE Operational manuals contain detailed Terms of Reference (ToRs) of each department and key positions. Proper segregation of duties has been made and responsibilities have been pin pointed.

3 MANAGEMENT STRUCTURE

Devolution Trust for Community Empowerment (DTCE) was established in July 2003 as a not for profit Organization registered with the Securities and Exchange Commission of Pakistan (SECP) under section 42 of the Companies Ordinance 1984. DTCE has the following independent Board of Directors for oversight and policy approval with a Chief Executive Officer at the executive level.

The key cardinal principles governing the whole operations of the Company is to utilize the funds for the objective of the Company; ensure that the resources of the Company are utilized through a consultative and transparent process, involving the Members; provide assistance and support including financial, institutional, advisory and training to persons, government, local government, organizations, associations, individuals, community groups, parties, NGO's or those who are eligible for such assistance in accordance with the eligibility criteria established in this regard by the Company; treat the income/monies of the Company as a sacred trust and recognize that it is the prime responsibility of the Company to administer and manage resources of the Company with due diligence, and transparent fiduciary responsibility, in accordance with the purpose for which the Company has been established; ensure that, as far as possible, the Company's operations are subject to sound financial and operational management principles, which facilitate access to the Company's services by persons, government, local government, bodies, associations, community groups, parties and NGO's in Pakistan and ensure that the resources and support of the Company are provided to government, local government, institutions, organizations, establishments, entities and persons which are deserving and worthy of such support with respect to their requirements and ability to utilize them and who meet the criterion set by the Company.

In discharging its duties and stewardship responsibility, the Board of Directors sets Vision and Mission of the organization. Annual plans and goals are reviewed and approved annually by the Board which also monitors on regular basis the success of management in implementing the approved strategies and plans.

DTCE takes pride in possessing widely credible and renowned human resources including eminent professionals and leaders in socioeconomic development. Following sections briefly shed light on our board of directors and key staff members:

- **Mr. Daniyal Aziz (Chairman BoD)** has over 25 years of experience in governance, institutional reform and economic development, with a career spanning involvement in national and local politics, civil society leadership, and international networking. Mr Aziz was elected to the National Assembly in 1997, 2002 and 2013 for the third time. Mr. Aziz was also the Chairman, National Reconstruction Bureau (NRB), and was elected Chairman of the Forum on Ministers of Social Development in Asia, and currently heads various donor-led governance reform initiatives including the Devolution Trust for Community Empowerment (DTCE) and is an Advisor to GINI. Mr. Aziz holds a Master's degree in Development Economics from Boston University.
- **Dr. Nadeem-ul-Haq (Member BoD)** has wide-ranging operational experience of over 24 years, including leading technical assistance missions and policy and research teams, and as a resident representative in two developing countries. He also has a strong background in economic analysis and policy development as well as central banking and monetary policy experience along with experience in research and public sector reform and restructuring. Mr. Haq holds a Ph.D. in Economics from University of Chicago.
- **Ms. Nilofar Bakhtiar (Member BoD)** has served as Federal Minister for Tourism in Shaukat Aziz government. She was elected as a member of the Municipal Corporation and headed PML election campaigns in 1990, 1993, and 1997. She has remained member of Standing Committee on Information and Broadcasting; Standing Committee on Culture, Sports and Youth Affairs and Tourism; Standing Committee on Law, Justice and Human Rights and Parliamentary Affairs. She is a distinguished advocate of human rights, and holds an MPA degree from Carnegie Mellon University.
- **Mr. Syed Mushir Hassan Naqvi (Chief Executive Officer)** has more than 23 years of experience in Strategic Planning, Program Development, Organizational Development, Cross-Departmental Project Management, Human Resource Development, and Team-Building and has particularly strong understanding of Information Technology utilization in development endeavors.
- **Mr. Azhar Bashir Malik (Chief Operating Officer)** has over 17 years of wide experience in Program Management, Institutional Capacity Building, Monitoring and Evaluation and Financial Management in different senior management positions.
- **Mr. Syed Adnan Shah (Director Public Safety & Justice)** has 20 years of experience involving governance reform (including e-governance solution and public safety), corporate and public sector development, capacity building, monitoring and evaluation, project management, research and development, team building and policy advocacy, at the local, provincial and national levels. He has gained significant experience by managing programs funded by a host of international donors including DFID, UNDP, The Kingdom of Netherlands, USAID, World Bank, Norwegian Embassy, JICA and CIDA.
- **Mr. Umer Farooq Khalid (Director Information Monitoring & Evaluation)** has 11 years of work experience in design, development and implementation of monitoring, evaluation and learning systems, design and application of IT solutions, strategic planning, business process re-engineering, project management, documentation, internal and external communications, capacity building, team building, proposal writing and resource mobilization.

4 KEY FOCUS AREAS AND TECHNICAL EXPERTISE

- Governance
- Capacity Building and Organizational Development
- Community Development, Social Cohesion and Social Inclusion
- Access to Justice, Legal Support and Alternate Dispute Resolution
- Public Safety and Rule of Law
- Policy Analysis and Advocacy

- Gender Mainstreaming
- Disaster Relief, Recovery and Rehabilitation
- Monitoring & Evaluation, Research and IT solutions
- Media and Communications

5 LENDING A HELPING HAND IN DEVELOPMENT

Major achievements in broad thematic areas are as follows:

5.1 ADVOCACY & CAPACITY BUILDING

- More than 1,500,000 citizens organized into structured groups to come face to face with the government officials at various levels, voice their demands and seek resolution of their issues through various stakeholder engagement forums
- About 134,000 citizens including general communities, social and political activists, civil society organizations, lawyers, journalists, elected representatives and government officials trained on obtaining various citizen entitlements envisaged under the constitution, monitoring development interventions, opening new avenues for and enhancing the speed and quality of public service delivery
- To support ECP in achieving higher voter turnout, more than 70 events/workshops organized for civic and voter education of women, youth and marginalized communities in KP in which 4000 citizens directly participated
- Awareness raising campaign launched in Bajaur Agency to apprise the local population about the new amendments in the Frontier Crime Regulations to empower the local communities

5.2 GENDER

- Around 700,000 female citizens engaged by DTCE in various activities such as participation in village level elections, trainings, seminars etc.
- About 15,500 development projects supported benefitting at least 1,300,000 female citizens
- Females from rural and urban communities and organizations were provided trainings on social mobilization, politico-legal awareness, project cycle management and rights based development in which more than 21,000 women from all four provinces participated
- Thirteen (13) gender promotion workshops conducted in Khyber Pakhtunkhwa and Gilgit Baltistan in which more than 2,200 citizens were sensitized on gender issues
- Female and socially excluded citizens organized into community organizations supported to undertake more than 1430 projects related to income generation, small scale infrastructure development and flood rehabilitation costing more than Rs. 527 million in AJK and the four provinces
- Nationwide monitoring support provided for Gender Equity Program's campaign for women's CNIC registration in 35 districts in the four provinces, AJK and GB

5.3 PUBLIC SAFETY & RULE OF LAW

- A unique initiative launched to improve policing performance by making them answerable and accountable to the public. More than 400 open forums (khulli kacheris) organized in 171 Union Councils of KP and Balochistan to bring forth public grievances and issues related to public safety without fear of unwarranted persecution. About 8000 community members including females participated in these open forums while raising more than 1600 issues which are being resolved and community feedback being sought to gauge their satisfaction.
- More than 30 police stations and other offices equipped with productivity software to improve their performance
- 37 legal aid clinics involving 1650 participants (35% females) conducted in Malakand region to create awareness regarding free legal aid under the SLRM Program

5.4 MICRO INFRASTRUCTURE DEVELOPMENT

- 17,000 citizens including 1800 females trained on project cycle management
- With the help of these trained communities, more than 6 billion rupees utilized for more than 15,350 projects using participatory development approach while benefiting more than 2.6 million citizens. These included 1204 projects by female and socially excluded CCBs

5.5 FLOOD RELIEF AND REHABILITATION

- 63,000 citizens belonging to more than 8900 families provided with flood relief packages in all four provinces
- Poor communities severely affected by the 2010 floods throughout the county reorganized to jointly identify and develop more than 1100 rehabilitation schemes, related to WASH and restoration of livelihoods with the help of local governments and civil society costing Rs. 343 million
- With their homes washed away, many communities were in dire need to get their important documents such as birth, death and marriage certificates re-issued. DTCE facilitated about 26,000 citizens for re-issuance of lost documents at their doorsteps through 620 Union level One Window Operation (OWOs) in 28 Districts

6 TOOLS AND TECHNOLOGIES

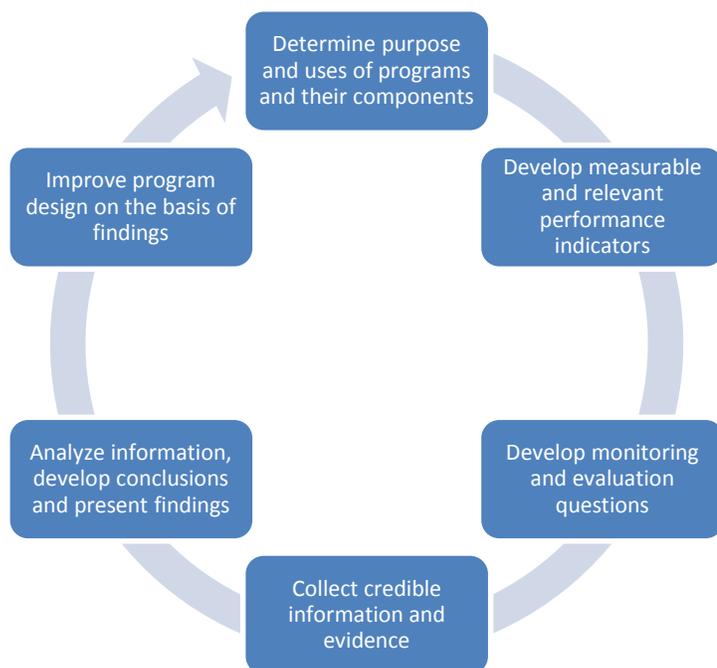
6.1 INFORMATION, MONITORING AND EVALUATION (IME) SYSTEMS

DTCE's Information, Monitoring and Evaluation (IME) system is a vital organizational tool that collects, analyzes and translates data into meaningful information that is utilized in monitoring and evaluation as well as providing inputs for policy formulation. The system fulfills its task of ensuring that all components, partners and related activities of the DTCE model are operating at an effective level that ensures the desired quality of impacts and outputs.

IME system at DTCE has been designed based on the following guiding principles:

- Evidence-based analysis is used to raise issues and develop conclusions
- Flexible approach to implementation of M&E program (both outsourcing and self-implementation)
- Keeping abreast with technological advancements to keep innovating in processes and systems for improved productivity
- Inclusion – holistic and participatory approach is used to monitor program activities

Under these guiding principles, a distinct strategy is developed for each project at the stage of program design using the following M&E cycle:



As shown in the above diagram, IME maintains a system of continuous yet objective information flows through which evidence based conclusions are used for informed decision making to bring about improvements in existing as well as future programs.

For the purposes of efficient data management for intuitive reporting and meaningful analysis, an all-inclusive information system has been developed. *CEIMS – Community Empowerment Information Management System* has been designed to comprehensively address the information and reporting needs of DTCE functional teams in order to fulfill the purposes of information management and cataloguing, progress tracking and performance evaluation of DTCE operations. Since DTCE is a learning organization and new programs/components are added regularly, there is a continuous process of change in its operating methodologies. As a result, data collection and reporting requirements may change from time to time to enhance their usability and meaningfulness. Therefore, new reports are being designed, developed and integrated into the system regularly. In order to incorporate the continuous changes, the system has been designed to incorporate modifications, improvements and enhancements as needed.

Once computerized, information is used to generate different kinds of reports which include from very basic reports such as lists of beneficiaries to impact assessment of various program activities such as the effect of training programs on the outputs.

For finding interesting patterns, exceptions and correlations, *GIS (Geographical Information System)* based thematic reports are also generated using *ArcGIS 9.0*, which provide the analyst with the ability to relate different information in a spatial context and to reach a conclusion about this relationship. Since digital maps of districts with marked union and tehsil boundaries are not readily available, raw maps are acquired from the district offices and converted into GIS-ready maps through digitization process. Since CEIMS is a decision support system in essence, the reports (tabular, graphical and geographical) are provided to senior management and other stakeholders for providing aid to effective decision making.

Generic but detailed guidelines for developing M&E framework for any program within the context and organizational processes of DTCE are in place. Program-specific M&E frameworks are developed on the foundations laid by these guidelines. In the past 10 years, IME system at DTCE has been instrumental in guiding the organization’s teams in improving their performance at all levels.

In any organization, information, monitoring and evaluation functions are key processes which ensure the effective performance as well as making timely adjustments as required. In the case of DTCE, its model and its components constitute an integrated system which generates vast amounts of continuous data being received through many sources. DTCE’s IME system is a vital organizational tool that collects, analyzes and translates data into meaningful information that is utilized in monitoring and evaluation as well as

providing inputs for policy formulation. The system fulfills its task of ensuring that all components, partners and related activities of the DTCE model are operating at an effective level that ensures the desired quality of impacts and outputs.

6.2 GEOGRAPHICAL INFORMATION SYSTEM (GIS)

DTCE has been an extensive producer and an in-depth user of the GIS, the power of which comes from the ability to relate different information in a spatial context and to reach a conclusion about this relationship. Most of the information we have about our world contains a location reference, placing that information at some point on the globe. This is done by using a location reference system, such as longitude and latitude. A GIS can reveal important new information that leads to better decision making by being informed about the geo-reference of the target areas of different program operations.

Because DTCE works at all administrative levels, it is necessary for it to have geographical locations of all administrative units at different tiers. Therefore, union level maps and in some cases, Moza level maps (on paper sheets) are acquired from concerned District Governments. In order to convert a map to digital form, it is first scanned so that the maps can be digitized by hand-tracing with a computer mouse on the screen to collect the coordinates of features. Data capture—putting the information into the system—involves identifying the objects on the map, their absolute location on the Earth's surface, and their spatial relationships. Objects are identified in a series of attribute tables—the "information" part of a GIS. At this stage all the attributes data is attached with the features. Projection, a mathematical means of transferring information from the Earth's three-dimensional, curved surface to a two-dimensional medium is a necessary process of any GIS. Different projections are used for different types of maps because each projection is particularly appropriate for certain uses. For example, a projection that accurately represents the shapes of the continents will distort their relative sizes. Since much of the information in a GIS comes from existing maps, a GIS uses the processing power of the computer to transform digital information, gathered from sources with different projections, to a common projection. After digitization, it is geo-rectified, which is a process in which an image is worked on through different algorithmic computations and is fitted in real world coordinate system. So basically image is assigned with a Reference System, datum and projection.

DTCE has integrated its GIS system with its operational databases in order to generate thematic reports from the system generated data. GIS, owing to its better analytical features has been used as a cross-cutting monitoring tool in different components of DTCE. GIS-based information systems (e.g. Police Stations Monitoring System) have also been provided to district police offices, where the local police can view their operational details and statistics in a geographical context, thereby increasing the utility of information required for crucial decision making and strategic planning. GIS is extensively used for many of the operational decisions including assignment of resources to target locations, budgeting keeping in view the distances and terrains, as well as geo-analysis of outputs versus level of investment.

6.3 INSIGHT ON DEMOCRATIC EMPOWERMENT & ASSESSMENT SYSTEM (IDEAS)

DTCE's media and communication component provides an interface between government and end user organizations/ individuals through the Democratic Empowerment & Assessment System' (IDEAS), which allows for the effective assessment, analysis, and mobilization and serves as a statistical input tool in the strategic and tactical policy-making processes.

6.3.1 TYPE OF SERVICES PROVIDED

6.3.1.1 INTERACTIVE VOICE RESPONSE

DTCE has developed a dynamic in-house database that serves as a repository of stakeholder information categorized by key fields and attributes, upon which end user queries can be executed. It contains data of approximately **500,000** people with contact information from all over Pakistan. These people include members of CCBs/CCB Networks, UPSCs, VNCs, contesting candidates of Local Government elections of 2001/2005 and members of LCAs. DTCE's Interactive Voice Response System (IVRS) uses information from this database to contact and gauge responses of these people on various issues through carefully designed questions.

6.3.1.2 INTERACTIVE COMMUNICATION TOOLS

Utilizing the IDEAS database, a five-pronged interactive communication strategy is adopted to contact large numbers of citizens and other stakeholders for accessing opinions, application of surveys, or provision of information. Each communication tool has its own benefits and strengths. The overall combination of all these tools serves for greater efficiency and national outreach, all, either in real time or in shorter periods of time, in the case of mail receipts.

6.3.2 COMMUNICATION APPROACHES

6.3.2.1 POSTAL MAIL

DTCE has employed the use of postal mail to gather information from stakeholders through carefully designed survey forms. In January, 2010, DTCE conducted a survey to assess the support of general citizenry and ex-elected LG officials for the continuation of representative form of Local Government System. Approximately 160,000 survey forms were mailed to elected and contesting candidates of Local Government elections across Pakistan. On the basis of responses from the survey an information management system called IDEAS (Insight on Democratic Empowerment and Assessment System) was developed. Information from IDEAS has served as the baseline for the analysis, assessment and mobilization of local groups.

6.3.2.2 TELEPHONIC COMMUNICATIONS THROUGH CALL CENTER

A separate call center has been established by DTCE which is being used for inbound and outbound communications with various stakeholders. Beneficiaries/Stakeholders may call at the toll free numbers (inbound communication) installed at the call center to record their views/ideas/grievances or to acquire information on various events organized by DTCE. These inputs from stakeholders have directly influenced the service delivery strategies of DTCE making them more effective, efficient and catering to needs of a wide variety of groups. This call center has also been used to contact local stakeholders (outbound communication) and evaluate their responses on various issues.

6.3.2.3 SEMINARS/CONVENTIONS

DTCE has successfully organized seminars/conventions all over the country facilitating huge participation through intensive community mobilization. These seminars and conventions have proven fruitful in determining the course of long term organizational strategies as various stakeholders come face to face each explaining their point of views/ideas and ultimately coming to a mutual consensus.

6.3.2.4 INTERACTIVE VOICE RESPONSE SYSTEM

The public sector as compared to the private sector in Pakistan is slow in gaining the advantages of using the latest cutting edge technologies. DTCE however is an exception, as it seeks to use latest tools and techniques in any way possible to improve the service delivery to the local citizenry. DTCE's interactive voice response system is one such example where hundreds and thousands of people can be contacted within a matter of hours. This system uses the contact information of different groups of stakeholders from IDEAS and CEIMS and then using the IVR technology broadcasts the automated message to all stakeholders also recording their responses on the message through their handheld mobile phones or telephone sets. These responses are automatically stored in the database for further analysis by DTCE. This system has been phenomenal in the mobilization of local communities and creating awareness.

6.3.2.5 TEXT SMS SYSTEM

DTCE has also employed the use of short messaging system (sms) to provide information to stakeholders over a wide area on a mass scale on various issues. This cost-effective communication strategy is typically used where the aim is to convey valuable information to the stakeholders and not to get instant feedback.

6.3.2.6 TOLL FREE NUMBER

Utilizing the electronic media to increase the outreach for the Restoration of LG System, the LCIN airs air documentaries, infomercials, programs, debates, etc, on issues pertaining to local democracy. In order to gauge the perceptions of the audience (general citizenry at large) on relevant issues aired by these programs, question(s) with a toll free number are presented on screen

8 PROJECTS PORTFOLIO

8.1 SUPPORT TO DEVOLUTION TRUST FOR COMMUNITY EMPOWERMENT / IMPROVING CITIZEN ENGAGEMENT THROUGH DEVOLUTION (ICED)

DONOR	Consortium of Department for International Development (DFID), United States Agency for International Development (USAID), Swiss Agency for Development and Cooperation (SDC), Royal Norwegian Embassy Pakistan (NORAD), Canadian International Development Agency (CIDA), and United Nations Development program (UNDP)
DURATION	August 2003 to May 2012.
GEOGRAPHICAL COVERAGE	68 districts in total including 12 from Balochistan (Awaran, Gawadar, Killa Abdullah, Killa Saifullah, Lasbela, Mastung, Naseerabad, Pishin, Quetta, Sherani, Turbat, Zhob), 19 from Khyber Pakhtunkhwa (Abbottabad, Bannu, Battagram, Buner, Charsadda, Chitral, Haripur, Karak, Kohat, Lakki Marwat, Lower Dir, Malakand, Mansehra, Nowshera, Peshawar, Shangla, Swabi, Swat, Upper Dir), 22 from Punjab (Attock, Bahawalnagar, Bahawalpur, Chakwal, Faisalabad, Gujranwala, Gujrat, Jehlum, Jhang, Kasur, Khanewal, Lahore, Lodhran, Multan, Muzaffargarh, Narowal, Rahim Yar Khan, Rajanpur, Rawalpindi, Sargodha, Sheikhpura, Sialkot), 15 from Sindh (Vehari, Badin, Ghotki, acobabad, Khairpur, Matiari, Mirpur Khas, Sanghar, Shahdatkot, Shikarpur, Sukkur, Tando Allah Yar, Tharparkar, Thatta, Umer Kot).
DESCRIPTION	ICED was envisioned to address the issue of low levels of citizen engagement in the post devolution scenario of Pakistan. This program was aimed at increasing accountability of state to its citizens by striving to increase citizens' engagement with the state by activating key entitlements envisaged in the Local Government Ordinance 2001 and Police Order 2002. It was aimed at securing citizen's rights by leveraging constitutionally sanctioned resources and other entitlements from the state to deliver key demand driven services at community level. Strategically, the program strived to engage stakeholders/actors on both demand and supply side, undertook their capacity building and provided institutional support to facilitate the whole process. Overall, more than 3 million citizens benefited from different components of this elaborate program.
OBJECTIVES	<ul style="list-style-type: none"> To make CCB registration mechanisms more responsive, and transparent. Enable citizens to access public funds effectively by CCBs enable citizens to claim a broad range of LGO 2001 entitlements (beyond public funds for CCB schemes/projects) Improve state-citizen accountability mechanisms through the LGO 2001
KEY RESULTS	<ul style="list-style-type: none"> 0.84 million citizens organized to form citizen community boards (CCBs) in target Districts £44.36 Millions government funds utilized for 15350 projects including 1204 projects by female and socially excluded CCBs while benefitting 0.236 million citizens More than 1.5 Million citizens engaged in different forums such as citizen community boards (CCB) network, Kks (Khulli Katcheris), Local Councils Association (LCAs), Community empowerment Round Tables (CERTs), and Village and Neighborhood Councils (V&NCs) More than 120,000 citizens trained on obtaining various citizen entitlements envisaged under the constitution.

8.2 FLOOD AFFECTED COMMUNITIES ENGAGEMENT FOR RECOVERY (FACER)

DONOR	United Nations Development Program
DURATION	The duration of this program was 18 months, starting from July 01, 2011 to December 31, 2012.
GEOGRAPHICAL COVERAGE	The grant was awarded to cover Twenty Nine (29) Districts of Pakistan in total, including Naseerabad, and Jaffarabad of Baluchistan, Neelum of Azad Jammu Kashmir, Charsadda, D.I. Khan, Kohistan, Lower Dir, Nowshera, Peshawar, Shangla, Swat, Tank, and Upper Dir of Khyber Pakhtunkhwa, Bhakkar, D.G.Khan, Layyah, Mianwali, Muzaffargarh, Rahim Yar Khan and Rajanpur of Punjab, and Dadu, Ghotki, Jacobabad, Jamshoro, Kashmore, Larkana, Shahdatkot, Shikarpur and Thatta of Sindh.
DESCRIPTION	The floods of 2010 and 2011 accentuated the need to enhance the capacities of federal, provincial, district and local government authorities as well as communities to manage, coordinate, deliver and monitor flood relief and response activities. In July 2011, DTCE launched the "Flood Affected Communities Engagement for Recovery" (FACER) Program that was intended to supplement its existing relief and early recovery operations in the flood affected areas. DTCE addressed all three strategic level objectives/outputs with major focus on its strategic outputs 1 (Capacities of local institutions and flood-affected communities for recovery and protection of rights restored) whereas the strategic outputs 2 (Basic and critical community infrastructure and services restored) and 3 (livelihoods of vulnerable of flood affected people stabilized and restored) were also addressed through community level projects by leveraging local government counterpart funding available in the form of reserved development funds with district governments and tehsil administrations.
OBJECTIVES	<ul style="list-style-type: none"> Restore access of citizens to public services through One Window Operations facilities, including desks at district, tehsil and union council levels for citizens to have lost documents re-issued. Support the reestablishment of community organizations, including women's groups, to restore social cohesion and promote citizens participation in planning and decision-making Establish citizen protection desks at local courts and bar associations to provide legal aid
KEY RESULTS	<ul style="list-style-type: none"> About 26,000 citizens (3868 females) re-issued lost documents through One Window Operation (OWOs) in 28 Districts, 83

	<p>Tehsil Municipal Administrations and 620 Union Councils</p> <ul style="list-style-type: none"> • 810 community/infrastructure rehabilitation projects implemented through participatory development approach benefitting more than 1 million citizens in flood affected areas • 197 citizens (22 females) provided legal support through Citizen Protection desk established in 13 district bar associations; 84 issues resolved
--	-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

8.3 PUBLIC SAFETY AND JUSTICE PROGRAM (PS&JP)

DONOR	Kingdom of Netherlands
DURATION	July 2012-June 2015
GEOGRAPHICAL COVERAGE	7 districts of Malakand division; Swat, Malakand, Lower Dir, Upper Dir, Shangla, Buner, Chitral and Bajaur Agency
DESCRIPTION	<p>The Public Safety & Justice Program (PS&JP) is a unique concept that holistically caters to the requirements of local community with regards to public safety, alternate dispute resolution and rehabilitation of soft detained miscreants. The program aims at making the relevant local service providers responsive to communal concerns by strengthening existing legal structures and systems. With support of Kingdom of Netherlands, the program has been implemented by the Devolution Trust of Community Empowerment (DTCE) with great zeal and success in one tehsil each of the seven districts of Malakand division comprising of Swat, Buner, Chitral, Upper Dir, Lower Dir, Malakand and Shangla.</p> <p>The public safety component is designed to introduce the concept and ideology of community policing by empowering the local citizenry through participatory activities and creating reciprocally supportive formal linkages with the police. The ADR component is instrumental in channeling issues through existing mechanisms for individual or communal grievances. In addition, the component facilitates the consolidation of role of the criminal justice system covering its full spectrum. Under the rehabilitation of soft detained miscreants, the program provides technical and institutional support to the law enforcement agencies in de-radicalization of negative views and religious perceptions, vocational skill developments and basic livelihood schemes. The design of this component is to ensure that the inmates are provided an opportunity to become part of the progressive civil society and refrain from reverting back to radical/militancy view point.</p> <p>The program envisions modifying positive behavior change through creating mutually beneficial environment and partnerships between the community and concerned service providers. This is supported by formal incentives mechanisms in terms of technical institutional support based on positive public perception. Overall the program works as a stimulus for individual and institutional professional responsiveness towards its citizens by prioritizing community concerns.</p>
OBJECTIVES	<p>The primary objective of this intervention is to engage and empower the community by providing a formal platform to raise public safety issues and disputes for immediate resolution. The specific objectives of the project components are summarized as follows:</p> <ul style="list-style-type: none"> • To create an environment where community perceptions about the effectiveness of the local police department will enhance police performance • To provide basic and quick resolution at union and village level by formally addressing small disputes and claims • To assist in the rehabilitation of detainees into the society through capacity building and their reintegration through livelihood support
KEY RESULTS	<ul style="list-style-type: none"> • Police Station Monitoring System (PSMS) was established in 34 police stations and 7 DPO/DCO offices; • 22,730 participants with 5168 female attended 749 Khullie Kacheries (Open Public Gatherings); • Community monitoring of police performance implemented in 7 districts by establishing linkages between Police with 92 Union Public Safety Committees (UPSCs) and 460 VNCs. In additions 92 Coordination & Support Committees (C&SCs) and 92 Insaaf Committees (IC) were formed for channeling communal service delivery complaints and personal disputes; • Police Consultative Workshops organized; • 7 Community Empowerment Desks (CEDs) established at District Bar Associations (DBAs) and 28 Community Empowerment Round Table (CERT) were organized; • 14 Press forums were conducted with District Press Clubs (DPCs); • 1188 issues were raised in 749 Khullie Kacheries (KKs) and 968 issues were resolved; and • 117 detainees were rehabilitated at Naway Sahar De-radicalization Center (NSDC) Bajaur and provided livelihood projects.

8.4 IMPROVED STATE-CITIZEN INTERFACE IN LOCAL GOVERNANCE IN MALAKAND (SUSTAINABLE DEVELOPMENT THROUGH PEACE BUILDING, GOVERNANCE AND ECONOMIC RECOVERY IN MALAKAND)

DONOR	United Nations Development Program (UNDP).
DURATION	The duration of this program was from August 2010 to February 2012
GEOGRAPHICAL COVERAGE	Three (3) districts of Khyber Pakhtunkhwa including Buner, Swat and Malakand.
DESCRIPTION	During the military operation phase, most of the districts of Malakand Division bore the brunt of the military operation and subsequently suffered infrastructure and local economy damage and disruption as well as massive displacement of refugees.

	The Sustainable Development through Peace Building, Governance and Economic Recovery in KP initiative had taken a holistic view of the possible governance deficit arising from conflict-like situations. Conflict impacts institutions that were critical for governance functions, which include local government institutions, civil society organizations, judiciary and the security apparatus. It, therefore, emphasized the need for a focus on governance in the process of relief and recovery cautioning that in this process, the governance impact of violent conflict often gets neglected during reconstruction efforts with the argument that re-building responsive institutions and building confidence through participatory processes take time.
OBJECTIVES	<ul style="list-style-type: none"> To establish community based citizens groups and networks for effective state-citizen dialogue To provide One Window Operation (OWO) services at appropriate local government level To establish citizen feedback databases to monitor services provided To help restore social services by providing seed funding through small grants
KEY RESULTS	<ul style="list-style-type: none"> OWOs established in the office premises of District Coordination Officer (DCOs) of district Swat, Buner and Malakand 177 Village & Neighborhood Citizen Groups formed in 43 Union Councils with a combined membership of 1126 citizens including 194 females 43 Union Public Safety Committees were set up to coordinate resolution of public safety issues with police 202 community development projects were approved and initiated by V&NCGS including 43 projects in district Buner, 85 projects in District Swat and 74 projects in district Malakand benefiting more than 57,700 citizens 03 Community Empowerment Desks (CEDs) were established in Buner, Swat and Malakand and 09 Community Empowerment Round Tables (CERTs) were held in which 296 citizens had participated

8.5 SUPPORTING 6 MONTHS CAMPAIGNS ON STRENGTHENING RULE OF LAW IN MALAKAND PROGRAM

DONOR	United Nations Development Program (UNDP).
DURATION	Duration of this program was six months starting from July 2012 to December 2012.
GEOGRAPHICAL COVERAGE	DTCE was responsible for targeted interventions in the selected Union Councils of District Swat.
DESCRIPTION	<p>Strengthening Rule of law in Malakand Program (SRLMP) is an “avant grade”, one of its kind program based on the study and understanding of local impediments and cultural dynamics, to ultimately provide the much needed service of free legal aid to the under privileged citizenry of Malakand division. Program implementation were to be effectuated by three partners NGOs, Devolution trust for community Empowerment, Dir Area Development Organizations (DADO) and Research and awareness for Human development Benefits and Rights (RAHBER).DTCE was responsible for mediations in the selected Union Councils of district Swat.</p> <p>SRLMP being an unconventional program aimed at providing a service that is much ignored in our country. The need to create awareness regarding free legal aid and the existing legal procedures in order to register a case; needs to be created in the Malakand region on an urgent basis. In its short time duration of only six months with an execution period of less than three months, SRLMP was able to engage approximately 2000 citizens including lawyers, law students, District Bar Association (DBA)/Tehsil Bar Association(TBA) members, social mobilizers, men and women.</p>
OBJECTIVES	<ul style="list-style-type: none"> Improve accessibility to justice, legal aid and representation mechanism Capacitate police to provide the citizens effective security and protection by strengthening citizen’s trust and confidence in their performance
KEY RESULTS	<ul style="list-style-type: none"> 37 Legal Aid Clinics (17 female-only) involving 1654 participants (686 females) conducted to create awareness regarding free legal aid under the program 68 cases reported; 44 cases referred to courts free of cost, free legal advice provided on remaining 24 issues 4 district stakeholder dialogue forums held for progress review 4 Criminal Justice Coordination Meetings facilitated

8.6 CIVIC AND VOTER EDUCATION PROJECT - ELECTORAL CYCLE SUPPORT FOR ELECTION COMMISSION OF PAKISTAN

DONOR	UNWOMEN - United Nations Entity for Gender Equality and the Empowerment of Women
DURATION	February 20, 2013 to June 20, 2013
GEOGRAPHICAL COVERAGE	The project was implemented in 5 districts, namely Abbottabad, Bannu, Mardan, Peshawar and Swabi of Khyber Pakhtunkhwa Province of Pakistan.
DESCRIPTION	<p>Civic and Voter Education (CVE) program brought together the key stakeholders such as Provincial and District Election Commissions, Civil Society Organizations, media, women, youth and marginalized communities to help in increasing voter turnout in the target districts by launching multi-dimensional and multi-channel awareness campaigns in the target areas of Khyber Pakhtunkhwa.</p> <p>The project aimed at increasing voters’ turn out in 2013 General Elections of Pakistan. The purpose of the project was to support Election Commission of Pakistan’s (ECP) strategic target of having about 63% turnout in 2013 General Elections. However, for this project, specific focus was on increasing participation of marginalized groups including women, youth,</p>

	minorities and persons with disabilities. Various outreach awareness activities such as door to door awareness campaigns, youth volunteer mobilization, awareness seminars, walks, consultative events and corner meetings were organized.
OBJECTIVES	<ul style="list-style-type: none"> To improve engagement of citizens, particularly of women and youth, in electoral processes with the view to improve overall turnover of the polling process To support and strengthening electoral laws and procedures for increased administrative effectiveness To support the Election Commission to deliver its strategic plan
KEY RESULTS	<ul style="list-style-type: none"> Total 75,273 households were covered during dissemination of Civic & Voter Education (CVE) kits 7-day radio campaigns were aired on local radio stations covering all the 5 target districts including adjoining districts reaching out to approximately 2.4 million citizens 74 youth volunteers (43 Male & 32 Female) mobilized in order to conduct awareness raising activities in 5 districts including 7 awareness walks, 30 in-school seminars and 75,273 door to door information dissemination activities 73 consultative events held in each provincial constituency of 5 districts in which 7,109 citizens (4,332 males and 2,777 females) from different walks of life, participated Localized training sessions were organized for 74 volunteers and 05 partner Civil Society Organizations (CSOs) in 05 districts

8.7 SUPPORTING WOMEN'S CNIC REGISTRATION CAMPAIGN IN SELECTED DISTRICTS

DONOR	United States Agency for International Development (USAID) under Gender Equity program (GEP)
DURATION	The duration of this program was 12 months, starting from May 21, 2012 through August 20, 2013
GEOGRAPHICAL COVERAGE	These grants were awarded to cover 34 districts in total, including Bannu, and Upper Dir of Khyber Pakhtunkhwa, Gilgit of Gilgit-Baltistan, Bahawalnagar, Rahim Yar Khan, Khanewal, Rajanpur and Vehari of Punjab, Badin, Dadu, Thatta, Kashmore, Tharparker, Umer Kot, Khairpur of Sindh, Kalat, Awaran, Mastung, Washuk, Kech, Kachi, Jhal Magsi, Nasirabad, Sibi, Panjgur, Loralai, Kohlu, Harnai, Barkhan, Musakhel, Sherani, and Killa Abdullah Baluchistan Province.
DESCRIPTION	As a continuing effort to support Computerized National Identity Card (CNIC) registration of women across Pakistan, Gender Equity Program launched grants cycle 3 and 5 aimed at increasing CNIC registration in districts with lowest rates of registration. This initiative was aimed at increasing women's access to legal services and the protection of Gender Based Violence (GBV) survivors. DTCE's grant was titled "Coordination and Support for the Activities under Two GEP Campaigns 'Supporting Women's CNIC Registration in Selected Districts' of all Four Provinces, Azad Jammu and Kashmir (AJK) and Gilgit-Baltistan (GB)" under the project of Gender Equity Program.
OBJECTIVES	<ul style="list-style-type: none"> Organization of grants opening and closing meetings for the two cycles separately. Facilitation of sub-grantees to develop their work plans in accordance with program guidelines Identification/collection of success stories/case studies from the target areas and further development Undertake monitoring visits of 20% program activities by GEP Cycle 3 and Cycle 5 sub-grantees in 34 districts across Pakistan
KEY RESULTS	<ul style="list-style-type: none"> Two 2-days Grant Opening Meetings organized in Islamabad, one each for sub-grantees engaged in grants cycle 3 and cycle 5, on June 22-23, 2012 and July 30-31, 2012 respectively Technical assistance provided in the development of Plans of Action to all GEP partner organizations 979 (21.4%) program, events/structures were monitored; 52 in AJK, 166 in Baluchistan, 23 in GB, 35 in KPK, 452 in Punjab, and 251 in Sindh. Monitored activities included 169 Mobilization Meetings, 263 Village Mobilization Committee (VMCs) and 547 CNIC Registration Camps. 102 success stories/case studies were produced. Two 2-days Experience Sharing Workshops organized separately for cycle 5 and cycle 3 on May 23-24 and June 13-14, 2013 respectively in Islamabad

8.8 SUPPORTING FOUR MONTHS CAMPAIGNS ON GENDER BASED VIOLENCE

DONOR	United States Agency for International Development (USAID) under Gender Equity program (GEP)
DURATION	The duration of this program was 5 months, starting from December 01, 2011 to April 30, 2012.
GEOGRAPHICAL COVERAGE	DTCE was the national coordinating and support sub-grantee for grant cycle 4. In addition, it was also entrusted with program implementation in some areas. Program events including grants opening and closing meetings were organized in Islamabad, Gilgit, Peshawar, and Muzafarabad while monitoring of program activities by other sub-grantees was undertaken in districts of Lakki Marwat, Bannu, Tank, Hangu, Dera Ismail Khan, Kohat, Karak, Mardan, Swabi, Nowshera, Charsadda, Malakand, Buner, Shangla, Swat, Chitral, Lower Dir, Upper Dir, Mansehra, Haripur, Abbottabad, Kohistan, Battagram of Khyber Pakhtunkhwa, in districts of Ghizer, Hunza-Nagar, Skardu, Gilgit of Gilgit Baltistan and in districts of Muzaffarabad, Hattian Bala, Neelum, Bagh, Kotli, Sudhnoti, Mirpur, Rawlakot, Bhimber, Haveli of Azad Jammu Kashmir.
DESCRIPTION	This sub-grant was expected to provide support to the organizations, selected by Gender Equity Program (GEP) to manage the campaign in the four provinces, it also entailed organization of campaign activities in GB, AJK and KP. The sub-grant also provided support to GEPs Islamabad office in planning and organizing national level activities under the four months campaign.

	DTCE provided the lead for development of a 'plan of action' for the entire campaign. The plan of action defined, finalized detailed & coordinated the activities for the entire campaign focusing primarily on advocacy efforts to address Gender Based Violence (GBV) and strengthen enabling mechanisms for ensuring attainment of women's social, economic and political rights.
OBJECTIVES	<ul style="list-style-type: none"> To organize grant opening and closing meetings To monitor 50 % sub-grantees activities To implement campaign activities in GB, AJK, KPK
KEY RESULTS	<ul style="list-style-type: none"> Grant opening meeting organized on 19-20 December 2011 in Islamabad Total 11 events celebrating 16 Days of Activism, National Women's Day and International Women's Day organised in Abbottabad, Gilgit, Islamabad, Muzaffarabad, and Peshawar in which 2002 citizens (750 males and 1252 females) participated 127 events (55% of total 231 events held) monitored in AJK, KPK, and GB Grant closing meeting organized on 24-25 December 2012 in Islamabad

8.9 GOVERNMENT OFFICIALS SURVEY ON ADMINISTRATIVE, TAX AND GENDER REFORMS IN KHYBER PAKHTUNKHWA

DONOR	Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH
DURATION	The duration of this project was spread out over one year, starting from November 5, 2012 to November 25th, 2013.
GEOGRAPHICAL COVERAGE	All 25 districts of Kybher Pakthunkwa including Abbottabad, Bannu, Battagram, Buner, Charsadda, Chitral, Dera Ismail Khan, Dir Lower, Dir Upper, Hangu, Haripur, Karak, Kohat, Kohistan, Lakki Marwat, Malakand, Mansehra, Mardan, Nowshera, Peshawar, Shangla, Swabi, Swat, Tank and Torghar
DESCRIPTION	<p>DTCE under the guidance of GIZ designed and implemented a perception survey to obtain quantitative data that is representative of GIZ's Good Governance Programme government stakeholders' i.e. local administration officials who hold key positions in the relevant government departments such as municipality, local revenue, and social welfare. Specifically the targeted respondents of the research were Excise and Taxation Officers (ETOs), Chief Municipal Officers (CMOs) and District Officers – Social Welfare (DO-SW).</p> <p>This research will serve as the baseline for the overall monitoring of the progress of the three thematic areas of GIZ Governance Programme as well as serve as a policy input tool for the local administration and other local partners. This research baseline and further iterations will be intended to measure and study variances in the target groups' responses on key governance indicators over time and provide a detailed analysis of the perceptions of the respondents.</p>
OBJECTIVES	<ul style="list-style-type: none"> To assess the perception of local administration on the capability of the state to fulfill its governance functions related to the thematic areas of administrative, tax and prevention of violence against women
KEY RESULTS	<ul style="list-style-type: none"> 97 interviews conducted out of a target of 100 with CMOs, ETOs and DO-SW Comprehensive research report entailing results, data analysis, key findings and policy recommendations submitted to GIZ

8.10 ADVOCACY FOR EFFECTIVE IMPLEMENTATION OF FCR REFORMS IN BAJAUR AGENCY

DONOR	United States Agency for International Development (USAID) under Citizen Voice Project (CVP)
DURATION	The duration of this program was 15 months, starting from September 27, 2012 to December 27, 2013.
GEOGRAPHICAL COVERAGE	Bajaur Agency, FATA
DESCRIPTION	Governed under the FCR, a remnant of British Rule framed in 1890 by which it administered the tribal areas through political agents, the tribal areas of FATA are in a dire need of implementation of the reforms in FCR as approved by the President of Pakistan. The legal and political reforms as provisioned in the reforms would optimistically rid the tribal people from a century of bondage and usher them into mainstream of national life while respecting local customs and traditions. The Project aims to carry out advocacy campaign regarding these reforms and involve all stakeholders in the implementation process.
OBJECTIVES	<ul style="list-style-type: none"> To form linkages, between state and non state actors for improved monitoring of FCR reforms vis-à-vis implementation; To strengthen citizens' voice through oversight of administration and/or advocacy for implementation of FCR reforms for protection of human rights
KEY RESULTS	<ul style="list-style-type: none"> MOUs signed with FATA secretariat and Political Administration Bajaur 2 Stakeholders Dialogues Held in which 121 citizens participated 4 Jirga meetings held with tribal maliks and leaders of political parties; 342 people participated in these meetings 5 policy level seminars held on effective implementation of FCR reforms in which 435 people participated 10 awareness raising sessions held in schools /colleges in which 977 students participated. 4 roundtable meetings held for women and marginalized in which 88 women participated seminars conducted on political engagement in which 851 people participated 3 days training for civil society held for 7 CSO of Bajaur regarding FCR reforms 12 radio programmes aired on reforms Documentary on FCR aired on AVT Khyber

- 40000 Bolo SMS sent to general public in Bajaur

8.11 COMMUNITY POLICING UNDER STRENGTHENING RULE OF LAW IN MALAKAND PROGRAM (CP-SRLMP)

DONOR	United Nation Development Program (UNDP) through Strengthening Rule of Malakand Program (SRLMP)
DURATION	Duration of this program was 4 months; from Aug 01, 2013 through Nov 30, 2013.
GEOGRAPHICAL COVERAGE	This pilot program was awarded to cover local population residing in jurisdiction of 10 police stations (Saidu, Rahimabad, Khawazakhela, Matta, in district Swat, Nawagay, Nagraye, Chinglai in Bunair, Chakdara, asbanr, Ouch in district Dir Lower).
DESCRIPTION	The community policing strategy designed to cover the objectives of 'Strengthening Rule of Law in Malakand Project' (SRLM) for strengthening the justice sector through formal and informal channels. This approach coincided with SRLMs methodology of working with the formal justice agencies such as Police at the local levels. The four month project served as the pilot phase of the community policing concept in Malakand Division.
OBJECTIVES	<ul style="list-style-type: none"> • Improvement in police-community relations • Improvement in public safety based on areas identified by the community • Improvement in police responsiveness to community needs • Improvement in police conduct • Image building of police • Creating awareness between community and police on shared rights, roles and responsibilities • Provision of institutional support to police based on community recommendation
KEY RESULTS	<ul style="list-style-type: none"> • Formation and capacity building of 10 Community Policing Forums in three districts • Capacity building of Moharrirs & Madad Moharrirs of 42 police stations in order to change thana culture and make them more performance oriented and citizen friendly • Fifty (50) open public forums conducted; 19 in Swat, 16 in Bunair, 15 in Dir Lower • Fifty (50) public engagement campaigns which included cultural events i.e. cultural games, Mushairas, Quizzes, Naat Competitions, National Song Competitions; 19 events conducted in Swat, 15 in Bunair, 16 in Dir Lower • Conducted 7 inter police station meetings in three districts; 3 in Swat, 2 in Bunair, 2 in Dir Lower • Distribution of IEC material regarding Community Policing among target population, direct and indirect beneficiaries

8.12 CITIZENS' ENGAGEMENT AND ACCOUNTABILITY FOR AN EFFECTIVE LOCAL GOVERNMENT SYSTEM IN PUNJAB AND KHYBER PAKHTUNKHWA

DONOR	United States Agency for International Development (USAID) under Citizen Voice Project (CVP)
DURATION	15 months - Starting from January 13, 2014 till April 12, 2015
GEOGRAPHICAL COVERAGE	12 districts of Pakistan; 6 districts of Punjab (Lahore, Sialkot, Multan, Muzaffargarh, Vehari, Faisalabad), 5 districts of Khyber Pakhtunkhwa (Peshawar, Nowshera, Swabi, Mardan, Abbottabad) and Islamabad Capital Territory (ICT)
DESCRIPTION	This program aims to adopt a synchronized approach to advocacy for concerted citizens' engagement and accountability for an effective local government system. To unlock the potential demand for effective local governance, awareness and information campaigns, capacity building, concerted efforts need to be carried out with foci on aligning strategies for policy level mobilization and mobilizing target communities to take "ownership" of their rights and development needs, without duplication of efforts and multiple routes charted by different organizations creating conflict and confusion. DTCE intends to play an instrumental role in public awareness raising along with engaging provincial policy makers in a focused and consistent manner to motivate them to properly implement 18th amendment reforms, hold local government elections, introduce favorable legislations for strengthening local democracies and improving transparency and accountability in local government affairs.
OBJECTIVES	<ul style="list-style-type: none"> • Creating awareness and developing informed public opinion about respective local government laws of the target provinces • Engaging with political parties and provincial governments to mobilize them for devolving political, administrative and financial responsibility and authority in the spirit of 18th amendment • Support and strengthen citizen advocacy that feeds into policy making regarding 18th amendment particularly Article 140-A at the provincial level • Building linkages with non-state actors for more effective accountability and providing forum to public where they can demand performance, lodge grievances and make suggestions
KEY RESULTS (expected)	<ul style="list-style-type: none"> • 720 general citizens and civil society members will be sensitized through 12 orientation sessions in the target districts. • Overall 8 quarterly meetings for first 4 quarters (in the two provincial headquarters i.e. Peshawar and Lahore) will be convened in the presence of total 160 participants. • 12 events (2 in provincial capitals and 10 in remaining districts) will be arranged and 800 citizens will be engaged in these events. • 6 seminars (02 national level seminar at Islamabad and 04 sub-national seminars at provincial headquarters) will be organized with a total of 600 participants, including MPAs.

	<ul style="list-style-type: none"> • Three (03) policy analysis reports will be published on three distinct albeit related thematic areas, 150 copies of each report will be published for a total of 450 copies. • A two day training session for capacity building of project staff on new Right to Information Act of target province will be conducted in 1st quarter of the project. • About 50 local journalists, lawyers and civil society members in each target district will be given orientation sessions. • A total of 24 workshops will be organized, two in each of 12 target districts while directly benefitting 1200 citizens.
--	-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

8.13 YOUTH ENTREPRENEURIAL DEVELOPMENT PROJECT

DONOR	United States Agency for International Development (USAID) through Umeed Jawan Program
DURATION	10 months - Starting from July, 2014 till May, 2015
GEOGRAPHICAL COVERAGE	4 districts of Punjab (Bahawalpur, Lodhran, Multan and Muzaffargarh)
DESCRIPTION	The project aims to enhance youth entrepreneurial capacity by providing necessary motivation, skill development training and business orientation to the deserving male and female youth in partnership with Pakistan Bait-ul-Mal and Technical Education and Vocational Training Authority (TEVTA) accredited skill development institutions. The proposed approach involves identification and classification of marginalized youth groups and their classification on the basis of skill and educational levels as well as professional preference, followed by sponsorship for skill development programs, business orientation trainings amid motivational programs. Facilitation and counseling services will also be provided to enable them to secure financial assistance for setting up small businesses.
OBJECTIVES	<ul style="list-style-type: none"> • To provide livelihood opportunities to 1,160 youth by providing them with job skills and customized training based on their abilities and interests • To build the capacity of the youth for self-employment and entrepreneurship through facilitation of youth in an already-existing government loan scheme to decrease unemployment and under-employment • To create opportunities for economic growth that will reduce the influence and appeal of extremist organizations on the youth
KEY RESULTS (expected)	<ul style="list-style-type: none"> • 24 workshops (six in each district) for 360 skilled youth (252 males and 108 females) on Business Development organized • 40 unskilled educated youth (28 males and 12 females) admitted in short courses including computer operating, industrial electronics, quantity surveyor, AutoCAD and computer application • 40 unskilled uneducated youth (28 males, 12 females) admitted in short courses for auto electrician, carpenter, welder, plumber, tailor, and similar trades • In partnership with Pakistan Bait-ul-Maal (PBM), 80 women trained on drafting, cutting, sewing, knitting, and hand and machine embroidery with an emphasis on income generating activities • Two motivational seminars organized for 200 youth (140 males, 60 females) from trainings/workshops involving notables, entrepreneurs and civil society • Facilitation desks established in four districts for 640 loan applicants (448 males and 192 females) to register individuals interested in training and provide assistance to those applying for loans in addition to those trained by the program itself

9 RESEARCH PORTFOLIO

DTCE's research portfolio includes studies that go beyond evaluation of programme activities to illumination of the policy dimensions of governance and development problems. The key research products have been produced by utilizing in house expertise, outsourcing to qualified research consultants. DTCE has also strived to ensure the inclusion of local CSOs and local universities in research activities through providing them with capacity building and technical assistance to provide the requisite skills and qualifications that enable them to partner with DTCE in our field research activities. STCE can mobilize human resources for all kinds of data collection in 107 districts and 1 agency of Pakistan in a very short span of time. Furthermore DTCE has one of the leading research methodologists in Pakistan on its panel to support all kind of research activities including research design, instrument development, sample design and weighting, data collection, data entry, data analysis and report writing.

Following is a brief of the key research outputs that have been produced by DTCE:

9.1 GOVERNMENT OFFICIALS SURVEY ON ADMINISTRATIVE, TAX AND GENDER REFORMS IN KHYBER PAKHTUNKHWA

DTCE under the guidance of Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) designed and implemented a perception survey to obtain quantitative data that is representative of GIZ's Good Governance Programme's government stakeholders (Excise

and Taxation Officers (ETOs), Chief Municipal Officers (CMOs) and District Officers – Social Welfare (DO-SW)). The research was undertaken in 25 districts of Khyber Pakhtunkhwa and over 100 government officials were interviewed. This research will serve as the baseline for the overall monitoring of the progress of the three thematic areas of GIZ Governance Programme as well as serve as a policy input tool for the local administration and other local partners. This research baseline and further iterations will be intended to measure and study variances in the target groups' responses on key governance indicators over time and provide a detailed analysis of the perceptions of the respondents.

9.2 SURVEY ON CITIZEN'S SATISFACTION WITH FLOOD REHABILITATION PROJECTS

In 2012, DTCE undertook a 'Citizen Perception Survey' to gauge the satisfaction level of the stakeholders and beneficiaries of the UNDP funded Flood Affected Communities Engagement for Recovery (FACER) project. The FACER project had three key intervention areas which served a wide spectrum of society. Over 2,500 citizens (males & females) in 14 districts across all provinces and AJK were administered a close ended questionnaire that encapsulated their feedback on post flood reconstruction projects and One Window Operation (OWO) facilities. Focus Group Discussions (FGDs) were conducted with Citizen Protection Desk (CPD) complainants and beneficiaries to obtain qualitative information.

9.3 RESEARCH ON EMERGING ISSUES: IMPACTS OF CITIZEN ENTITLEMENTS ON SOCIAL EXCLUSION

This study undertook an in-depth analysis of the citizen entitlements envisaged in the LGO 2001/05 & Police Order 2002 and their impact on socially excluded citizens i.e. women, religious minorities, poor/low caste, and handicapped persons. This report was timed to coincide with a critical inflection point in the new local government setups and DTCE's own organizational life cycle, and serves as a tool for making major policy decisions at this juncture. The research surveyed 525 citizens and government officials across 8 DTCE partner districts as well as 4 non-DTCE districts in all four provinces. Focus group discussions were employed to place the quantitative findings in their qualitative context.

9.4 SOCIAL AUDIT OF LOCAL GOVERNANCE AND DELIVERY OF PUBLIC SERVICES

The Social Audit mechanism is designed to strengthen 'social' rather than political and administrative accountability by providing baselines of citizens' perceptions and levels of satisfaction with various features of the devolved local government systems. This included the local delivery of goods and services such as health, education, transports, water supply, law enforcement and justice dispensation, as well as the level and quality of contact between elected local representatives and their constituents. This mechanism incorporates surveys, focus group discussions, semi-structured interviews with households and local government functionaries such as school principals, heads of health facilities and local councilors. A Baseline Survey was conducted in 2002 which covered 87 districts across all 4 provinces, which obtained information from over 60,000 respondents with special emphasis on vulnerable communities and women. Since then, 3 more cycles of the Social Audit have been undertaken in 2004/05, 2010 and in 2011-12 which serve to benchmark progress against the same variables against the baseline. Eight public sector universities from the four provinces were trained and utilized for field research, complete data collection and data entry in a highly professional manner. Independent Monitors worked untiringly to undertake spot checking of data collection and data entry. The findings from each report undergo rigorous analysis to highlight policy implications and recommendations for improvement in local governance and development. For more detail, please visit <http://www.dtce.org.pk/DTCE/public/sar.html>.

9.5 THE DYNAMICS AND FUNCTIONALITY OF VILLAGE AND NEIGHBORHOOD COUNCILS

This research was undertaken in 2009. Village and Neighborhood Councils are elected bodies formed through elections at village and neighborhood level to develop and maintain municipal and community welfare facilities through citizen participation and local voluntary contributions, as contemplated in the Local Government Ordinance 2001/05. The study assessed the level of electoral participation and citizen satisfaction with the role played by Councils in improving service delivery areas such as garbage disposal and public safety which fall under their mandate. As with the Social Audit, this survey served to strengthen social accountability for these citizen participation mechanisms.

9.6 COMMUNITY EMPOWERMENT AND THE ROLE OF CCBs VIS-À-VIS LOCAL GOVERNMENT ORDINANCE

Undertaken in 2004, this study included a survey of more than 150 local community leaders, and 9 Focus Group Discussions in 94 Unions throughout all 4 provinces of Pakistan. The main focus of the study was to assess the success of the citizen participation mechanisms contemplated in the LGO 2001/05, primarily the formation and activities of Citizen Community Boards (CCB) through which community members could obtain local government funding to plan and execute small infrastructure programmes. The nature and prevalence of corruption faced by citizens participating in CCB programmes was thoroughly explored. Findings identified the local government offices and procedural checkpoints where acts of corruption were most likely to occur, the amounts solicited and its impact on the CCB system. It was also found that CCBs themselves were a strong deterrent against corruption in local development schemes, as programmes planned and executed by communities themselves circumvented the contractor-local government nexus. Over 41% of respondents felt that the chief benefit of the CCB system was the elimination of corruption in this regard.

9.7 INSTITUTIONAL INCENTIVE SYSTEMS FOR LOCAL GOVERNMENTS

This study, undertaken in 2007-08, sought to explore the formal and informal incentive structures that underpin individual performance and institutional behavior among local government officials, particularly in relation to corruption. This study involved a survey of 61 local government officials and 75 ordinary citizens, as well as Focus Group Discussions and semi-structured interviews with representatives of both stakeholder groups. The study found that remuneration was a key motivational driver for local government officials and weaknesses in this regard were strongly linked to the inclination toward venality.

9.8 CITIZEN PERCEPTION SURVEY IN MALAKAND

With the EU/UNDP “Sustainable Development in Malakand through Peace Building, Improved Governance and Economic Recovery” programme, DTCE conducted a perception survey in January-February 2011 to obtain quantitative and qualitative feedback from key stakeholders to analyze the perception of people about the performance of Village and Neighborhood Councils (VNCs), Union Public Safety Committees (UPSCs) and Coordination and Support Committees (C&SCs). The research was carried out on village and Union Council level in three districts (Swat, Buner, & Malakand) of Malakand division where these institutions were formulated. The evaluation attempted to determine systematically and objectively the relevance, effectiveness, efficiency, sustainability of the programmes. To accurately evaluate the opinion of overall population on VNCs programmes in selected districts, the general citizens and VNCs, UPSCs and C&SC members were selected as being target group, measuring 585 total respondents.

10 NOTE OF THANKS

DTCE graciously acknowledges the kind and generous support provided by the Federal, Provincial and Local Governments as well as CIDA, DFID, GIZ, JICA, Kingdom of Netherlands, Royal Norwegian Embassy, UNDP, UNWOMEN, USAID, and other donors for supporting our efforts. Our dedicated partner civil society organizations, press clubs and bar associations in all our target areas have had a special role in making this work possible. Thank you very much! Bless you Pakistan!