

**UNITED NATIONS DEVELOPMENT PROGRAMME  
GOVERNMENT OF PAKISTAN  
Project Budget**



Project Number: PAK/02/009

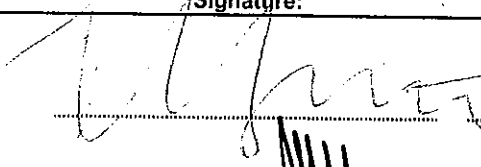

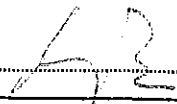
Project Title: Support to Devolution Trust for Community Empowerment

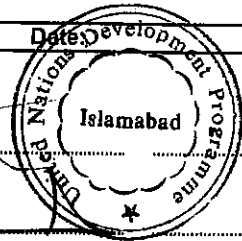
Start Year: 2003  
 End Year: 2007  
 Executing Agent: NEX - National Execution  
 Implementing Agents: UNOPS - United Nations Office for Project Services  
 NEX - National Execution  
 Revision Type: SUB - SUBSTANTIVE

Budget Financing (in US\$)			
INPUTS	REV " B"	REV "A"	VARIATION
<b>UNDP</b>			
01-UNDP-IPF / TRAC - (Trac 1.1.1 & 1.1)	1,511,375	1,511,375	0
<b>Cost Sharing</b>			
Third Parties	48,000,000	488,625	47,511,375
USAID	(To be determined)		
DFID	(To be determined)		
NORAD	(To be determined)		
CIDA	488,625		
SDC	(To be determined)		
<b>TOTAL INPUTS</b>	<b>50,000,000</b>	<b>2,000,000</b>	<b>48,000,000</b>
Country Office Admin. Costs:	1,454,659	14,659	1,440,000
<b>TOTAL</b>	<b>51,454,659</b>	<b>2,014,659</b>	<b>49,440,000</b>

**Brief Description:**

The project budget has been substantively revised to convert the Preparatory Assistance to a full scale project on the basis of the attached Project Document.

Approved by:	Signature:	Date:	Name/Title:
UNDP:		12 5 JUL 2004	Order Yucer Resident Representative <b>WASIULLAH</b> Director General Good Governance Branch Prime Minister Secretariat Cabinet Block, Islamabad
Executing Agent:			
Government:		21-8-2003	<b>DR. WAQAR MASOOD KHAN</b> Secretary Economic Affairs Division Government of Pakistan Islamabad



June 11, 2003

**Government of Pakistan**  
**United Nations Development Programme**

**Project Document**

***PAK/02/009 - Support to Devolution Trust For  
Community Empowerment (DTCE)***

## 1. Situation Analysis:

The relationship between the citizenry and the state is highly deficient in Pakistan. Poor, low status people suffer powerlessness that perpetuates poverty. Decades of institutional decay have weakened rights, responsibilities, and services, leading to mistrust of government and politics. These tendencies need to be reversed through improved democratic governance. Democracy is the strategic solution, but it can only be constructed if there is a meaningful empowerment of people at the grass roots through representation, participation, and the creation of a positive relationship between government and the citizenry.

The Government of Pakistan is undertaking a national reconstruction process to address these strategic imperatives. The national reconstruction process consists of devolution of power to the grass roots level, police reform, the strengthening of provincial autonomy, federal and provincial restructuring, and civil service reform.

Devolution through the Local Government Ordinance 2001 has resulted in empowered local governments and administrations headed by elected nazims, naib nazims, and local councils with the civil service reporting to these elected officials. However, the democratization potential of devolution can only be fully realized through increased political representation and more responsive public administration combined with expanding community participation.

The elements of the Local Government Ordinance 2001 designed to promote community participation are Citizen Community Boards (CCBs),<sup>1</sup> bottom-up participatory planning, the election of village and neighborhood councils, and local council monitoring of rights and services. However, these forms of community participation are not self-activating, especially where there is little or no prior experience, and their activation requires proactive promotion. These considerations have motivated establishment of the Devolution Trust For Community Empowerment (DTCE).

### **DTCE Vision, Mission, Objective, Functions, and Operations**

The Devolution Trust for Community Empowerment (DTCE) is a non-governmental organization created by the Government of Pakistan through the National Reconstruction Bureau (NRB) to proactively promote the community participation elements of the Local Government Ordinance 2001. *DTCE's Vision* is of empowered communities of proactive citizens engaged in self-development with the support of local governments. *DTCE's Mission* is to create a new relationship between the citizen and the state based on shared rights and responsibilities for community development. *DTCE's Objective* is to activate

---

<sup>1</sup> CCBs are voluntary associations that seek to strengthen rights, service delivery, and infrastructure (for example, drinking water, irrigation, sanitation, schools, basic health units, hospitals, roads, transportation, police stations, etc.). They may be formed by at least 25 citizens and registered with the Community Organization Department of their district. They may solicit voluntary contributions, donor grants, and government cost sharing. CCBs may directly formulate, finance, and undertake community development projects on their own accord, in coordination with village/neighborhood and union councils, or they may submit larger projects to local councils for cost sharing at the union, tehsil, and district levels, depending on the nature of the projects (for example; open sewerage system at the union level, municipal services at the tehsil level, health and education at the district level).

citizen participation and community empowerment in each of the 6022 unions that form Pakistan in the period 2003-2008. *DTCE Function's* are: 1) to promote the organization of Citizens Community Boards (CCBs); 2) To promote the participation of CCBs in bottom-up planning processes through CCB prioritized community development projects; 3) To promote CCB participation in local council monitoring committee hearings on citizen's rights and service delivery; 4) to facilitate role definitions and relations between CCBs, village and neighborhood councils, and local councils (union, tehsil, and district councils); and 5) to promote and assist voluntary associations of local nazims and councilors at all the three levels of local government (district, tehsil, union). *DTCE Operations* consist of:

- i. *Awareness Raising Communications Campaigns*
- ii. *Ground Assessments (including Stakeholder Social Capacity Assessment, Administrative Assessments of Local Councils, and Essential Actions Assessment for Citizen Participation and Community Development)*
- iii. *Promotion and Capacity Building for Community Participation (CCB organizations, applications, approvals, management)*
- iv. *Promotion and Capacity Building for Community Development Projects (project formulation, prioritization, applications, approvals, monitoring, and evaluation)*
- v. *Facilitation of roles and relations between CCBs, village and neighborhood councils, and local governments and administrations*
- vi. *Promote and assist provincial associations of local nazims and councilors at the district, tehsil, and union levels, for coordination and mutual support, experience sharing and training, as well as to form a movement to support devolution, especially fiscal decentralization*
- vii. *Transparent & Accountable Financial Mechanisms for CCBs and Local Governments and Administrations, and associations of local officials*
- viii. *Information, Monitoring, and Evaluation of and for all DTCE operations in the context of the devolution (Citizen's Voice Social Audit--CIET Methodology), National Reconstruction Information Management System--NARIMS,*

The *DTCE strategy* promotes community participation through a combination of power and authority, participation and empowerment, networks and movements, markets and incentives, information and technology, and ethics and sanctions.

### **DTCE Organization**

The Chairman of the National Reconstruction Bureau (NRB) is the ex officio Chairman of the Board of Directors (BOD). A Chief Executive Officer (CEO) is a member of the Board and its Secretary. Other members are distinguished citizens, including one from each province. Donors supporting the DTCE will participate as observers. The basic organizational principle will be inter-related work teams rather than departments in order to produce a flat, agile and flexible organization that functions in an integrated fashion. Work teams will exist at both the headquarters and field levels, with the former providing support services to the latter.

## 2. Project Strategy:

UNDP is positioned to support the DTCE in progression of its support to the design of the Local Government Plan through: (i) its project on Support to Good Governance with the National Reconstruction Bureau; (ii) support to NRB's effort to establish a social audit capacity through the PARAGON Regional Governance Programme (PRGP), UNDP/Pakistan's PARADIGM project, in partnership with UNESCO and Canadian CIDA. UNDP is also supporting the implementation of the devolution plan through its support to the provincial governments under the Support to Devolution Reforms in Balochistan (SDRB) and NWFP Essential Institutional Reforms Operationalization Programme (EIROP), which is cost-shared by Swiss Agency For Development Cooperation. UNDP is also providing complementary support to the gender aspects of the devolution process through advocacy and capacity building initiatives under the Gender Equality Umbrella Programme (GEUP) as well sponsoring research and analysis on devolution issues under the PARADIGM project. Similarly, UNDP interventions in Poverty Alleviation, Sustainable Livelihoods, Environment and Crisis Prevention and Recovery are designed and implemented with due consideration of the devolution context. UNDP's Democratic Governance Thematic Trust Fund (DGTTF) provided US\$150,000 for local consultancies to design and field test basic DTCE systems during the first semester of 2003.

UNDP aims to support the devolution initiatives by providing policy support, technical assistance and mobilizing resources for the implementation of a holistic community empowerment framework conceived by the Government of Pakistan through the Local Government Ordinance 2001 and the establishment of Devolution Trust For Community Empowerment. UNDP strategy is to provide an integrated support to the design and implementation of devolution by developing synergies with and exploiting complementarities among its various programmes in order to maximize the impact and sustainability of UNDP interventions. It also attempts to forge partnership at different levels of government, donors, CSOs and NGOs, towards the same ends.

DTCE objectives of community empowerment and local development are in line with the objectives of United Nations Development Assistance Framework and UNDP's Country Programme Outline (CPO) for 2004-08 to promote participatory governance and capacity development at the local levels. Thus the DTCE proposal is based on a synergy that on the one hand exists between UNDAF and UNDP CPO while on the other hand it integrates the devolution process with national development priorities.

**Key bi-lateral and multi-lateral donors are also supporting the reconstruction initiatives of NRB. USAID, NORAD, SDC, CIDA and ADB have expressed strong interest in supporting the DTCE. This project provides a platform for coordinated donor support to DTCE, which is also Government's preferred mode of channeling donor assistance to DTCE. Recognizing the significance of partnerships to achieve development results, UNDP works to forge partnerships with key donors to leverage support for devolution in general, and community participation through DTCE in particular.**

# ANNEX A

## 3. Project Results and Resources Framework

<p><b>Intended Outcome as stated in the Country Results Framework:</b> Effective legal and policy framework for decentralized authority and management</p> <p><b>Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and target.</b></p> <ul style="list-style-type: none"> <li>✓ 100 per cent of district governments effectively accessing and managing devolved financial resources.</li> <li>✓ Monitoring committees and citizen community-boards (CCBs) established in 100 per cent districts.</li> <li>✓ 50 per cent public service facilities made functional in a gender-balanced manner.</li> <li>✓ Local development projects developed by CCBs in cooperation with local authorities (at least ten in each Union Council).</li> <li>✓ Perception of local government system and access to justice, including police functioning, by the poorest quintile improved by 50 per cent.</li> </ul> <p><b>Applicable Strategic Area of Support (from SRF) and TTF Service Line (if applicable):</b> SAS: Decentralization policies. <i>TTF Service Line: Decentralization &amp; Local Governance</i></p> <p><b>Partnership Strategy:</b> Develop close collaboration between the government at national and sub-national levels, elected local councilors, CCBs, NGOs/CSO, private sector and donors. Clarify roles and responsibilities of different partners.</p> <p><b>Project title and number:</b> PAK/02/009 - Support To DTCE</p>			
Intended Outputs	Output Targets for (years)	Indicative Activities	Inputs
<p><i>Institutional capacity building of DTCE.</i></p>	<p><b>2003-2008</b></p> <ul style="list-style-type: none"> <li>▪ Work Teams at Headquarter and Field Operations Teams recruited, trained and fictionalized;</li> </ul>	<ul style="list-style-type: none"> <li>▪ Staff recruitment, contracting and procurements for DTCE headquarters and field operational teams;</li> <li>▪ Up-gradation and finalization of the capacity building</li> </ul>	<p>Devolution Advisor</p> <p>5 Work Team at DTCE Headquarters;</p> <p>6 Field Operations Teams</p> <p>Subcontracts for IME</p>

*Output Targets*

*Indicative Activities*

*Inputs*

	<ul style="list-style-type: none"> <li>▪ Operational, management, oversight and accountability systems and procedures of DTCE designed, tested and finalized;</li> <li>▪ Information, monitoring and evaluation (IME) systems established and field tested;</li> <li>▪ Transparent &amp; Accountable Financial Mechanisms for CCBs, Local Governments and Administrations designed and implemented;</li> </ul>	<ul style="list-style-type: none"> <li>▪ modules/ training packages designed for DTCE headquarter work teams in the 5 key areas of operations, and their implementation;</li> <li>▪ Capacity building modules/ training packages designed and implemented for 6 DTCE field operations teams;</li> <li>▪ Consultancies for Up-gradation and finalization of the design of the systems and procedures, and their implementation;</li> <li>▪ Pilot testing, refining and implementing IME systems;</li> <li>▪ Conduct ends oriented monitoring of the results of devolution and of DTCE operations through yearly social audit, as well as to</li> </ul>	<p>Systems/Social Audit,</p> <p>Consultative workshops and seminars;</p> <p>Hardware, software and initial operating costs for the headquarters and field operations;</p>
--	--	---	---

*Output Targets*      *Indicative Activities*      *Inputs*

<p><i>Capacity building of all the stakeholders and partners to ensure successful implementation and sustainability of DTCE.</i></p>	<p><b>2003-2008</b></p> <ul style="list-style-type: none"> <li>▪ Ground conducted Stakeholder Assessment, Assessments of Councils, and Actions' Assessment for Citizen Participation and Community Development)</li> <li>▪ Assessments (including Social Capacity Administrative of Local Essential Assessment for Participation and Development)</li> <li>▪ Capacity of Local Governments (District, Tehsil, Union) and other CSOs/private sector organizations developed to provide technical assistance to the CCBs and other partners at the village, union and tehsil levels in the areas of eligibility, monitoring, and project accounting and auditing;</li> </ul>	<p>improve local government/citizen interface and promote community participation through its methodology, as a complement to the other DTCE methodologies;</p> <ul style="list-style-type: none"> <li>▪ Studies and consultancies for needs identifications and capacity assessment of CCBs, NGOs and private sector partners;</li> <li>▪ Design training modules;</li> <li>▪ Training workshops and seminars for the key stakeholders including CCBs, NGOs, and private sector;</li> <li>▪ Printing, publication and dissemination of training</li> </ul>	
			<p>Sub-contracts for needs assessment, training modules and materials development;</p> <p>Costs of printings and publications.</p>



**Output Targets**      **Indicative Activities**      **Inputs**

<p><i>Effective community participation in local governance.</i></p>	<ul style="list-style-type: none"> <li>▪ Establish Local Government Network</li> </ul>	<p>materials;</p> <p>Study tours to other countries to analyze existing networks;</p> <p>Network with other similar networks</p>	<p>Study tours; Training</p>
<p>↑</p>	<ul style="list-style-type: none"> <li>▪ Promotion and Capacity Building for Community Participation (CCB organizations, approvals, management)</li> <li>▪ Promotion and Capacity Building for Community Development Project (project formulation, prioritization, applications, approvals, monitoring, and evaluation;</li> <li>▪ Capacity of CCBs developed to design, implement and monitor local council funded programmes that may also receive DTCE support;</li> <li>▪ DTCE participation in local council monitoring and committees to strengthen respect for rights, and improve services</li> </ul>	<ul style="list-style-type: none"> <li>▪ Design and launch information dissemination and awareness campaigns;</li> <li>▪ Organize and activate CCBs in all districts in each province;</li> <li>▪ DTCE grants to CCBs processed, managed and reported with accountability and transparency;</li> <li>▪ DTCE awareness raising and training of local nazims and councilors as well as CCB leadership</li> </ul>	<p>Sub-contracts for Awareness Raising/Dissemination; Ground Assessments;</p> <p>CCB grants and registration incentives</p>

*Promotion and assistance to voluntary associations of local nazims and councilors at district, tehsil, and union levels*

*Sub-Tasks*

- Promotion and capacity building of the Associations of Elected Local Officials
- Design and develop systems to support associations of local officials
- Design and develop systems for sustainable financing

- Design and activate associations at all the three tiers of local government;
- Advisory services;
- Study tours;
- Develop training manuals;
- Training workshops and seminars for the associations;
- Printing, publication, and dissemination of the training materials;

*Inputs*

Sub contracts for meetings, consultancy services and training

Initial financial assistance to the associations

Study tours to other countries to review learning experiences

#### 4. Inputs:

The successful implementation of this project would depend on the availability of long term funding of US\$50 Million for DTCE.

This project will finance the start-up and infrastructure on a one off basis and cover recurring costs of the DTCE headquarter and field operations team for 5 years. These funds will be used for technical assistance to the DTCE through the international and national consultants, IT support to DTCE; sub-contracts for development of Information, Monitoring and Evaluation (IME) systems and capacity building modules; training of DTCE officials and to finance DTCE technical assistance to unions and CCBs, and assistance to local associations of nazims and councilors. It will also provide seed funding for CCBs activation and incentives.

The proposed project inputs are:

<i>Description</i>
Personnel: <ul style="list-style-type: none"><li>▪ Devolution Advisor</li><li>▪ Headquarter Work Teams</li><li>▪ Field Operational Teams</li><li>▪ Short term consultants</li><li>▪ Project management team</li></ul>
Subcontracts: <ul style="list-style-type: none"><li>▪ IME Systems</li><li>▪ Social Audit</li><li>▪ Needs assessments</li><li>▪ Capacity Building modules</li><li>▪ Awareness campaigns</li><li>▪ Trainings and seminars</li><li>▪ Assistance to provincial associations of local nazims and councilors</li></ul>
Equipment: <ul style="list-style-type: none"><li>▪ Headquarter infrastructure</li><li>▪ IT Hardware and software</li><li>▪ Vehicles</li></ul>
Miscellaneous
CCB Grants and incentives

The procedures for the mobilization of these inputs as described in the Project Cycle Operations Manual (PCOM) will be observed. Funds will be provided to the DTCE as quarterly advances according to PCOM procedures. The NEX agency will propose mechanisms/procedures for the disbursement of CCB grants for the approval of the Board of Directors/DTCE and these procedures will be applicable following the approval of the Board.

## 5. Management Arrangements:

The project will be executed under the National Execution Arrangements of UNDP. DTCE will be the executing agency of the project and will nominate the National Project Director of the project. DTCE will be advised by a high level international consultant, who will serve as the Chief Technical Adviser (CTA) of the UNDP Support project, who will be involved in strategic project decisions. The Executive Committee of the DTCE Board will provide strategic guidance and direction for the project. A Project Management Unit will be established that will assist the NPD in managing and implementing the project according to the NEX guidelines provided in UNDP's Project Cycle Operations Manual. It would include Project Manager, Finance Manager, Administrative Officer, Information Manager and administrative support staff.

The operational modality of DTCE will be to outsource almost all operations to CSOs. The DTCE will contract NGOs, private firms, and individuals (including volunteers) to undertake technical assistance activities (promotion, selection, eligibility, training, mentoring) directly with the unions and CCBs. The selective local audits will also be outsourced. The entities and persons contracted will be trained in DTCE guidelines and methodologies. They will be evaluated in terms of their effectiveness and replaced if their results are not satisfactory. Entities that prove highly effective will be given responsibility for additional areas.

Tripartite Review Meeting involving DTCE/Executing Agency, UNDP, EAD and contributing donors will be held every year to review the progress of the project based on the basis of Annual Progress Reports to be submitted by the project management. Midterm evaluation will be conducted to evaluate project results and course correction.

A yearly audit will be conducted to meet the NEX audit requirements.

## 6. Legal Context:

The legal context for UNDP-assisted programmes and projects in Pakistan is established by two major agreements: 1) the Convention on the Privileges and Immunities of the United Nations, given effect by Act XX of 1948 of the Pakistan Constituent Assembly (Legislative) and assented to 16 June, 1948; and 2) the agreement between the Government of the Islamic Republic of Pakistan and the United Nations Development Programme concerning assistance under the Special Fund Sector of the United Nations Development Programme, signed by the parties on 25<sup>th</sup> February 1960.

This Project Document shall be the instrument (therein referred to as a Plan of Operation) envisaged in article 1, paragraph 2, of the agreement between the Government of the Islamic Republic of Pakistan and the United Nations Development Programme concerning assistance under the Special Fund Sector of the United Nations Development Programme.

UNDP-assisted programmes and projects for Pakistan are planned and executed in accordance with the global UNDP Financial Rules and Regulations and the Project Cycle Operations Manual for Pakistan.

The following types of revisions may be made to this project document with the signature of the UNDP resident representative only, provided he or she is assured that the other signatories of the project document have no objections to the proposed changes:

- a) *Revisions in, or addition of, any of the annexes of the project document;*
- b) *Revisions which do not involve significant changes in the immediate objectives, outputs or activities of a project, but are caused by the rearrangement of inputs already agreed to or by cost increases due to inflation; and*
- c) *Mandatory annual revisions which rephase the delivery of agreed project inputs or increased expert or other costs due to inflation or take into account agency expenditure flexibility.*

This project document shall be the instrument envisaged in the Supplemental Provisions to the Project Document, attached hereto at Annex II.



SBLN	Description	Implementing	Funding	Total	2003	2004	2005	2006	2007
<b>010.</b>	<b>PERSONNEL</b>								
<b>011.</b>	<b>International Consultants</b>								
011.01	Chief Technical Advisor	UNOPS		1,000,000	100,000	225,000	225,000	225,000	225,000
<b>011.99</b>	<b>Line Total</b>			1,000,000	100,000	225,000	225,000	225,000	225,000
<b>017.</b>	<b>National Consultants</b>								
017.01	Project Management Team	NEX		450,000	50,000	100,000	100,000	100,000	100,000
017.02	Headquarter Work Teams	NEX		750,000	90,000	165,000	165,000	165,000	165,000
017.03	Field Operational Team	NEX		500,000	60,000	110,000	110,000	110,000	110,000
017.53	Short-term Consultants	NEX		355,000	50,000	65,000	80,000	90,000	70,000
<b>017.99</b>	<b>Line Total</b>			2,055,000	250,000	440,000	455,000	465,000	445,000
<b>019.</b>	<b>PROJECT PERSONNEL TOTAL</b>			3,055,000	350,000	665,000	680,000	690,000	670,000
<b>020.</b>	<b>CONTRACTS</b>								
<b>021.</b>	<b>Contract A</b>								
021.01	Capacity Building Modules	NEX		3,000,000	400,000	650,000	650,000	650,000	650,000
021.02	IME Systems	NEX		1,000,000	100,000	225,000	225,000	225,000	225,000
021.03	Social Audit	NEX		2,000,000	200,000	450,000	450,000	450,000	450,000
021.04	NEEDS Assessment	NEX		2,000,000	200,000	450,000	450,000	450,000	450,000
021.05	Awareness Campaign	NEX		1,000,000	100,000	225,000	225,000	225,000	225,000
021.06	Training and Seminars	NEX		1,000,000	100,000	225,000	225,000	225,000	225,000
021.07	Assist. to Assoc. of Nazims&Counc.	NEX		2,000,000	100,000	750,000	550,000	400,000	200,000
<b>021.99</b>	<b>Line Total</b>			12,000,000	1,200,000	2,975,000	2,775,000	2,625,000	2,425,000
<b>029.</b>	<b>SUBCONTRACTS TOTAL</b>			12,000,000	1,200,000	2,975,000	2,775,000	2,625,000	2,425,000
<b>040.</b>	<b>EQUIPMENT</b>								
<b>045.</b>	<b>Equipment</b>								
045.10	Expendable Equipment	NEX		225,000	25,000	50,000	50,000	50,000	50,000
045.20	Non Expendable Equipment	NEX		1,000,000	240,000	660,000	50,000	25,000	25,000
<b>045.99</b>	<b>Line Total</b>			1,225,000	265,000	710,000	100,000	75,000	75,000



United Nations Development Programme  
PAK/02/009 - Support to DTCE  
Budget - Revision "B"

Main Source of Funds: 01 - UNDP-IPF / TRAC - (Trac 1.1.1 & 1  
Executing Agency: NEX - National Execution

SBLN	Description	Implementing	Funding	Total	2003	2004	2005	2006	2007
049.	<b>EQUIPMENT TOTAL</b>			1,225,000	265,000	710,000	100,000	75,000	75,000
050.	<b>MISCELLANEOUS</b>								
053.	<b>Sundries</b>	NEX		862,000	100,000	190,000	190,000	190,000	192,000
053.01	Sundries	NEX		1,458,000	153,000	339,000	322,000	322,000	322,000
053.02	3% CO Imp. Support Cost			2,320,000	253,000	529,000	512,000	512,000	514,000
053.99	<b>Line Total</b>								
059.	<b>MISCELLANEOUS TOTAL</b>			2,320,000	253,000	529,000	512,000	512,000	514,000
070.	<b>MICRO-CAPITAL GRANTS</b>								
072.	<b>Micro-Capital Grants (other)</b>	NEX		31,400,000	3,400,000	7,000,000	7,000,000	7,000,000	7,000,000
072.01	Seed Grants for Plot Testing			31,400,000	3,400,000	7,000,000	7,000,000	7,000,000	7,000,000
072.99	<b>Line Total</b>								
079.	<b>MICRO-CAPITAL GRANTS TOTAL</b>			31,400,000	3,400,000	7,000,000	7,000,000	7,000,000	7,000,000
099.	<b>BUDGET TOTAL</b>			50,000,000	5,468,000	11,879,000	11,067,000	10,902,000	10,684,000

## **QUALIFICATIONS**

Suitable candidate should possess the following qualifications:

- Be Pakistani national;
- Post-Graduate degree holder in Public Administration, Management, Social Work, Economics, Social Sciences, International Relations or other related fields with knowledge of Information Technology;
- At least 5-10 years experience management and/or field operations, with expertise in two or more of the following fields financial management, personnel management, public and donor relations, and information and evaluation systems, as well as in the motivation of work teams, preferably with experience in the management of civil society organizations.
- Possess leadership and problem-solving skills;
- Strong management vision and skills
- Strong knowledge of governance issues in Pakistan, particularly pertaining to the current national reconstruction process in general and devolution in particular
- Have a strong commitment to community participation and empowerment
- Have sensitivity to gender issues
- Have a wide network/linkage with different development institutions in the country;
- Demonstrated ability to work effectively and harmoniously with people from different cultures/backgrounds.

### **Language Requirement**

- Excellent communication skills in English, Urdu and at least one other local language, with multiple local languages being a strong asset



**UNDP PARAGON Regional Governance Programme (PRGP) for Asia  
National Reconstruction Bureau**

**TERMS OF REFERENCE FOR DTCE  
DIRECTOR COMMUNITY AND LOCAL GOVERNMENT RELATIONS**

**Project Number:** PAK/02/009

**Project Title:** Support to Devolution Trust for Community Empowerment

**Title:** Director, Community and Local Government Relations (CLGR)

**Duration:** Five years (2003-2008)

**Duty Station:** DTCE Head Quarters, Islamabad

**Emoluments:**

**BACKGROUND/RATIONALE**

The Devolution Trust for Community Empowerment (DTCE) is a non-governmental organization created by the Government of Pakistan through the National Reconstruction Bureau (NRB) to proactively promote the community participation elements of the Local Government Ordinance 2001.

The DTCE *vision* is of empowered communities of proactive citizens engaged in self-development with the support of local governments. The DTCE *mission* is to create a new relationship between the citizen and the state based on shared rights and responsibilities for community development. The DTCE *strategy* promotes community participation through a combination of power and authority, participation and empowerment, networks and movements, markets and incentives, information and technology, ethics and sanctions.

The basic organizational principle for DTCE is five inter-related work teams in order to produce a flat, agile and flexible organization that functions in an integrated fashion. Work teams will exist at both the headquarters and field levels, with the former providing support services to the latter.

**DIRECTOR COMMUNITY AND LOCAL GOVERNMENT RELATIONS**

Director, CLGR will be the team leader for the Community and Local Government Relations team. The CLGR will consist of the Team leader CLGR, one support staff, one community organization and participation expert, and one planning and project management expert. (Total 4 persons)

## **DUTIES & RESPONSIBILITIES**

- To develop directly and/or by contract DTCE community organization and participation policies and operating systems, including promotional activities and capacity building in communities and local governments.
- To develop directly and/or contract DTCE project management policies and operating systems, including support for bottom-up planning process, project identification, project formulation, project prioritization, project resource mobilization, and rules and regulations for allocation of DTCE funding.
- To contract the development of a ground assessment systems of stakeholders, local administrations and essential action capacity.
- To participate in the preparation of the integrated annual plan and budget and mid-term and final budget substantive and financial reports with regard to community and local government relations, in direct coordination with FAL and under the supervision of the CEO.
- To identify and evaluate civil society and governmental entities for promotional, capacity building, and project related purposes, directly or through field operations teams.
- To contract civil society and governmental entities for promotional, capacity building, and project related purposes, directly and in coordination with CLGR
- To advise the CEO on community and local government relations.

## **WORKING ARRANGEMENTS**

Director, CLGR shall work under the immediate supervision of the Office of the CEO & DTCE management.

## **QUALIFICATIONS**

Suitable candidate should possess the following qualifications:

- Be Pakistani national;
- Post-Graduate degree holder in Public Administration, International Relations, Economics, Social Sciences, or other related fields with knowledge of Information Technology;
- Strong knowledge of governance issues in Pakistan, particularly pertaining to the current national reform process;
- Have sensitivity to gender issues, strong leadership and problem-solving skills;
- Have a wide network/linkage with different development institutions in the country;

- Demonstrated ability to work effectively and harmoniously with people from different cultures/backgrounds.

#### **Language Requirement**

- Excellent communication skills in English, Urdu and working knowledge of local languages.

#### **Experience**

- At least 5-10 years collective experience of management (particularly project management, and human resource management), marketing for social services, and community participation systems; particularly awareness raising, capacity building, company projection and evaluation for bottom-up planning processes;
- International experience, particularly within the context of devolution/decentralization, in the above areas will be an added qualification.

**National Reconstruction Bureau  
UNDP Support to DTCE Project**

**TERMS OF REFERENCE FOR  
CHIEF TECHNICAL ADVISER (CTA)**

**Project Number:** PAK/02/009

**Project Title:** Support to Devolution Trust for Community Empowerment (DTCE)

**Team Title:** Chief Technical Adviser (CTA)

**Duration:** Five years (2003-2008)

**Duty Station:** DTCE Headquarters, Islamabad, with frequent travel to provinces

**Emoluments:**

**BACKGROUND/RATIONALE**

The Devolution Trust for Community Empowerment (DTCE) is a non-governmental organization created by the Government of Pakistan through the National Reconstruction Bureau (NRB) to proactively promote the community participation elements of the Local Government Ordinance 2001.

The DTCE *vision* is of empowered communities of proactive citizens engaged in self-development with the support of local governments. The DTCE *mission* is to create a new relationship between the citizen and the state based on shared rights and responsibilities for community development. The DTCE *strategy* promotes community participation through a combination of power and authority, participation and empowerment, networks and movements, markets and incentives, information and technology, ethics and sanctions.

The basic organizational principle for DTCE is five inter-related work teams in order to produce a flat, agile and flexible organization that functions in an integrated fashion. Work teams will exist at both the headquarters and field levels, with the former providing support services to the latter.

**CHIEF TECHNICAL ADVISER (CTA)**

The CTA advises the CEO on the production of DTCE outcomes for the achievement of impacts and the National Project Director on the production of project outputs, as well as assists the Project Manager on project inputs. The CTA also assists the DTCE in donor relations, including the supervision of the reports the Project Manager prepares for UNDP and other donors.

## WORKING ARRANGEMENTS

The CTA will work under the overall supervision of the Chairman of Board of DTCE and the UNDP Resident Representative for Pakistan, in direct coordination with the DTCE CEO and the National Project Director, while also assisting the National Project Manager.

## DUTIES & RESPONSIBILITIES

- Serve as senior advisor to the executing agency NRB on technical matters related to the DTCE and the UNDP DTCE Support project
- Serve as senior advisor to the DTCE Board of Directors
- Serve as senior advisor to the DTCE Chief Executive Officer (CEO)
- Provide technical advice and leadership for the production of DTCE outcomes to achieve impacts.
- Serve as senior adviser to the National Project Director of the DTCE support project
- Provide technical advice and leadership for the production of DTCE support project outputs, including
  - Institutional capacity building of DTCE
  - Capacity building of all partners, actors, and stakeholders to ensure successful implementation and sustainability of DTCE.
  - Effective community participation in local governance.
  - Promotion and assistance to voluntary associations of local nazims and councilors at district, tehsil, and union levels
- Assist the CEO, the Director Community and Local Government Relations (DCLGR), and the National Project Director of the Support Project in the selection, coordination, monitoring, and evaluation of contracted civil society organizations, consulting firms, individual consultants, and volunteers, both national and international
- Assist the CEO, the Director Information Monitoring and Evaluation (DIME), and the National Project Director of the Support Project in the evaluation of DTCE results and operations through the analysis of DTCE Information, Monitoring, and Evaluation Systems
- Assist the CEO, the Director of Public and Donor Relations and the National Project Director of the Support Project in donor relations, including assistance to the preparation by the National Programme Manager of the reports required by UNDP and other donors.
- Assist the CEO, the Director of the Financial, Administrative, and Legal Work Team in the preparation of required work plans and budgets, as well as in financial programming, and the design and implementation of transparency and evaluation systems.
- Assist the CEO prepare reports for the Board of Directors, including policy recommendations, policy adaptations across time, and policy differentiation in the territory
- Assist the National Project Manager in the mobilization and administration of project inputs, especially, international project personnel, procurement and contracting, including arrangements for overseas training and study tours

## **QUALIFICATIONS**

The CTA should possess the following qualifications:

- Be a Foreign National
- Post-Graduate degree, preferably at doctoral level, in Political Science, Sociology, Economics, or allied field
- At least 15 years experience in advising large scale governance programmes , with strong substantive knowledge and skills in the fields of governance, decentralization, community participation, change management, capacity building, and information systems, and preferably with some experience in civil society organizations and government in addition to external cooperation projects
- Leadership and administrative experience in a multi-cultural setting;
- Strong understanding of governance issues in Pakistan and world-wide, particularly pertaining to the current national reform processes, devolution, and the Local Government Ordinance 2001
- Strong commitment to community participation and empowerment
- Strong leadership and problem-solving skills;
- Have a wide network/linkage with different development institutions in the country;
- Have sensitivity to gender issues
- Demonstrated ability to work effectively and harmoniously with people from different cultures/backgrounds.

### **Language Requirement**

- Excellent communication skills in written and spoken English.

**National Reconstruction Bureau  
UNDP Support to DTCE Project**

**TERMS OF REFERENCE FOR  
NATIONAL PROJECT MANAGER (NPM)**

**Project Number:** PAK/02/009

**Project Title:** Support to Devolution Trust for Community Empowerment (DTCE)

**Team Title:** National Project Manager (NPM)

**Duration:** Five years (2003-2008)

**Duty Station:** DTCE Headquarters, Islamabad, with frequent travel to provinces

**Emoluments:**

**BACKGROUND/RATIONALE**

The Devolution Trust for Community Empowerment (DTCE) is a non-governmental organization created by the Government of Pakistan through the National Reconstruction Bureau (NRB) to proactively promote the community participation elements of the Local Government Ordinance 2001.

The DTCE *vision* is of empowered communities of proactive citizens engaged in self-development with the support of local governments. The DTCE *mission* is to create a new relationship between the citizen and the state based on shared rights and responsibilities for community development. The DTCE *strategy* promotes community participation through a combination of power and authority, participation and empowerment, networks and movements, markets and incentives, information and technology, ethics and sanctions.

The basic organizational principle for DTCE is five inter-related work teams in order to produce a flat, agile and flexible organization that functions in an integrated fashion. Work teams will exist at both the headquarters and field levels, with the former providing support services to the latter.

**NATIONAL PROJECT MANAGER (NPM)**

The NPM initiates input mobilization and plans and manages project activities. He/she also plans and manages the production of outputs and achievement of results according to the provisions of the project document.

- Leadership and supervisory experience;
- At least 5-8 years of working experience in donor assisted projects or development agencies with focus on project management, institutional development, capacity building in public, private, and civil sectors, and community participation systems; including knowledge of awareness raising, capacity building, company projection and evaluation for bottom-up planning processes;
- Leadership and administrative experience in a multi-cultural setting;
- Strong understanding of governance issues in Pakistan, particularly pertaining to the current national reform processes, devolution, and the Local Government Ordinance 2001;
- Strong commitment to community participation and empowerment;
- Strong leadership and problem-solving skills;
- Have a wide network/linkage with different development institutions in the country;
- Have sensitivity to gender issues;
- Demonstrated ability to work effectively and harmoniously with people from different cultures/backgrounds.

#### **Language Requirement**

- Excellent communication skills in English, Urdu and working knowledge of local languages.



**National Reconstruction Bureau  
UNDP Support to DTCE Project**

**TERMS OF REFERENCE FOR  
NATIONAL PROJECT DIRECTOR (NPD)**

**Project Number:** PAK/02/009

**Project Title:** Support to Devolution Trust for Community Empowerment (DTCE)

**Team Title:** National Project Director (NPD)

**Duration:** Five years (2003-2008)

**Duty Station:** DTCE Headquarters, Islamabad, with frequent travel to provinces

**Emoluments:**

**BACKGROUND/RATIONALE**

The Devolution Trust for Community Empowerment (DTCE) is a non-governmental organization created by the Government of Pakistan through the National Reconstruction Bureau (NRB) to proactively promote the community participation elements of the Local Government Ordinance 2001.

The DTCE *vision* is of empowered communities of proactive citizens engaged in self-development with the support of local governments. The DTCE *mission* is to create a new relationship between the citizen and the state based on shared rights and responsibilities for community development. The DTCE *strategy* promotes community participation through a combination of power and authority, participation and empowerment, networks and movements, markets and incentives, information and technology, ethics and sanctions.

The basic organizational principle for DTCE is five inter-related work teams in order to produce a flat, agile and flexible organization that functions in an integrated fashion. Work teams will exist at both the headquarters and field levels, with the former providing support services to the latter.

**NATIONAL PROJECT DIRECTOR (NPD)**

The NPD is the focal point of executing agency ownership of the project and the party responsible for its implementation. He/she is empowered by the executing agency to implement the project in accordance with the approved project document

## WORKING ARRANGEMENTS

The NPD will work under the overall supervision of the Chairman of Board of DTCE.

## DUTIES & RESPONSIBILITIES

1. Act as the focal point and responsible party for the project
2. Ensure that all Government inputs committed to the project are available to the project. Liaise with other GOP offices, including GOP project partner agencies and the EAD;
3. Select and recruit or appoint the National Project Manager in consultation with UNDP and EAD.
4. Ensure that the National Project Manager is empowered to implement the project;
5. Assist the National Project Manager, as necessary, to resolve implementation problems;
6. Select candidates for project expert and consultant positions in consultation with UNDP and EAD.
7. Supervise the work of the National Project Manager, the work teams, the Field Operational Teams, Specialists / Consultants;
8. Approve certain payments of project funds according to the transparent procedures in the Project Cycle Operations Manual;
9. Supervise and monitor project progress through solicitation of quarterly reports (including information on completion of milestones, activities, inputs and outputs), and through regular meetings with the project manager;
10. Liaise with project donors and represent the project at meetings of the parties to the project agreement;
11. Provide assistance in the coordination of project activities that involve other agencies of Government.

## QUALIFICATIONS

The NPD should possess the following qualifications:

- Be a Pakistani national;
- Masters degree in Public Administration, Economics, Business Administration, Social Sciences, or other related fields with knowledge of Information Technology;
- **At least 25 years collective experience in government ministries, particularly related to public administration, civil service, civil society organizations, and of project management, and community participation systems; including knowledge of awareness raising, capacity building, company projection and evaluation for bottom-up planning processes;**
- Leadership and administrative experience in a multi-cultural setting;



Main Source of Funds: 01 - UNDP-IPF / TRAC - (Trac 1.1.1 & 1  
 Executing Agency: NEX - National Execution

SBLN	Donor	Funding	Total	2003	2004	2005	2006	2007
<b>103.</b>	<b>Third Party costsharing</b>							
103.01	CIDA	CAN	488,625	488,625				
		Net Contrib.	3.00	3.00				
		CO Adm. %	14,659	14,659				
		CO Adm.	503,284	503,284				
		Total	48,000,000	4,979,375	11,079,000	10,355,625	10,902,000	10,684,000
103.02	UND	UND	3.00	3.00				
		Net Contrib.	1,440,000	149,381	332,370	310,669	327,060	320,520
		CO Adm. %	49,440,000	5,128,756	11,411,370	10,666,294	11,229,060	11,004,520
		Total						
103.03	USAID	USAID	48,488,625	5,468,000	11,079,000	10,355,625	10,902,000	10,684,000
103.04	NOR	NOR	3.00	3.00				
103.05	SDC	SWI	1,454,659	164,040	332,370	310,669	327,060	320,520
<b>103.99</b>	<b>Line Total</b>		<b>49,943,284</b>	<b>5,632,040</b>	<b>11,411,370</b>	<b>10,666,294</b>	<b>11,229,060</b>	<b>11,004,520</b>
<b>109.</b>	<b>COST SHARING TOTAL</b>		<b>48,488,625</b>	<b>5,468,000</b>	<b>11,079,000</b>	<b>10,355,625</b>	<b>10,902,000</b>	<b>10,684,000</b>
		Net Contrib.	3.00	3.00				
		CO Adm. %	1,454,659	164,040	332,370	310,669	327,060	320,520
		CO Adm.	49,943,284	5,632,040	11,411,370	10,666,294	11,229,060	11,004,520
		Total						
<b>999.</b>	<b>NET CONTRIBUTION</b>		<b>1,511,375</b>	<b>0</b>	<b>800,000</b>	<b>711,375</b>	<b>0</b>	<b>0</b>
		Net Contrib.	1,511,375	0	800,000	711,375	0	0
		Total	1,511,375	0	800,000	711,375	0	0



## C/S Schedule of Payments

Project

PAK/02/009/B/99 Support to DTCE

Main Source of Funds

UNDP-IPF / TRAC - (Trac 1.1.1 &amp; 1.1.2/Line 1.2)

AOS Source of Funds

Executing Agency

NEX - National Execution

Budget Currency

USD

Subline	Donor	Year	Date	Budgeted Amount	Scheduled Amount	Balance
103.01	CIDA	2003	01/01/2003	503,284.00	503,284.00	0.00
		2004	01/01/2004	0.00	0.00	0.00
		2005	01/01/2005	0.00	0.00	0.00
		2006	01/01/2006	0.00	0.00	0.00
		2007	01/01/2007	0.00	0.00	0.00
		Grand Total		503,284.00	503,284.00	0.00
103.02	UND	2003	15/09/2003	5,128,756.00	5,128,756.00	0.00
		2004	15/03/2004	11,411,370.00	11,411,370.00	0.00
		2005	15/03/2005	10,666,294.00	10,666,294.00	0.00
		2006	15/03/2006	11,229,060.00	11,229,060.00	0.00
		2007	15/03/2007	11,004,520.00	11,004,520.00	0.00
		Grand Total		49,440,000.00	49,440,000.00	0.00
103.03	USAID	2003	01/01/2003	0.00	0.00	0.00
		2004	01/01/2004	0.00	0.00	0.00
		2005	01/01/2005	0.00	0.00	0.00
		2006	01/01/2006	0.00	0.00	0.00

United Nations Development Programme

C/S Schedule of Payments



Project  
Main Source of Funds  
AOS Source of Funds  
Executing Agency  
Budget Currency

PAK/02/009/B/99 Support to DTCE  
UNDP-IPF / TRAC - (Trac 1.1.1 & 1.1.2/Line 1.2)  
NEX - National Execution  
USD

Subline	Donor	Year	Date	Budgeted Amount	Scheduled Amount	Balance
103.04	NOR	2007	01/01/2007	0.00	0.00	0.00
				0.00	0.00	0.00
			Grand Total	0.00	0.00	0.00
		2003	01/01/2003	0.00	0.00	0.00
				0.00	0.00	0.00
		2004	01/01/2004	0.00	0.00	0.00
				0.00	0.00	0.00
		2005	01/01/2005	0.00	0.00	0.00
				0.00	0.00	0.00
			Grand Total	0.00	0.00	0.00
103.05	SDC	2003	01/01/2003	0.00	0.00	0.00
				0.00	0.00	0.00
		2004	01/01/2004	0.00	0.00	0.00
				0.00	0.00	0.00
		2005	01/01/2005	0.00	0.00	0.00
				0.00	0.00	0.00
		2006	01/01/2006	0.00	0.00	0.00
				0.00	0.00	0.00
		2007	01/01/2007	0.00	0.00	0.00
			Grand Total	0.00	0.00	0.00





**UNDP PARAGON Regional Governance Programme (PRGP) for Asia  
National Reconstruction Bureau**

**TERMS OF REFERENCE FOR  
DTCE CHIEF EXECUTIVE OFFICER (CEO)**

**Project Number:** PAK/02/009

**Project Title:** Support to Devolution Trust for Community Empowerment

**Title:** Chief Executive Officer

**Duration:** Five years (2003-2008)

**Duty Station:** DTCE Headquarters, Islamabad

**Emoluments:**

**BACKGROUND/RATIONALE**

The Devolution Trust for Community Empowerment (DTCE) is a non-governmental organization created by the Government of Pakistan through the National Reconstruction Bureau (NRB) to proactively promote the community participation elements of the Local Government Ordinance 2001.

The DTCE *vision* is of empowered communities of proactive citizens engaged in self-development with the support of local governments. The DTCE *mission* is to create a new relationship between the citizen and the state based on shared rights and responsibilities for community development. The DTCE *strategy* promotes community participation through a combination of power and authority, participation and empowerment, networks and movements, markets and incentives, information and technology, ethics and sanctions.

The basic organizational principle for DTCE is five inter-related work teams in order to produce a flat, agile and flexible organization that functions in an integrated fashion. Work teams will exist at both the headquarters and field levels, with the former providing support services to the latter.

**CHIEF EXECUTIVE OFFICER**

The Chief Executive Officer (CEO) is responsible for DTCE results, operations, efficiency, transparency, and accountability before the Board of Directors. The CEO is leader team leader for the Office of Chief Executive Officer and the DTCE Management team. The Office of Chief Executive Officer consists of the CEO and support staff. The DTCE Management Team consists of four headquarters functional team leaders and six field operational team leaders who report to the CEO:



## **WORKING ARRANGEMENTS**

The Chief Executive Officer (CEO) reports to the Board of Directors. When the Board is not sitting, the CEO reports to the Executive Committee of the DTCE Board, and when the Executive Committee is not sitting, to the Chairman of the Board. All headquarters functional team leaders and the field operational team leaders report to the CEO, as does the National Project Director of the UNDP "Support to the DTCE Project." The Chief Technical Adviser advises the Chief Executive Officer (CEO), as well as the Chairman of the Board and the National Project Director.

## **DUTIES & RESPONSIBILITIES**

- To provide leadership for a networked national movement in support of community participation and community empowerment within the framework of devolution.
- To represent DTCE before the Board of Directors (BOD), the government, the media, academia, other opinion formers, Pakistani civil society, and donors.
- To supervise development of, and propose for Board of Directors (BOD) approval, DTCE policies and operating systems, as well as to identify and propose subsequent changes.
- To supervise formulation and propose for BOD approval DTCE integrated annual work plans and budgets, as well as mid-term and final evaluation reports.
- To provide leadership for the DTCE and guide the achievement of the goals of the annual work plans and the execution of the budget, as well as undertake the overall supervision of DTCE operations
- To approve the terms of reference for the individual team members for each of the five head quarter teams, as well as for each of the field operational teams, formulated by the respective team leaders.
- To approve the appointment of all DTCE personnel and advance the names of team leaders to the Board of Directors for final approval.
- To approve all DTCE contracts up to an amount authorized by the Board of Directors, as well as approve contracts for higher amounts prior to submission to the Board of Directors for final approval.
- To evaluate DTCE results and performance on the basis of DTCE IME systems and to the DTCE and propose policy adaptations across time and policy differentiation in the territory.

## **QUALIFICATIONS**

Suitable candidate should possess the following qualifications:

- Be Pakistani national;
- Post-Graduate degree holder in Public Administration, Economics, Social Sciences, International Relations or other related fields with knowledge of Information Technology;

- At least 5-10 years experience in executive management, with expertise in two or more of the following fields financial management, personnel management, public and donor relations, operations management, and information and evaluation systems, as well as in the motivation of work teams, preferably with experience in the management of civil society organizations.
- Possess leadership and problem-solving skills;
- Strong management vision and skills
- Strong knowledge of governance issues in Pakistan, particularly pertaining to the current national reconstruction process in general and devolution in particular
- Have a strong commitment to community participation and empowerment
- Have sensitivity to gender issues
- Have a wide network/linkage with different development institutions in the country;
- Demonstrated ability to work effectively and harmoniously with people from different cultures/backgrounds.

#### **Language Requirement**

- Excellent communication skills in English, Urdu and working knowledge of local languages.

**National Reconstruction Bureau (NRB)**  
**UNDP Project**  
**Support to the Devolution Trust for Community Empowerment (DTCE)**

**TERMS OF REFERENCE**  
**DTCE DIRECTOR PUBLIC AND DONOR RELATIONS**

**Project Number:** PAK/02/009

**Project Title:** Support to Devolution Trust for Community Empowerment

**Title:** Director, Public and Donor Relations

**Duration:** Five years (2003-2008)

**Duty Station:** DTCE Headquarters, Islamabad, with occasional mission to provinces

**Emoluments:**

**BACKGROUND/RATIONALE**

The Devolution Trust for Community Empowerment (DTCE) is a non-governmental organization created by the Government of Pakistan through the National Reconstruction Bureau (NRB) to proactively promote the community participation elements of the Local Government Ordinance 2001.

The DTCE *vision* is of empowered communities of proactive citizens engaged in self-development with the support of local governments. The DTCE *mission* is to create a new relationship between the citizen and the state based on shared rights and responsibilities for community development. The DTCE *strategy* promotes community participation through a combination of power and authority, participation and empowerment, networks and movements, markets and incentives, information and technology, ethics and sanctions.

The basic organizational principle for DTCE is five inter-related work teams in order to produce a flat, agile and flexible organization that functions in an integrated fashion. Work teams will exist at both the headquarters and field levels, with the former providing support services to the latter.

**DIRECTOR PUBLIC AND DONOR RELATIONS**

Director, PDR will be the team leader of Public and Donor Relations team. The PDR team will consist of the Team Leader PDR, one support staff, and one person each in the areas of public relations (includes awareness communications campaigns) and donor relations (total 4 persons).

## **WORKING ARRANGEMENTS**

Director, PDR shall work under the immediate supervision of the Office of the CEO and coordinate with the other directors of the DTCE Management Team.

## **DUTIES & RESPONSIBILITIES**

- To develop DTCE public relations policies and operating systems, including media relations, and develop an internet website and newsletter, in direct coordination with other work teams and under the supervision of the CEO.
- To develop DTCE donor relations policies and operating systems, including resource mobilization, transparent information for donors, zero tolerance for corruption reports, and donor requested reports, in coordination with other work teams (especially FAL and IME on reporting) and under the supervision of the CEO.
- To participate in the preparation of the integrated annual plan and budget and mid-term and final substantive and financial reports on public and donor relations issues, in direct coordination with FAL and under the supervision of the CEO.
- To undertake DTCE relations with the media, academia, and other opinion formers.
- To produce a DTCE newsletter and DTCE website content (IME will have responsibility for website information technology).
- To undertake DTCE relations with donors, including reporting (in direct coordination with FAL and IME on reporting)
- To advise the CEO on public, media, and donor relations.

## **QUALIFICATIONS**

Suitable candidate should possess the following qualifications:

- Be Pakistani national;
- Post-Graduate degree holder in international economic relations, public relations, social communications, journalism, social sciences, or allied field
- At least 5-10 years experience in social communications, donor and/or media relations, marketing of social services, or related experience.
- Possess leadership and problem-solving skills;
- Strong management vision and skills
- Strong knowledge of governance issues in Pakistan, particularly pertaining to the current national reconstruction process in general and devolution in particular
- Have a strong commitment to community participation and empowerment
- Have sensitivity to gender issues
- Have a wide network/linkage with different development institutions in the country;

- Demonstrated ability to work effectively and harmoniously with people from different cultures/backgrounds.

**Language Requirement**

- Excellent communication skills in English, Urdu and working knowledge of local languages.

**National Reconstruction Bureau (NRB)**  
**UNDP Project**  
**Support to the Devolution Trust for Community Empowerment (DTCE)**

**TERMS OF REFERENCE FOR DTCE**  
**DIRECTOR FINANCE, ADMINISTRATION, AND LEGAL**

**Project Number:** PAK/02/009

**Project Title:** Support to Devolution Trust for Community Empowerment

**Title:** Director; Finance, Administration, And Legal (FAL)

**Duration:** Five years (2003-2008)

**Duty Station:** DTCE Headquarters, Islamabad, with occasional mission to provinces

**Emoluments:**

**BACKGROUND/RATIONALE**

The Devolution Trust for Community Empowerment (DTCE) is a non-governmental organization created by the Government of Pakistan through the National Reconstruction Bureau (NRB) to proactively promote the community participation elements of the Local Government Ordinance 2001.

The DTCE *vision* is of empowered communities of proactive citizens engaged in self-development with the support of local governments. The DTCE *mission* is to create a new relationship between the citizen and the state based on shared rights and responsibilities for community development. The DTCE *strategy* promotes community participation through a combination of power and authority, participation and empowerment, networks and movements, markets and incentives, information and technology, ethics and sanctions.

The basic organizational principle for DTCE is five inter-related work teams in order to produce a flat, agile and flexible organization that functions in an integrated fashion. Work teams will exist at both the headquarters and field levels, with the former providing support services to the latter.

**DIRECTOR FINANCE, ADMINISTRATION, AND LEGAL**

Director, FAL will be the team leader for the Finance, Administration, and Legal team. The FAL will consist of the team leader FAL, one support staff; one person for finance and accounting; one person for internal audit; one person for administration, logistics, and personnel management; and, one legal counsel (Total 6 persons).

## WORKING ARRANGEMENTS

Director, FAL shall work under the immediate supervision of the Office of the CEO & DTCE management and coordinate closely with the other directors members of the DTCE Management Team.

## DUTIES & RESPONSIBILITIES

- To develop, test, and operate DTCE financial policies and operating systems, including budget, investments (interest bearing deposits or bonds), cash management, costing, payments, reporting, remunerations, incentives, accounting, and internal audit, among others, in coordination with other work teams and under the supervision of the CEO.
- To develop, test, and operate DTCE administrative/logistical policies and operating systems, including personnel, procurement, supplies, distribution, transportation and general services, in coordination with other work teams and under the supervision of the CEO. All automated systems will also be coordinated the work team on Information, Monitoring, and Evaluation – IME.
- To develop DTCE legal policies and operating systems, including contracting, recoveries, integrity and anti-corruption, judicial actions, and general legal counsel, in coordination with other work team and under the supervision of the CEO.
- To prepare the integrated annual plan and budget and mid-term and final substantive reports (impacts, outcomes, outputs, activities) and financial reports (inputs, unit costs, cost-benefit analysis) in direct coordination with the other work teams and under the supervision of the CEO.
- To undertake and evaluate internal financial, information, and performance audits for presentation to the CEO, as well as for their consolidation in mid-term and final substantive and financial reports.
- To undertake DTCE financial, administrative/logistical, and legal operations and transactions in support of field work teams, functional work teams, and the CEO.
- To register all DTCE contracts and review them a posteriori to assure compliance with DTCE policies and the rules and regulations of DTCE operating systems.
- To make disbursements in fulfillment of DTCE contractual obligations when compliance established.
- To apply internal administrative accountability for DTCE transactions.
- To identify, evaluate, and select civil society organizations to undertake financial, logistical, and legal services, including financial controls and external audits.
- To contract financial, logistical, and legal services, as necessary, including financial control mechanisms and external audits. The Board of Directors will

approve the firms to be contracted for external audits and receive their reports. FAL will respond to internal and external audits and propose post-audit action plans for CEO and BOD approval.

- To advise the CEO on financial, administrative, and legal issues.

## **QUALIFICATIONS**

Suitable candidate should possess the following qualifications:

- Be Pakistani national;
- Post-Graduate degree holder in Finance, Chartered Accountancy, Public Administration, Law, or other related fields with knowledge of Economics and Social Sciences, and particularly Information Technology;
- At least 5-10 year experience in the fields of financial management, financial administration, and human resource management. Legal training or experience is also an asset.
- Possess leadership and problem-solving skills;
- Strong management vision and skills
- Strong knowledge of governance issues in Pakistan, particularly pertaining to the current national reconstruction process in general and devolution in particular
- Have a strong commitment to community participation and empowerment
- Have sensitivity to gender issues
- Have a wide network/linkage with different development institutions in the country;
- Demonstrated ability to work effectively and harmoniously with people from different cultures/backgrounds.

### **Language Requirement**

- Excellent communication skills in English, Urdu and working knowledge of local languages. Possess leadership and problem-solving skills;



**National Reconstruction Bureau (NRB)**  
**UNDP Project**  
**Support to the Devolution Trust for Community Empowerment (DTCE)**

**TERMS OF REFERENCE FOR DTCE**  
**DIRECTOR INFORMATION, MONITORING, AND EVALUATION**

**Project Number:** PAK/02/009

**Project Title:** Support to Devolution Trust for Community Empowerment

**Title:** Director, Information, Monitoring, and Evaluation

**Duration:** Five years (2003-2008)

**Duty Station:** DTCE Headquarters, Islamabad, with frequent mission to provinces

**Emoluments:**

**BACKGROUND/RATIONALE**

The Devolution Trust for Community Empowerment (DTCE) is a non-governmental organization created by the Government of Pakistan through the National Reconstruction Bureau (NRB) to proactively promote the community participation elements of the Local Government Ordinance 2001.

The DTCE *vision* is of empowered communities of proactive citizens engaged in self-development with the support of local governments. The DTCE *mission* is to create a new relationship between the citizen and the state based on shared rights and responsibilities for community development. The DTCE *strategy* promotes community participation through a combination of power and authority, participation and empowerment, networks and movements, markets and incentives, information and technology, ethics and sanctions.

The basic organizational principle for DTCE is five inter-related work teams in order to produce a flat, agile and flexible organization that functions in an integrated fashion. Work teams will exist at both the headquarters and field levels, with the former providing support services to the latter.

**DIRECTOR INFORMATION, MONITORING, AND EVALUATION**

Director, IME will be the team leader of the Information, Monitoring, and Evaluation team. The IME team will consist of the Team leader IME, one support staff, one coordinator NTRP, NIMAS, and NARIMS, one coordinator SOCIAL AUDIT, and one expert Information Technology and Communications. (Total 5 persons)

## **WORKING ARRANGEMENTS**

Director, IME shall work under the immediate supervision of the Office of the CEO and coordinate closely with the other directors of the DTCE Management Team

## **DUTIES & RESPONSIBILITIES**

- To develop DTCE information, monitoring, and evaluation policies and operating systems, including those transferred from the NRB: National Technical Resource Pool (NTRP), the National Reconstruction Information System (NARIMS), National Information Monitoring and Analysis System (NIMAS), and the Citizen Voice and Participation System (Social Audit), as well as information, monitoring, and evaluation reporting systems and DTCE Information Technology and Communications policy and systems, in direct coordination with other work teams and under the supervision of the CEO.
- To develop DTCE policies and operating systems related to capacity building on information, monitoring, and evaluation, as well as in relation to information technology and communications, in direct coordination with other work teams and under the supervision of the CEO.
- To participate in the preparation of the integrated annual plan and budget and mid-term and final substantive and financial reports with regard to information, monitoring and evaluation, in direct coordination with FAL and under the supervision of the CEO.
- To identify and evaluate civil society and governmental entities for DTCE information systems purposes, directly and through field operational teams, informing Community and Local Government Relations of all actions.
- To identify and evaluate civil society entities for DTCE monitoring and evaluation purposes, directly and through field operational teams, informing Community and Local Government Relations of all actions.
- To contract civil society and governmental entities for information system purposes, directly and through field operational teams, informing Community and Local Government Relations of all actions.
- To contract civil society entities for monitoring and evaluation purposes directly, informing Community and Local Government Relations of all actions.
- To undertake DTCE information technology and communications operations.
- To advise the CEO on information, monitoring, evaluation, information technology, and communications.

community and local government relations specialist; one information system, monitoring, evaluation specialist; and, one information technology and communication specialist. (Total 6 staff per field work team). The Field Operations Teams will develop and test DTCE systems in real applications, directly undertake some awareness campaigns, contract out DTCE campaigns at the local level, mentor and undertake field training of organizations contracted to undertake DTCE work, evaluate the work of contractees upon request, and troubleshoot situations on instructions from the CEO and the Director of Community and Local Government Relations. The FOTs will keep DRCE in touch with the ground reality of DTCE operations, community participation, and the devolution process.

## **WORKING ARRANGEMENTS**

Director, FOT shall work under the immediate supervision of the Office of the CEO & DTCE management team and coordinate closely with the Community and Local Government Relations (CLGR) team who will distribute the work load for the six field operations teams.

## **DUTIES & RESPONSIBILITIES**

- To participate in systems design and subsequent modifications in direct coordination with headquarters functional work teams, under the over-all supervision of the CEO.
- To participate in the annual integrated planning and budgeting process, including mid-term and final substantive and financial reports, in direct coordination with the FAL functional group, under the overall supervision of the CEO.
- To directly undertake provincial awareness campaigns with line departments and district nazims, in direct coordination with the provincial governor, informing Community and Local Government Relations (CLGR) of all actions in order to maintain an overview of all DTCE relations and actions from headquarters and all six FOTs.
- To directly undertake district awareness campaigns with line offices and tehsil nazims, in direct coordination with the zila nazim and naib zila nazim, as well as through the local media and direct communications in accordance with local customs, informing Community and Local Government Relations (CLGR) of all actions.
- To contract tehsil awareness campaigns with tehsil municipal administrations and union nazims, in direct coordination with the tehsil nazim and naib tehsil nazim, as well as through the local media and direct communications in accordance with local customs, informing Community and Local Government Relations (CLGR) of all actions.

- To contract union awareness campaigns with the union administration, union councils, village or neighborhood leaders, and local civil society leaders, in direct coordination with the union nazim and naib union nazims, as well as through the local media and direct communications in accordance with local customs, informing Community and Local Government Relations (CLGR) of all actions.
- To contract ground assessment systems of the capacity of stakeholders and local administrations, as well as assess the essential action capacity of a given locality, informing Community and Local Government Relations (CLGR) of all actions.
- To contract the promotion of community organization, participation, and capacity building through CCBs at the union level in a given jurisdiction (district, tehsil, set of unions, or single union), informing Community and Local Government Relations (CLGR) of all actions.
- To contract the promotion of the application of the bottom-up planning process through the identification, formulation, prioritization, and financing of community development projects in a given jurisdiction (may or may not be same contract as point 8 depending on maturation of organization and participation process), informing Community and Local Government Relations (CLGR) of all actions.
- To contract, under the direct supervision of FAL, external financial control evaluators, informing Community and Local Government Relations (CLGR) of all actions.
- To contract, under the direct supervision of IME, information, monitoring, evaluation, and eligibility assessment services, informing Community and Local Government Relations (CLGR) of all actions.
- To identify, evaluate, and select civil society entities and individuals eligible for contacting, in coordination with headquarters functional work teams, CLGR in all cases and FAL and IME in accordance with the content of the programme.
- To authorize the disbursement of DTCE funds by FAL upon confirmation of compliance with contractual terms by contractees, informing Community and Local Government Relations (CLGR) of all actions.
- To authorize the disbursement of DTCE seed funds by FAL for projects **presented by CCBs and approved by local governments, with requisite cost-sharing financing in place**, in accordance with DTCE systems, rules, and regulations, informing Community and Local Government Relations (CLGR) of all actions.
- To advise the CEO on operating systems effectiveness and proposals for modifications, as well as on the operational situation in different localities.

- Strong understanding of governance issues in Pakistan, particularly pertaining to the current national reform processes, devolution, and the Local Government Ordinance 2001;
- Strong commitment to community participation and empowerment;
- Strong leadership and problem-solving skills;
- Have a wide network/linkage with different development institutions in the country;
- Have sensitivity to gender issues;
- Demonstrated ability to work effectively and harmoniously with people from different cultures/backgrounds.

**Language Requirement**

- Excellent communication skills in English, Urdu and working knowledge of local languages.