



AGA KHAN RURAL SUPPORT PROGRAMME
(A Project of Aga Khan Foundation)



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AGA KHAN FOUNDATION



CANADIAN INTERNATIONAL
DEVELOPMENT AGENCY

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Muhammad Saleem
Programme Manager
Monitoring, Evaluation and Research

PREFACE

In this Annual Report 2007, the Aga Khan Rural Support Programme (AKRSP) summarises some of the key achievements of its on-going programmes during 2007. This report is one of the many documents that AKRSP has been regularly producing since its inception in 1982 in order to monitor the progress and share its experiences with a larger audience. AKRSP uses many of the lessons learned from its work on the ground for future initiatives and to improve the conceptual underpinning of its programme.

In this Annual Report, AKRSP reviews the progress made in 2007 as well as updates the rolling progress since 1982. The major programmes that are reviewed include social development, resource development, and market development. These thematic programmes also reflect the overall development strategy of AKRSP since 2003. Of these three main programmes, AKRSP has discussed the social development programme in greater detail than the other two programmes. The reason being that social development, including the focus on civil society development has occupied a central position in AKRSP's strategic thrust themes, and the organization has used this programme as a leverage to drive other themes, such as resource management and market development.

Under the Social Development Programme, AKRSP has been focusing its effort to formalise, institutionalise, and professionalise Local Support Organization (LSOs) through a variety of capacity building activities including financial assistance, technical support, and linkages with services. The LSOs are representative organizations of broad-based Village and Women's Organizations (V/WOs). They are registered under the Companies' Act of 1984, and are governed by Board of Directors elected by the general bodies of VOs and WOs. A small professional team looks after the day-to-day management of each LSO to ensure that the planned activities are implemented and monitored on a regular basis. These supra-village institutions play catalytic and intermediary roles to link VOs and WOs with service providers in the public, private, and NGO sectors.

Apart from the three programmes mentioned above, AKRSP documents the progress on small projects that it has accessed from other donors and the Local Government of the Northern Areas (NAs) in this report. Further, AKRSP reports the major results achieved during this period in addition to highlighting AKRSP's future direction.

I am confident that this report on the review and documentation of progress of programmes and results will be useful for the development practitioners, rural support programmes, NAC communities, the government line departments, and other development support agencies working in NAC, in Pakistan and elsewhere.

Izhar Ali Hunzai
General Manager

LIST OF ABBREVIATIONS AND ACRONYMS

AJK	Azad Jammu and Kashmir
AKDN	Aga Khan Development Network
AKES	Aga Khan Education Services
AKF	Aga Khan Foundation
AKF(P)	Aga Khan Foundation (Pakistan)
AKFC	Aga Khan Foundation Canada
AKHS	Aga Khan Health Services
AKRSP	Aga Khan Rural Support Programme
APMIA	All Pakistan Marble Industries Association
APO	Annual Plan of Operation
ASD	Alternative Solutions for Development
CCBs	Citizens' Community Boards
CIDA	Canadian International Development Agency
CSO	Civil Society Organisation
DFID	Department for International Development
DFP	Dry Fruit Project
EPA	Environmental Protection Agency
FMFB	First Microfinance Bank of Pakistan
GAD	Gender and Development
GAP	Green Alternative Power
GDN	Global Development Network
GO(s)	Government Organisation (s)
IDPR	Institutional Development for Poverty Reduction Program
IDS	Institutional Development Survey
IHS	Integrated Household Survey
IUCN	International Union for Conservation of Nature
KKH	Karakorum Highway
LDO	Local Development Organisation
LFA	Logical Framework Analysis
LFO	Legal Framework Order
LSO	Local Support Organisation
MACP	Mountain Area Conservation Project
MER	Monitoring, Evaluation and Research
MFC	Mountain Fruits Company (Pvt.) Limited
MIES	Mountain Infrastructure and Engineering Services
MOGH	Mountain Operators in Goods and Handicrafts
MOU	Memorandum of Understanding
MSF	Multi-Stakeholder Forum
NAC	Northern Areas and Chitral
NADP	Northern Areas Development Project
NALC	Northern Areas Legislative Council
NAPWD	Northern Areas Public Works Department
NAs	Northern Areas
NCHD	National Commission for Human Development
NGO	Non-Governmental Organisation
NRB	National Reconstruction Bureau
NRM	Natural Resource Management

NSS	North South Seeds
NSWA	Nine Star Women's Association
P&DD	Planning and Development Department
PDP	Policy Dialogue and Partnership
PEWP	Political Empowerment of Women Project
PIPS	Pakistan Institute for Parliamentary Services
PMF	Performance Measurement Framework
PPAF	Pakistan Poverty Alleviation Fund
RBM	Results Based Management
RNE	Royal Norwegian Embassy
RPM	Regional Programme Manager
RPO	Regional Programme Office
RSPN	Rural Support Programmes Network
S/IPs	Small/ Infrastructure Projects
SDC	Swiss Development Agency
SMEDA	Small and Medium Enterprise Development Authority
SESNA	Socio-Economic Survey for the Northern Areas and Chitral
SRSP	Sarhad Rural Support Programme
TBA	Traditional Birth Attendant
TCA	Terichmere Consulting Association
TFCs	Task Force Committees
TOR	Terms of Reference
TOT	Training of Trainers
V/WO	Village/Women Organisations
VBI	Village Based Institutions
WBS	Work Breakdown Structure
WID	Women in Development
WMACs	Women Multi-purpose Activity Centres

EXECUTIVE SUMMARY

The Aga Khan Rural Support Programme is a private, non-denominational development support agency established by the Aga Khan Foundation (AKF) in 1982. The latest development goals of AKRSP are to contribute to promoting inclusive human development, to reduce poverty and gender inequalities through creating an enabling policy environment, physical assets and income and livelihood options in the Northern Areas and Chitral district (NAC). For achieving these objectives, AKRSP has developed three broad programmes, including 1) Social Development 2) Resource Development and 3) Market Development. AKRSP regularly reviews the progress of these programmes in order to measure progress and learn and incorporate lessons in its programme development cycle. This Annual Report 2007 is one of several other review reports AKRSP produces on a periodic basis to assess, document, and disseminate results on the progress against its major programmes and sub-programmes in the region.

Institutional Development (ID) occupies a central position in AKRSP's Social Development Programme. In 2007, significant progress was achieved in this area with a special focus on the formation and capacity building of Local Support Organisations (LSOs). With the active facilitation of AKRSP, Village and Women's Organisations (V/WOs) have so far formed 38 LSOs, including 13 LSOs formed in 2007. The LSOs have a membership of over 2,072 V/WOs, 1,122 Village Organisations (VOs) and 950 Women's Organisations (WOs). The LSOs have taken over a number of AKRSP's service delivery functions and developed linkages with local government systems and other service providers to secure development funds and services to meet needs of their member organisations. In addition, AKRSP assisted communities to form a total of 122 V/WOs (43 VOs, 79 WOs) in 2007, leading to a cumulative total of 4,575 V/WOs (2,636 VOs, 1,939 WOs). These organisations now represent over 83 percent of the total rural households in NAC.

Human resource development is another area of interest to AKRSP under the Social Development Programme. AKRSP also demonstrated noticeable progress in this component this year. With the addition of 3,582 trainees (699 males, 2,883 females) this year, the cumulative number of individuals trained by AKRSP has now risen to 26,015 (3,721 males, 22,294 females). AKRSP trained these community members in areas of leadership, management, poverty targeting, partnership building, and adult literacy. Interestingly, it trained mostly women in 2007 in selected women-specific skill areas.

The poverty targeting approach of AKRSP has attracted considerable attention of researchers and peer organizations over the last several years. In the past, much of the work of AKRSP was concerned with addressing 'spatial poverty traps', as the majority of the rural population was living in conditions of poverty because of their isolation and common constraints. In recent years, the situation has changed from a general, geographically defined poverty to the remaining pockets of poverty in every community, caused by a combination of factors. With this changing situation in mind, AKRSP has developed specific tools for better targeting of the poor, as using a score card developed by the Grameen Foundation and modified by the World Bank and the Rural Support Programmes Network (RSPN) in Pakistan. Based on this more accurate identification of the poor and the specific conditions surrounding, AKRSP then offers a range of mitigating options, including a small grant to be used by the V/WO as a revolving fund for micro credit, credit in kind, such as seed and other production inputs, a set of skills, creation of a household asset, guaranteed wage labour on community productive infrastructure projects, and referral to local social safety nets, such as Zakat funds or philanthropy. This flexible strategy is imbedded in organized communities who use their own resources, knowledge and discretion to devise tailor made interventions to use the cash grant provide by AKRSP for various purposes. During the review year, AKRSP provided endowment funds and grants to 33 V/WOs, bringing the total to 110 grants since this programme was initiated in 2003, and initiated 48 other targeted projects, bringing the cumulative total to 715 projects

under the social development programme. These projects ranged from agriculture and drinking water to adult literacy, early childhood development and day care centres for the children of working women, and computer literacy and internet-based interactive communication resource centres for access to information and job creation.

An enabling environment at all levels of the government establishment is considered highly crucial for the formulation of policies and practices for the benefit of the poor and women. To help create such an environment, AKRSP has been implanting the programme of policy dialogue and partnership under the Social Development Programme. Towards this end, AKRSP assisted development agencies and communities to hold five development fora during this reporting period, raising the total to 16 fora in the programme area. Members from the civil society, the public sector, the private sector, national organisations, and international organisations attended these fora and discussed development issues and challenges of the areas where these fora were organised. Moreover, AKRSP undertook projects in collaboration with the local governments in both NAs and Chitral and AKDN agencies in 2007, leading to a total of 40 collaborative projects in NAC. In addition, it assisted 43 organisations to develop linkages with the government line departments and other non-governmental organisation (NGOs) the same year to access resources and services from them. Similarly, AKRSP undertook 21 initiatives in policy research in collaboration with the government in order to develop a common understanding of development and management issues and challenges in the region.

Under the Resource Development Programme, AKRSP facilitated farmers to form 10 Sheep and Goats Herder Associations, 24 Guilds, and 12 Equine Welfare Groups in the Chitral district in 2007. Thus, the cumulative total of these associations has increased to 33 Herders Associations, 142 Guilds, and 12 Equine groups. The membership in these associations has also increased to 855 in the Herder Associations, 5,880 in Guilds, and 489 in Equine Welfare Groups. These associations represent both male and female members, but male membership appears much higher than female membership in these associations.

In 2007, under the capacity-building component of the Resource Development Programme, AKRSP trained a total of 288 females in agriculture and 351 members (64 males, 287 females) in livestock, raising the total to 6,315 specialists (3,525 males, 2,790 females) in agriculture and 6,312 specialists (2,801 males, 3,511 females) in livestock.

In infrastructure development, AKRSP implemented 248 projects of different types in 2007 with the participation of communities; the total cumulative projects now stand at 3,348, including 43 small targeted projects for poor people and women. The programme has invested PKR 1,488.869 million in all these projects since 1982. The communities have so far completed 3,139 projects, which they regularly repair, maintain, and manage to make them functional all the time.

Under the Market Development Programme, AKRSP introduced the idea of forming business associations in 2004. This year, farmers and entrepreneurs formed 196 associations that included two enterprise, six sector specific, and 188 agri-business groups; the cumulative progress now stands at 213 associations, of which 16 are Enterprise Associations, 9 Sector-specific Associations, and 188 Agri-business Farmers' Groups. There are 767 members (328 males, 439 females) in Enterprise Associations, 271 members (216 males, 55 females) in the Sector-specific Associations, and 2,213 members (1,163 males, 1,050 females) in the Agri-business Farmers' Groups.

Similarly, during this reporting period, AKRSP trained 613 female community members in business management, 573 females in project development, 513 members (64 males, 449 females) in technical skills, and 1,138 (92 males, 1,046 females) in vocational skills. These new additions have raised cumulative number trainees to 4,051 in business management, 4,703 in product development, 1,361 in

technical areas, and 13,996 (since 1982) in vocational skills. These statistics explain that AKRSP concentrated its capacity building programme much more on women than men in the Market Development Programme to purposely bring women at par with men in this field.

In addition to building capacities of community members in business, AKRSP has so far initiated a total of 68 poverty projects under the Market Development for the poor and women. These projects include four gems cutting and polishing centres, 26 vocational centres, 23 women markets, and 15 cash grants for implementing other income-generating activities. Of these total projects, 36 were started in 2007; nearly half of these are women focused activities.

Apart from funding from major donors, AKRSP also welcomes small grants from donors for implementing small projects and initiatives for the poorest and women in the programme area. For example, in addition to CIDA and PPAF as the major donors, AKRSP mobilised additional funding of PKR 208.519 million from 15 donors, including the Government of Pakistan and the local Government of the Northern Areas for implementing projects and activities in the fields of institutional development, resource development, and market development during 2005-07.

The efforts and programmes of AKRSP have produced long-term and sustainable results for the communities and other stakeholders in the region. For example, one-fourth of the VOs from the programme area have achieved high levels of maturity, and above 60 percent have the potential to achieve a higher level of institutional maturity, measured in terms of their ability to sustain their major activities, in the near future. Similarly, one-fourth of the WOs in the programme area are in a position to independently take charge of their own development without external support. At the same time, the LSOs have developed long-term development plans, taking over most of AKRSP's service delivery tasks, and are able to access resources from the local development support systems, such as the government line departments, elected representatives, donors, NGOs, and other service providers working in the region.

Similarly, the per capita real income of the population has recorded a three-fold increase, from PKR 3,000 in 1991 to PKR 9,000 in 2005. In 1991 the per capita income of the population of NAC was only 31 percent of the national income, but it is now accounts for 49 percent of the national average. The poverty in the area has also significantly declined, nearly approaching the national level. It fell from 67 percent in 1991 to 25 percent in 2005. In the same way, the proportion of the poorest also dropped from 33 percent in 1991 to just 5 percent in 2005, reflecting the gains of development initiatives in NAC.

The participatory rural development approach developed by AKRSP has been replicated in Pakistan and in other countries. Moreover, the Programme has assisted the government to either formulate and develop new pro-poor policies and practices or improve existing policies and practices to increase their effectiveness. In addition, as a result of the efforts of AKRSP, the enterprise sector is seeing a new momentum in the region. AKRSP has divested from many business projects to private investors after piloting these projects under its own direct management to demonstrate their viability, besides facilitating private entrepreneurs, including women to start business initiatives on their own.

1. INTRODUCTION

The Aga Khan Rural Support Programme is a private, non-denominational development support agency, established by the Aga Khan Foundation (AKF) in 1982. The original goals of AKRSP were to contribute to doubling the per capita income of local communities of the Northern Areas and Chitral (NAC), and to develop and test a practical rural development model for replication in Pakistan and other countries. To advance these goals, AKRSP formulated a number of specific objectives targeting at reducing poverty, developing local institutional capacities, and mainstreaming women in development in the region through implementing integrated programmes, projects and activities with the active involvement of grassroots communities. To properly track progress against these goals, objectives, and programmes, AKRSP has been regularly producing progress reports, annual reports, and impact assessment studies to take informed decisions about future policies, approaches, practices and programmes. Thus, this Annual Report 2007 is one of such documents that AKRSP has been producing since its inception.

The report covers several development sectors and themes. After this introduction, Section 2 presents an overview of AKRSP, followed by a description of the overall context in which the programme has operated during the year in Section 3. Some selected programme achievements are outlined in Section 4. Section 5 has been devoted to the Social Development Programme, whereas the Resource Development and Market Development Programmes have been discussed in Sections 6 and 7, respectively. The progress on the small projects has been presented in Section 8, while key results have been captured in Section 9. Sections 10 and 11, respectively, have been devoted to documenting new knowledge generated by the programme during 2007 and to highlight its future direction. Gender and development is treated as a cross-cutting theme and it has been discussed in every section in detail.

2. OVERVIEW OF AKRSP

There are seven administrative districts in the Northern Areas (NAs), and AKRSP works in six of them in addition to the Chitral district in North-West Frontier Province (NWFP) of Pakistan. The districts in NAs where AKRSP is functional are Gilgit, Ghizer, Astore, Hunza-Nagar, Skardu, and Ghanche. The only exception is the Diamer district where the Programme is not working.

AKRSP progressively expanded its interventions in these districts through a process of action research, learning and reflection. The programme was first established in Gilgit in December 1982, expanding to Chitral in 1983, Baltistan in 1986 and Astore in 1993. Today, all seven of these districts of NAs and Chitral (NAC) together form the programme area of AKRSP. The combined area of NAC where AKRSP has been working is 74,200 sq km, with a population of 1.05 million. This population forms 132,039 families living in 1,183 villages, situated at altitudes ranging from 1,200 m to 3,000 m above the sea level. Strategically, NAC has a unique position in the region. It borders on China to the northeast, Afghanistan to the northwest, Indian-held Kashmir to the southeast, Azad Jammu and Kashmir to the southeast, and NWFP to the west (see Annex I).

In order to respond to changing development conditions and context of its programme area, AKRSP has been continuously updating its development objectives, programmes, implementation approaches, and practices over the years since its inception. At present, AKRSP aims at promoting inclusive human development, eradicating extreme poverty, and reducing gender inequalities in the area. For the accomplishment of these overall objectives, AKRSP has developed a strategy that focuses on 1) social development to create an enabling development environment by forming and developing sustainable community institutions and holding policy dialogues with development partners, 2) resource development to improve livelihood systems by creating assets and income-generating opportunities, and 3) market

development by systematically searching for market-based opportunities for income, employment and enterprise for the population of NAC. For the implementation of this holistic strategy and programmes, AKRSP works with grassroots communities, public sector departments, and private sector agencies at the same time.

Although AKRSP is a project of AKF, a Board of Directors and a Management Team of senior officials independently govern its development affairs and programmes. The Board includes 18 members selected from different disciplines, sectors, organisations, and geographical regions; a Chairperson heads and supervises the functions of the Board. The Board further constitutes committees to look after some of the important aspects of the programme, such as finance, human resource, impact assessment, and programme development (see Annex II).

The General Manager is head of the Management Team, which is responsible for the day-to-day management of AKRSP. The Programme has a Core Office in Gilgit, a Liaison Office in Islamabad, three Regional Programme Offices in Gilgit, Baltistan, and Chitral, and Areas Offices at Gahkuch and Astore in Gilgit, Khaplu in Baltistan, and Booni in Chitral (Annex II).

For its development programmes and projects, AKRSP has been seeking financial grants from national and international donors and the Government of Pakistan in the past. Among them the Canadian Development Agency (CIDA) is by far the longest partner, and has been providing generous funding for key programmes. CIDA is currently funding a five-year programme, “Institutional Development for Poverty Reduction (IDPR)”, which AKRSP started in April 2004 and will complete in March 2010. The overall objectives of this Programme are to contribute to equitable and sustainable human development, reduce poverty and gender inequalities in NAC.

3. PROGRAMME CONTEXT

NAC is located at the very extreme northern end of Pakistan, forming a crescent from the northeast to the northwest; many have called this the “Crescent of Hope”, a reference to relative peace in this area, its natural beauty and development potential, as a gateway for trade and commerce at the crossroads of Asia. High mountain ranges and longest glaciers outside the Polar region occupy and surround the area, making it one of the most isolated regions in the world. Snow covers high mountain peaks and mountain ranges round the year, and the heavy snow fall in winters block the majority of high altitude villages and valleys for more than six months. The geology of the area is highly fragile; the ecology is unpredictable, and the geography is highly diverse. The political structures in the area are relatively weak; economic poverty is widespread, and food insecurity in the region is major issues. The area is home to diverse ethnic and linguistic groups, and it is prone to sectarian tensions and natural disasters.

The majority of the villages and valleys in NAC still do not have easy access to other parts of the region as well as to the rest of Pakistan. The land access of NAs to other parts of Pakistan is through the Karakorum Highway (KKH) and the Chitral-Dir Road over the Lowari pass. Gilgit, Skardu and Chitral towns are linked to the rest of the country by air, though flights are subject to weather conditions as the unfavourable weather does not allow aircraft to fly over the Lowari and Babusar passes. Frequent landslides, flush floods, and avalanche movements block KKH and the Lowari Pass for several days and make the travel difficult between NAC and other provinces of Pakistan. The PIA service is subject to weather conditions in the region. In addition to the difficulties of access, long distances to the main markets, hospitals and educational facilities located in urban centres pose difficulties for the inhabitants of NAC. Recently, new communication networks, such as mobiles phones and internet facilities, have been introduced in the area, but their service is still very poor and highly unreliable due to breakage of fibre optic wires on the way and loss of satellite signals.

The constitutional status of NAs is different from the rest of provinces in Pakistan. The Federal Government administers the region from Islamabad, and the Chief Secretary is the head of the administration, with headquarters in Gilgit. The Northern Areas Legislative Assembly (NALA) is the top tier of the local government headed by the Chief Executive who is elected by the members of the Assembly. The Minister for the Kashmir Affairs and the Northern Areas (KANMA) is the Chairperson of NALA to coordinate the affairs of NAs with other federal and provincial ministries in Pakistan. The population of NAs still does not have any political representation in the national and provincial assemblies due to the unsettled constitutional status of NAs. Chitral is part of the NWFP, and, under a political and administrative reforms programme, the Government of Pakistan has formed a District Government in Chitral and devolved both the administrative and financial powers to the local Government headed by the District Nazim.

In 2007, several unfavourable conditions affected the progress of the programmes of AKRSP in the field. Among them were the crisis of Lal Masjid, unrest in Swat and Dir areas in NWFP, the Judiciary issue in Pakistan, and the lawyers' movements in all parts of Pakistan, including NAC. All these crises affected working conditions in NAC by making travel difficult between Gilgit and Islamabad via KKH and Chitral and Islamabad via the Chitral-Dir Road over Lowari pass. Under these circumstances, AKRSP restricted movement of its staff in some risky areas in NAC as a security precaution.

Unusual weather events hit the Chitral region, resulting in the loss of human life and damaging crops, homes and, physical infrastructure. In March 2007, avalanches moved down towards villages and claimed 63 lives in addition to injuring over 100 people in the area. In April of the same year, severe avalanches affected the villages of Washich, Kishiwaht and Zokhmer, killing 39 people and destroying landed property, crops, fruit and forest trees, and livestock. Similarly in July, a glacier at Sonoghur burst and damaged 110 households, 2 sq.km of cultivable land, 381 heads of livestock, and 2 sq.km long forest belt, and 8 shops.

Retention of experienced staff has been a continuous challenge for AKRSP because of rising competition for trained personnel in the job market. After the devastating earthquake in parts of Azad Kashmir and NWFP, the market for development professionals has expanded in Pakistan, which has also attracted many trained staff of AKRSP to these new opportunities. As a result of this competition, approximately 15 trained and experienced staff left AKRSP in 2007, chiefly from the Monitoring and Evaluation and Gender and Development sections. To fill these staffing gaps, AKRSP developed a three-pronged strategy: 1) promoted the existing junior staff members to the senior positions from the existing personnel pool, 2) recruited and trained fresh graduates, and 3) brought AKRSP alumni back into the organisation. To train the fresh staff, AKRSP internally organises on-the-job training and formal classroom-based training courses in addition to arranging formal training courses at professional training institutes working in other parts of Pakistan.

4. MAJOR DEVELOPMENTS IN 2007

On October 23, 2007, the Government of Pakistan announced a major package of constitutional reforms for the Northern Areas and devolved a number of political, administrative, and financial powers to the local government and the Northern Areas Administration. When fully implemented, these reforms would help in easing the highly centralized nature of decision making. Under these reforms, the government has elevated the status of the Northern Areas Legislative Council (NALC) to the Northern Areas Legislative Assembly (NALA). The Assembly has now the powers to debate and pass development plans and budgets for the region. The government has also upgraded the portfolio of the Deputy Chief Executive to Chief Executive, with full administrative and financial powers. The Assembly also has the right to pass a vote of no-confidence against the Chief Executive, Speaker, and Deputy Speaker, which can improve

accountability. Under this package, the government has created an additional district of Hunza-Nagar, and two additional sub-divisions of Dagboni in Khaplu in upper Baltistan and Rondu in lower Baltistan. The government will increase the development budget for the Northern Areas from PKR 6.5 billion to PKR 7.6 billion and also create 1,000 new positions in all government departments.

In 2007 the Executive Directors of the World Bank (WB) negotiated with Pakistan and agreed to provide additional funding of \$75.0 million to the Pakistan Poverty Alleviation Fund (PPAF) for the implementation of a large social mobilisation programme in 25 districts. The programme includes two districts from Baltistan in NAs to launch this social mobilisation programme. PPAF will further extend this funding to Rural Support Programmes (RSPs) through the Rural Support Programmes Network (RSPN) for the mobilisation and organisation of more than 5.0 million people from the 25 selected districts in Pakistan.

The Government is about to widen and improve the Gilgit-Skardu Road by investing a large amount of PKR 550 million. The Pakistan National Highway Authority (NHA) will widen it from 16 feet to 35 feet and construct five Reinforced Cement Concrete (RCC) bridges over the Indus River, the Gilgit River and over small *nalahs* and streams.

The District Government in Chitral is working in collaboration with AKRSP and communities to reduce poverty in the district. Under these efforts, the District Government in Chitral prepared a project proposal costing US\$59.750 million for the 'Chitral Area Support Programme'. This programme covers all the major sectors of education, health, natural resource management (NRM), infrastructure, women's development, tourism, power, and environment. The District Government has submitted the proposal to the provincial government for approval.

5. SOCIAL DEVELOPMENT

Social development is a central plank in the global strategies for poverty reduction and it is one of the three thematic areas of AKRSP for sustainable development. Since its inception in 1982, AKRSP has concentrated on building social capital through the formation of community organisations in the form of Village Organisations (VOs), Women's Organisations (WOs), and Local Support Organisations (LSOs) for improving both social and human capacities of men and women in NAC. In the current AKRSP strategy, the social development programme comprises several sub-programme components, including institutional development, institutional sustainability, capacity building, empowerment of women, poverty targeting, and policy dialogue and partnerships. These programme components are geared towards building capacities of community organisations, the public sector institutions, and the private sector agencies. To better cater for the needs of both the poor and women, AKRSP has also deliberately incorporated some selected social sector services in this programme.

5.1 Institutional Development

Institutional development is a key component in AKRSP's Social Development Programme. Under this component, AKRSP forms VOs, WO, and LSOs, as well as other stakeholder groups in order to form social capital, which is considered to be useful to further create other forms of capital and develop linkages and partnerships with service providers. These institutions are responsible for planning, implementing, managing, and taking ownership of all their development programmes and initiatives on a sustainable basis.

These institutional forms have distinct mandates, roles, and responsibilities. For instance, LSOs have proved to be more effective to work at the valley level, and build linkages and partnerships with higher-

level public sector institutions, private sector agencies, and other development partners than V/WOs. On the other hand, VOs and WOs effectively plan, implement, manage, and own programmes and projects primarily at the hamlet and village levels. Keeping in view these distinctive functions of LSOs and V/WOs, AKRSP partners with both the institutional forms, but with a greater involvement of LSOs because of their broader and inclusive development mandate.

5.1.1 Local Support Organisations (LSOs)

Over the last 24 years, AKRSP has learned that broad-based V/WOs can ensure participation of households in the development process at the village and hamlet levels. However, the scope of these informal V/WOs is limited for accessing development services from the formal sectors of the state and the private sectors, as well as influencing their policy environment. For AKRSP, broad participation and local ownership has remained a cardinal principle of its development approach, which cannot be achieved through representative mechanisms. However, for economies of scale, some form of representation is also needed to access external resources and services and to engage with policymakers and institutional systems.

After years of research and brainstorming, an institutional model is now at hand that provides an answer to the difficult question of participation vs representation. The LSO idea essentially strengthens the participatory model at the micro level, but also provides a missing link at higher levels. As LSOs are owned by and rooted in V/WOs, they project the power of participation from the bottom up, unlike the Community Citizens Boards (CCBs) that are essentially an extension of the government system from top to bottom. While CCBs can be considered as a form of devolution and decentralization of political governance, LSOs are truly representative systems of participatory civil society institutions at the grassroots level.

V/WOs form the LSOs with a clear and sound governance structure as well as a management system to properly govern and manage development affairs. The governance structure has two tiers: a general body of members of V/WOs, and a Board of Directors. The V/WOs that form the LSOs select or elect at least two activists from their members for the general body of the LSO. The members of the general body of the LSO depend on the size of the individual LSO and usually range from 20 to 50 members. After formation, this general body elects members for the board and the Chairperson for the LSOs.

The members of the general body meet once a year, while the board members meet once every month or on a regular basis as provided in the Charter of individual LSOs; the general body and the board also hold special meetings to discuss emerging issues if needed. In the annual meetings, the general body decides major policy issues, passes annual plans, audit reports, elects the Chairperson of the board, and amends the bylaws of the LSO. In its monthly meetings, the Board discusses broader development issues, approves administrative matters and reviews the progress of the LSO, approves minutes, takes action to implement policies and projects, appoints staff, prepares annual budgets and plans, ensures maintenance of accounts, performance of staff, and deals with other related financial transactions. The management structure of the LSOs is very simple and small and generally consists of three professional staff members. These staff members include a manager, a social organizer, and an accountant; they handle the day-to-day management of LSO affairs and implement projects and activities in the field in participation with VOs and WOs.

LSOs work as intermediary organisations to ensure sustainable development through promoting collaboration and partnerships among all the key development partners in the region. This task of intermediation between V/WOs and development agencies is very challenging for them. Therefore, they first develop in themselves human, financial and management capacities and then work with all the other

development partners and service providers in order to mobilise resources and access services. In the past, AKRSP usually performed these roles as an intermediary between local organisations and other development agencies, but interestingly, now LSOs have already taken over some of these functions, services and responsibilities of AKRSP. The major functions of LSOs include:

- Serve as catalyst organisations to assist V/WOs in the identification of opportunities to promote equitable and sustainable development
- Mobilise human, financial, and material resources to enable local people to make full use of the opportunities available in the area.
- Develop local capacity in managerial and technical skills through participatory training programmes.
- Help link community organisations with government agencies, NGOs, donor agencies, financial institutions, and private businesses to access services, such as extension, training, finance, and marketing, to support local development initiatives.
- Work with community organisations, relevant government agencies, and NGOs, such as AKDN units, IUCN, WWF to develop plans and programmes for the sustainable use and management of natural resources in their areas of operation.
- Pay particular attention to the opportunities and needs for involving women and the poorest in their own development within the social and cultural context.

With this brief introduction, now let us look at the progress AKRSP has made in the formation of LSOs in NAC as a whole. Table 5.1.1 indicates that 589 organisations with a membership of 22,074 formed 13 LSOs in NAC during the reporting period, with the active support from AKRSP. This progress across the programme area varies as the majority of the LSOs were formed in Gilgit. The addition of LSOs in 2007 has raised the number of LSOs to 38, with a membership of 2,072 V/WOs and 76,970 individual members in the programme area.

TABLE 5.1.1 No. of Local Support Organisations and Membership: 2004-07								
Organisations	Gilgit		Chitral		Baltistan		Programme Area	
	2007	Cumu.	2007	Cumu.	2007	Cumu.	2007	Cumu.
Local Support Organisations	6	16	3	12	4	10	13	38
Total Member Organisations	132	512	259	1,142	198	418	589	2,072
Total Membership	5,982	22,554	8,909	40,010	7,183	14,406	22,074	76,970
No. of Village Organisations	74	264	154	619	106	239	334	1,122
VO Membership	3,546	12,497	5,978	25,480	4,385	9,286	13,909	47,263
No. of Women's Organisations	58	248	105	523	92	179	255	950
WO Membership	2,436	10,057	2,931	14,530	2,798	5,120	8,165	29,707

Coverage of organisations by LSOs is another crucial aspect. Table 5.1.1 also reveals that the coverage varies considerably from region to region. For example, the organisations that have formed LSOs in Chitral are much higher in number than those in Gilgit and Baltistan despite the fact that these regions have relatively more LSOs compared with Chitral.

Apart from the issue of overall organisational coverage, the size of LSOs is another interesting aspect. As shown in Table 5.1.2, the LSOs in Chitral are much larger in size than those in Gilgit and Baltistan, reflecting a greater geographical and organisational coverage in the former than the latter two regions.

However, the coverage of WOs and VOs within LSOs among the three regions presents a different picture. The averages in the table clearly show that the LSOs in Gilgit have an equal converge of both the organisational forms, while the WO coverage is very low compared to VOs in Chitral and Baltistan.

TABLE 5.1.2 Average Cumulative No. of Organisations per LSOs: 2004-07			
Organisations	Gilgit	Chitral	Baltistan
Total organisations	32	95	42
Village Organisations	17	52	24
Women's organisations	16	44	18

The varying levels of membership of VOs and WOs in LSOs in different regions can be attributed to several factors. For example, women in Chitral and Baltistan may have formed fewer organisations than those in Gilgit. On the contrary, women may have formed as many organisations as men, but they may have not taken the membership in LSOs because of social and cultural limitations in their local context.

Although LSOs are latest organisational bodies above the village level and have not yet build their capacities so much, they have already taken over some of the service delivery functions and responsibilities of AKRSP. For example, they mobilise their communities, organise them into V/WOs, or reactivate them in order to bring them at par with other active organisations. They monitor and review the savings and internal lending programmes of their constituent organisations, organise capacity building programmes for their members, arrange supply of most of the inputs required, and access projects, services and funds from the government, the private sector and NGOs through a well organised and coordinated programme of linkages and partnerships.

5.1.2 Village and Women's Organisations

AKRSP has focused on forming and fostering V/WOs since its inception, because they are the founding blocks of the entire social development pyramid. Because of their importance in the inclusive development approach, V/WOs have occupied a central space in AKRSP's overall development strategy. Because of these reasons, AKRSP continued the process of V/WO formation as well as LSOs in 2007.

As shown in Table 5.1.3, with the addition of 122 organisations (43 VOs, 79 WOs) in 2007, the rolling total of V/WOs has risen to 4,575 (2,636 VOs, 1,939 WOs) in NAC. Although the process of V/WO formation continues in all the three regions, the rate of WO formation is much faster than VOs as a whole. This trend is particularly visible in Gilgit despite a fairly high household coverage in this region.

These findings indicate that there are some geographical areas and pockets in NAC where the potential of forming new organisations, especially WOs, is still very high. This potential suggests that AKRSP and LSOs can further expand the organizational coverage of households, especially with a more concerted effort to organize women.

In some areas, women and WOs sometimes hesitate or avoid forming formal organisations or join LSOs because of social or mobility constraints. In order to continue the social mobilisation process in these areas, AKRSP encourages selected trained and educated women and active WO members to form smaller groups and clusters of their own to further motivate other women to form WOs and LSOs. This strategy has worked very well in Chitral in particular and in Gilgit and Baltistan in general.

TABLE 5.1.3
No. of Organisations and Membership: 1982-2007

Organisations	Gilgit		Chitral		Baltistan		Programme Area	
	2007	Cumu.	2007	Cumu.	2007	Cumu.	2007	Cumu.
Community Organisations (V/WOs)	57	1,677	31	1,458	34	1,440	122	4,575
V/WO Membership	2,373	71,215	949	51,105	1,884	48,025	5,206	170,345
Village Organisations	19	889	13	861	11	886	43	2,636
VO Membership	660	39,542	410	34,752	812	33,310	1,882	107,604
Women's Organisations	38	788	18	597	23	554	79	1,939
WO Membership	1,713	31,673	539	16,353	1,072	14,715	3,324	62,741
Household Coverage by VOs (%)		74%		76%		95%		80%
Household Coverage by WOs (%)		60%		37%		42%		48%

Table 5.1.4 captures the progress made in this area of special concern. In 2007, 318 women formed 11 women groups in NAC, of which women in Gilgit and Chitral formed the majority of these groups. Further, WOs in Chitral formed eight clusters with a membership of 1,409 during the review year. As a whole, the total women groups and women clusters have now grown to 37 and 46, respectively, since 1982.

TABLE 5.1.4
No. of Women Groups/ Clusters and Membership: 1982-2007

Groups/ Clusters	Gilgit		Chitral		Baltistan		Programme Area	
	2007	Cumu.	2007	Cumu.	2007	Cumu.	2007	Cumu.
Women Groups	5	20	6	16	-	1	11	37
Membership	100	513	218	440	-	40	318	993
WO Clusters	1	13	8	23	-	10	9	46
Membership	145	1,635	1,409	9,935	-	1,288	1,554	12,858

In addition to facilitating formation of new V/WOs, AKRSP and LSOs have worked to revive less active V/WOs, and reactivated 24 VOs and 38 WOs in the Gilgit region. Since AKRSP has invested time, money and other resources in organisations in the past, little additional effort is needed to reactivate slow or dormant V/WOs. The reasons for lack of activism and dynamism among V/WOs can be different in different locations, but common reasons include weak leadership, unresolved disputes, or poor communication among the members. Experience shows that community mobilization requires continuous attention, motivation and a steady supply of new ideas, primarily from community leaders and champions, but also from the support organizations. As the number of V/WOs grows, it becomes an extremely difficult task for AKRSP to keep regular contact with them, especially in a large and difficult area. The role of LSOs thus become key to substituting some basic functions of AKRSP, such as regular contact and communication, with AKRSP providing more strategic support to both LSOs and V/WOs.

5.2 Institutional Sustainability

Social mobilization and formation of V/WOs is an important first step in a long and complex process of organizational development, ultimately leading to institutional sustainability. AKRSP has been striving to sustain this effort, using a combination of short and long-term strategies, from working to create an enabling policy environment, to investing in human and institutional capacities and streamlining development support systems and services. AKRSP extends both financial and technical support to community institutions, with a particular focus on LSOs, to build their capacities, systems and assets. The

financial support to LSOs includes the registration and documentation fee, office establishment cost, salaries of their staff, and grants to implement social sector services. The technical support to LSOs consists of training in a range of disciplines, planning support, financial and monitoring systems, proposals, and management manuals.

Tables 5.2.1 and 5.2.2 present the details of the types of support that AKRSP has provided to LSOs. The statistics in the tables show that it provided a net support of PKR 6.172 million to LSOs in 2007 to pay the salaries of staff, establish offices, and pay the fee for registration and documentation, raising the cumulative financial assistance to PKR 16.274 million. The distribution of this support among all these components reveals that they use above 73 percent of this total support to pay for the salaries of the staff.

TABLE 5.2.1 No. of Local Organisations Accessed Financial Support: 2004-07								
Support	Gilgit		Chitral		Baltistan		Programme Area	
	2007	Cumu.	2007	Cumu.	2007	Cumu.	2007	Cumu.
Management support (salary)	7	16	5	11	4	10	16	37
Office Establishment	7	16	2	11	4	10	13	37
Registration Support	9	16	4	10	2	6	15	32

TABLE 5.2.2 Financial Support to Local Organisations (PKR): 2004-07								
Support	Gilgit		Chitral		Baltistan		Programme Area	
	2007	Cumu.	2007	Cumu.	2007	Cumu.	2007	Cumu.
Management (Salary)	2,160,000	5,400,000	990,000	3,150,000	1,373,000	3,533,000	4,523,000	12,083,000
Office Establishment	489,062	1,237,842	160,000	940,000	314,450	697,450	963,512	2,875,292
Registration Support	395,000	685,000	200,000	438,500	90,800	192,400	685,800	1,315,900
Total Support	3,044,062	7,322,842	1,350,000	4,528,500	1,778,250	4,422,850	6,172,312	16,274,192
Salary % of Total	71	74	73	69	77	80	73	74

In Table 5.2.3, we have tried to analyse AKRSP's average direct investment in management (salaries) for all the regions since the introduction of this support in 2004. This analysis shows that it amounts to an average of PKR 326,568 per LSOs, PKR 5,832 per V/WO associated with LSOs, and just PKR 157 per member for the entire programme area. Across the region, we observed variations in the average financial assistance at all levels.

TABLE 5.2.3 Average Management Support (Salary) to Local Organisations: 2004-07				
Organisations	Gilgit	Chitral	Baltistan	Programme Area
Management Support per LSO	337,500	286,364	353,300	326,568
Management Support per LSO V/WO	10,547	2,758	8,452	5,832
Management Support per member	239	79	245	157

For example, this average support per LSOs is fairly high in Baltistan, followed by the Gilgit region. In Chitral this average investment in LSOs is low at all levels, and it even declines sharply at the V/WO and member levels, reflecting the management of LSOs much cheaper in this region compared with those in Gilgit and Baltistan.

We can attribute these variations in the average support across the programme area to some known factors. For a start, the LSOs in Chital are very large in size compared to those in Gilgit and Baltistan, and they cover more than twice the V/WOs and members compared to those of the other two regions (Table 5.1.2). As a result, the average support per V/WO and member in Chitral turns out to be the lowest in the programme area. The lower management cost per organisation is important as LSOs are expected to meet these costs from their own resources in the future.

Small grants of about \$500 per LSO per month towards the cost of management overhead is meant to build the management and resource mobilization capacity of these intermediary organizations, and efforts are already underway to create capacity of LSOs to meet these costs from internal sources, such as membership fees, service charges, management overheads on projects received from public sector agencies, and even LSO endowments. The cost-benefit analysis of this investment is already favourable as LSOs are able to leverage their management capacity to raise significant amount of funds or attract services from public and private sources. The main value comes from the economies of scale, as projects outsourced to LSOs by government agencies and private actors, including AKRSP itself cost less to the sponsoring agencies.

Technical assistance to create professional and governance capacities is another important input for the future sustainability of LSOs. AKRSP has been providing capacity support in carefully selected area since the formation of these higher institutions in 2004. Table 5.2.4 highlights that the needs of LSOs and V/WOs slightly differ from one another, depending upon the type of functions they render. For example, LSOs appear to be more interested in seeking assistance in developing M&E systems, bylaws, annual plans, and financial systems. In contrast V/WOs are much inclined towards seeking technical assistance for the development of systems to ensure transparency in financial transactions. The performance of LSOs in the development of systems is encouraging in all the regions, but the progress of V/WOs in systems development varies from region to region, with better progress in the Gilgit region. These gaps in the development of systems by V/WOs in Chital and Baltistan suggest that the regions should carefully investigate the reasons for the slow progress against this capacity indicator.

TABLE 5.2.4 No. of Organisations Received Technical Support: 2004-07								
Organisations	Gilgit		Chitral		Baltistan		Programme Area	
	2007	Cumu.	2007	Cumu.	2007	Cumu.	2007	Cumu.
Area Development Plans for LSOs	1	3	-	4	-	-	1	7
M&E Systems LSOs	5	15	7	11	3	9	15	35
Operations Manuals for LSOs	1	1	-	-	-	-	1	1
Annual Development Plans for LSOs	5	15	2	11	-	6	7	32
By-laws for LSOs	4	15	5	9	2	6	11	30
Financial Systems for LSOs	4	14	-	9	-	6	4	29
TOT modules for LSOs	5	15	2	6	1	7	8	28
Financial systems for V/WOs	-	116	-	41	-	34	-	191

AKRSP also provides small grants to V/WOs and LSOs to implement social sector projects (health, education, sanitation, and hygiene). The progress in this area of support is summarized in Table 5.2.5.

This support to LSOs and V/WOs during the reporting year remained satisfactory; the LSOs accessing this grant did not differ much in all the regions. However, the cumulative progress reveals that LSOs

TABLE 5.2.5 No. of Organisations Accessed Financial Support for Social Sector Services: 2004-07								
Organisations	Gilgit		Chitral		Baltistan		Programme Area	
	2007	Cumu.	2007	Cumu.	2007	Cumu.	2007	Cumu.
Local Support Organisations	2	8	2	11	3	7	7	26
Village/Women's Organisations	6	16	3	8	-	4	9	28
Other Civil Society organisations	-	5	-	3	-	2	-	10
Total	8	29	5	22	3	13	16	64

accessing this support in Chitral accounted for roughly half of the total number of LSOs receiving this support in the programme area. If we compare this support to V/WOs, Gilgit region extended this support to the largest number of V/WOs (Table 5.2.4).

5.3 Capacity Building

The capacity building is an important component of Social Development Programme. It comprises training courses, workshops, conferences, exposure visits, and other special events through which AKRSP builds the capacities of LSOs, VOs, WOs, and other partner organisations. Through this programme, AKRSP tries to ensure the efficiency, effectiveness, and sustainability of programmes, projects, and systems that all development partners undertake. Because of its importance, AKRSP continued its focus on its multifaceted capacity building programme in 2007.

5.3.1 Training Courses

This review year, AKRSP worked with communities and other stakeholders to identify key areas of capacity support and organised training courses for all these partners including community members. The areas of skill development identified ranged from health to hygiene, leadership development, planning,

TABLE 5.3.1 No. of Specialists Trained in Different Disciplines: 1982-2006								
Skill Areas	Gilgit		Chitral		Baltistan		Programme Area	
	2007	Cumu.	2007	Cumu.	2007	Cumu.	2007	Cumu.
Health, Hygiene & Nutrition	388	1,032	138	246	304	795	830	2,073
-Male	-	-	-	-	-	-	-	-
-Female	388	1,032	138	246	304	795	830	2,073
Leadership, Planning & Management	304	2,981	135	1,881	77	1,639	516	6,501
-Male	15	719	6	848	-	858	21	2,425
-Female	289	2,262	129	1,033	77	781	495	4,076
Adult Literacy	290	6,060	302	3,233	814	6,556	1,406	15,849
-Male	73	99	-	6	-	1	73	106
-Female	217	5,961	302	3,227	814	6,555	1,333	15,743
Partnership Building	120	214	131	235	213	508	464	957
-Male	93	166	81	162	175	372	349	700
-Female	27	48	50	73	38	136	115	257
Poverty Targeting	136	213	118	217	90	205	344	635
-Male	84	143	83	168	79	179	246	490
-Female	52	70	35	49	11	26	98	145

management, adult literacy, partnership building, and poverty targeting. Table 5.3.1 provides details for these training courses. As we can see, the programme trained mainly women in the areas of health, hygiene, nutrition, leadership, management, planning, and literacy, while men received training in the disciplines of partnership-building and poverty targeting. Although the latter skills are considered principally for men in the given context of NAC, women also came forward to acquire such skills, showing encouraging signs of change. The information in this table explains that men and women undertake different activities and they need special skills to efficiently and effectively carry out these activities, and for which they need special training courses.

Similarly, the skills needs and priority areas of the population also differed across the regions in 2007. For instance, the Gilgit region trained comparatively many specialists in the areas of health, hygiene, leadership, planning, management, literacy, and poverty targeting, while Baltistan trained more community members in partnership building and these differential needs of the regions are also true for the previous years.

5.3.2 Workshops, Conferences, and Exposure Visits

Apart from the formal training courses, AKRSP organizes workshops and conferences on a range of themes and topics for the members of communities, officials of government line departments, elected representatives, and staff of NGOs. The themes that AKRSP covered in 2007 included gender, good governance, human rights, political empowerment, poverty analysis and targeting, and cultural issues. Tables 5.3.2 and 5.3.3 present the details of the workshops and conferences held on these themes. The programme arranged a total of 150 workshops in the programme area, and this year's additions led to a total of 399 workshops.

TABLE 5.3.2 No. of Capacity Building Workshops: 2004-07								
Type of Workshop	Gilgit		Chitral		Baltistan		Programme Area	
	2007	Cumu.	2007	Cumu.	2007	Cumu.	2007	Cumu.
Gender Sensitisation	20	59	6	21	8	33	34	113
Good Governance and PPP	24	72	25	63	14	36	63	171
Human and Women Rights	16	31	3	8	7	13	26	52
Political Empowerment	7	12	-	-	2	4	9	16
Poverty Targeting for V/WOs and LSOs	7	14	4	10	2	6	13	30
Social and Cultural Issues	5	5	-	12	-	-	5	17
Total	79	193	38	114	33	92	150	399

Interestingly, the Gilgit region organised over half of the total workshops held in the programme area in 2007. Again in cumulative terms, Gilgit is far ahead in arranging workshops on these themes. The focus of the region on different themes also varied widely, depending on their local context. Among the themes, the Gilgit region heavily concentrated on gender sensitisation issues, good governance, and partnership techniques, while the Chitral and Baltistan regions extensively focussed on good governance issues.

To further increase awareness of the population of the region on these strategic issues, AKRSP also organised six different events through the electronic and print media besides launching campaigns at the valley and district levels. For the impact of gender sensitisation programmes, see Box 5.3.1.

TABLE 5.3.3
No. of Participants Attended Capacity Building Workshops: 2007

Participants	Gilgit	Chitral	Baltistan	Programme Area
Male	892	861	789	2,542
Female	2,020	607	605	3,232
Total	2,912	1,468	1,394	5,774
Part. per Workshop	37	39	42	38

Nearly 5,774 men and women from communities, the government, and elected representatives attended these workshops. The participation of women was significantly high in the Gilgit region, more than twice that of men. The participation of women in Chitral and Baltistan also remained encouragingly high, almost at par with men. On average, 30 to 40 participants attended each workshop across all the three regions.

BOX 5.3.1
Impact of Gender Sensitization Programme

AKRSP conducted a study to assess the impact of gender sensitisation programmes on the roles and attitudes of both men and women. The study covered both men and women who had attended the gender sensitisation workshops and an equal number of men and women who did not attend these events. This sample also covered V/WO members, employees of government line departments and men and women representatives from political structures.

The results of the study show that 25 percent of the men who attended the gender sensitisation workshops do help their wives in household chores such as food preparation and child care, while they never performed such duties in the past. This practice is even more common in the households where women (wives) are engaged in outdoor jobs as employees and small entrepreneurs.

The role of women in controlling and making decisions about the use of household income and products has increased to a great extent. Over 75 percent of women against a base of 44 percent in the past now solely decide how to use family income on education, health, and household expenses. Similarly, nearly 75 percent of men consult women on farm investments and spending on marriages. However, women entirely control and use livestock, poultry and vegetables products even without consulting men. Previously, men were solely responsible for using and marketing dry fruits, but now 10 percent of women independently use, market and spend the income earned from the sale of this product.

On matters of either purchasing or selling assets, women's involvement has risen from a zero base to 30 percent, indicating a dramatic shift in this traditional men-dominated area of decision-making.

In the past, men never allowed women to become part of any political party, local government system, but now over 90 percent of families allow their women to work as members of any political party, Union Councils, District Councils, and the Northern Areas Legislative Assembly.

In the past, local conditions strictly restricted the mobility of women, but now above 90 percent of them are pretty flexible in setting up enterprises, businesses, seeking jobs in the government and other agencies, accessing education and health facilities.

In Baltistan men usually do some of the agricultural activities such as land preparation and farmyard manure transportation. A slight change in the roles of women in these activities has also been observed as 33 percent women are now helping men in these activities.

This review year, AKRSP also arranged 16 exposure visits for men and women representatives from LSOs, V/WOs, members of the elected local governments, and the officials from government line departments. The number of visits that the Gilgit and Chitral regions arranged for all type of partners was the same, with the exception of two additional visits for the members of V/WOs in Baltistan. In all these visits, 176 representatives from all the stakeholders took part and learned lessons from the best practices of the organisations and departments they visited. As a whole, the participation of women in these exposure visits was also reasonable; among the regions, the participation of women from Chitral was substantially higher compared with that of Gilgit. However, no visible difference in the average participants per visit appeared in all the three regions (Tables 5.3.4 & 5.3.5).

TABLE 5.3.4
No. of Exposure Visits: 2004-07

Institutions	Gilgit		Chitral		Baltistan		Programme Area	
	2007	Cumu.	2007	Cumu.	2007	Cumu.	2007	Cumu.
LSO Representatives	2	13	1	10	-	2	3	25
Elected Reps and Journalists	-	3	2	4	-	1	2	8
Govt. Line Department Officials	2	3	1	2	-	1	3	6
Staff Members	-	1	1	3	-	1	1	5
V/WO Representatives	3	10	2	7	2	5	7	22
Total	7	30	7	26	2	10	16	66

TABLE 5.3.5
No. of Participants of Exposure Visits: 2007

Participants	Gilgit	Chitral	Baltistan	Programme Area
Male	53	59	17	129
Female	15	32	-	47
Total Participants	68	91	17	176
Average Participants per Visit	10	13	9	11

5.4 Poverty Targeting

AKRSP's longitudinal surveys have repeatedly highlighted the core issues surrounding poverty. We know, for instance, that, despite significant reduction in the incidence of absolute poverty, some people and sections of the population are still trapped in extreme poverty. These findings have led AKRSP to design special pro-poor interventions that specially target poor and very poor families. The targeted interventions AKRSP designed include endowment funds, grants, physical and social projects, and training programmes.

Tables 5.4.1 and 5.4.2 present a detailed picture of the current and cumulative progress of these initiatives. In 2007, AKRSP provided financial assistance to 33 organisations in the programme area in the form of endowments (see Box 5.4.1) and grants for productive projects and social services to benefit the majority of the poorest households and members in the area. As far as the regional access to these initiatives is concerned, in cumulative terms, Chitral region has availed relatively more projects than the other two regions; however, Gilgit region accessed many more projects this year, nearly twice the number of projects communities availed in Baltistan.

TABLE 5.4.1
No. of Organisations Accessed Financial Support for Poverty Targeting

Funds/ Organisations.	Gilgit		Chitral		Baltistan		Programme Area	
	2007	Cumu.	2007	Cumu.	2007	Cumu.	2007	Cumu.
Endowment fund to LSOs	4	11	-	8	3	9	7	28
Endowment fund to V/WOs	6	15	5	22	2	13	13	50
Grants to LSOs	5	12	5	13	3	7	13	32
Total	15	38	10	43	8	29	33	110

BOX 5.4.1
Endowment Fund

The Endowment Fund is an innovative initiative to address the problems of extremely poor households and individual members in selected communities, villages and areas. AKRSP, LSOs and V/WOs jointly create and manage this fund. AKRSP and the organisations where this fund is created contribute to this revolving pool with a proportion of 75 percent from AKRSP and 25 percent from communities, respectively. LSOs and V/WOs assist the very poor households, men and women by providing soft loans from this fund for income generating activities that the poor identify and plan according to their existing resources and capacities. LSOs and V/WOs constitute Poverty Reduction Committees (PRCs) to take care of the overall management and day-to-day affairs of the fund. PRCs are responsible to identify and select the needy poor in their villages and localities through a well designed method of poverty ranking, assess and approve the activity plans of the poor, disburse loans, keep proper records, and ensure proper loan recoveries.

The committee provides a minimum loan of PKR 2,000 and a maximum of PKR 40,000 to deserving poor men and women for a period of one or two years depending on the nature of income generating activity with a service charge just enough to cover the operating cost of the fund. PRCs provide these loans for land development, purchase of livestock, establishment of micro enterprises, and skill enhancement in a variety of vocations such as electrification, plumbing, masonry, and cooking.

This initiative has made a visible difference in producing wealth and assets for the poor, helped them earn farm and off-farm cash incomes, and accumulate financial capital. On average, the very poor earn incomes within the range of PKR 3,000 to 5,000 per month as they were earning only PKR 1000 to 1500 before the initiative.

TABLE 5.4.2
No. of Targeted Social Sector Projects: 2004-07

Type of Centre	Gilgit		Chitral		Baltistan		Programme Area	
	2007	Cumu.	2007	Cumu.	2007	Cumu.	2007	Cumu.
Literacy Centres	-	304	16	134	26	251	42	689
Early Childhood Development Centres	1	5	1	3	-	1	2	9
Day Care Centres	1	1	-	-	1	2	2	3
Interactive Resource Centres	2	7	-	5	-	2	2	14
Total	4	317	17	142	27	256	48	715

In addition to granting finances to organisations for serving the poorest, AKRSP directly implements some targeted projects in the organisations to meet the needs that the poor and women identify and select. Table 5.4.2 lists these selected and targeted interventions in the social sectors, which include literacy centres, day-care centres, early childhood development centres, and interactive resource centres that best meet the needs of women. To address these needs of women, AKRSP set up 48 different centres in the

programme area. The adult literacy centres in Chitral and Baltistan dominated this portfolio of interventions. In Gilgit the Aga Khan Education Services, Pakistan (AKESP) is active in setting up adult literacy centres in partnership with the National Commission for Human Development (NCHD), Pakistan. Therefore, the Gilgit region did not open up additional literacy centres, using financial resources in its areas of operation. However, it extended many interactive resource centres to communities because the demand of communities for these centres was high in the region this year. These statistics further highlight regional priorities depending on needs that communities identify in their villages and areas.

BOX 5.4.2 **Early Childhood Development**

AKRSP has introduced the Early Childhood Development (ECD) initiative to address the issues of children in the early stages of development. It is evident that by the time a child reaches school age, most development, including language ability and cognitive foundations have been set in place. The early years are critical in the formation of intelligence, personality, social behaviour and physical development of children. Research evidence shows direct impact of creating and nurturing early childhood education for children. A poor brought up start, prenatal and home environment that lacks love and care, and nutritional deficiencies may prevent the desired development of children. The poor development of children has long-term repercussion on society as whole. Therefore, investment in ECD has become necessary for the long-term human development and the overall benefit of the society.

AKRSP piloted this initiative in 2004 as a social enterprise to develop the capacities of children aged 0-5 years at their early stages of development and to provide employment opportunities for young women as teachers in the ECD centres first time in Danyore, Gilgit in NAC. This initiative includes the training of young teachers in early childhood development techniques for a period of at least six months at qualified ECD training carter in Islamabad and financial support for the establishment of centres in villages and areas where the trained teachers establish these centres by involving the beneficiary communities.

5.5 Policy Dialogue and Partnerships

The objective of the policy dialogue and partnerships component of the Social Development Programme is to create an enabling environment at all levels of the government. Once such an environment is established, all the partners in development can develop a holistic and inclusive understanding of development issues and challenges of the region and formulate policies to pool and share services, resources, knowledge, facilities, and funds to address the development needs and challenges of the population. This programme component is a combination of several sub-components, ranging from holding development fora to linking community organisations with the public and private sector agencies and NGOs working in the area, and from implementing projects in collaboration with all these partners to forming development networks, and undertaking joint research initiatives with the government and development agencies. The advantage of such collaborative interventions is to collectively benefit from the knowledge, best practices, and experiences that the individual development partners continuously gain over the years from their work in the region.

Tables 5.5.1 and 5.5.2 present the details of the Multi-stakeholder Fora (MSFs) that AKRSP has held in the programme area. In 2007 AKRSP facilitated the VOs, WOs and LSOs to hold five development fora in the programme area, thus the cumulative progress has now reached to 16 fora since IDPR was initiated in 2004. The Baltistan region, however, did not hold these fora the same year, and the cumulative progress in this initiative in this region remains low compared with the other regions. About 605 participants (409 men and 196 women) from community organisations, public and private sector agencies, religious institutions, and NGOs attended these fora held in Gilgit and Chitral during this period. As usual, the attendance of women in these events was encouraging, about half of the men

participants. The average participation in these fora in the regions indicates that the Chitral region organised much larger fora than Gilgit.

TABLE 5.5.1
No. of Multi Stakeholder Forums: 2004-07

Regions	2007	Cumulative
Gilgit	3	8
Chitral	2	6
Baltistan	-	2
Programme Area	5	16

TABLE 5.5.2
Participants of Multi Stakeholder Forums: 2007

Participants	Gilgit	Chitral	Baltistan	Programme Area
Total Participants	300	305		605
- Male	200	209		409
- Female	100	96		196
Average Participants per Forums	100	153		121

In these fora researchers presented papers on selected topics, including gender, poverty, area development, enterprise development, social organisation, and natural resource management. Group work on sub-topics followed the presentations on the major topics, and the groups identified development challenges and opportunities in each selected development theme and presented them in the plenary for further discussion. Finally, the forum participants constituted taskforce committees to prepare operational plans on the basis of priorities identified by the individual groups to present them to different departments, local governments, NGOs and donors for accessing services, facilities, and funds in the areas which fit into agencies' overall development framework.

In addition, under this component, AKRSP undertakes collaborative projects and initiatives in partnership with the government and other service providers in areas of education, health, water supply, sanitation, housing, and culture. Through this approach, AKRSP tries to inculcate a participatory development culture in these development agencies, so that they will work directly with the target communities. Table 5.5.3 summarizes progress in this area. In 2007, AKRSP implemented a total of 17 initiatives in the sectors of education, health, water supply, sanitation, population welfare, and infrastructure development with the community participation.

TABLE 5.5.3
No. of Public Private Collaborative Projects in the Programme Area: 2004-07

Agencies	Gilgit		Chitral		Baltistan		Programme Area	
	2007	Cumu.	2007	Cumu.	2007	Cumu.	2007	Cumu.
Local Government	3	8	2	7	3	6	8	21
AKDN Agencies	3	8	4	6	2	5	9	19
Total	6	16	6	13	5	11	17	40

These new initiatives in 2007 increased the total number of projects to 40. As far as the distribution of projects is concerned, there was no noticeable difference among Gilgit, Chitral and Baltistan this year. Among the types of agencies, Gilgit and Baltistan undertook partnership initiatives with the Local

Government and AKDN agencies in similar proportions, while Chitral implemented many of the activities in partnership with AKDN. As far as the spread of benefits of these projects is concerned, above 16,000 men and women benefited from these partnership interventions carried out with these agencies.

Additionally, AKRSP facilitated LSOs, VOs, and WOs to closely work with the Government line departments and NGOs and access services to meet the needs of their member organisations and individual members. These efforts of AKRSP proved to be fruitful for community organisations in 2007 as well. Table 5.5.4 explains these efforts that AKRSP made to materialize the linkage initiatives planned. In 2007, 43 organisations received different types of services from the government and NGOs in the sectors of education, health, water supply, sanitation, population welfare, infrastructure development, and environment. Again, as a whole, communities equally accessed services from both the government and NGOs, and again the progress under this linkages component with NGOs including AKDN agencies was fairly reasonable. About 40 WOs and women's groups benefited from the services of the development agencies and service providers, and two-thirds of the total 5,000 beneficiaries were women.

TABLE 5.5.4 No. of Organisations Linked with Government and Other Agencies: 1982-2007								
Organisations	Gilgit		Chitral		Baltistan		Programme Area	
	2007	Cumu.	2007	Cumu.	2007	Cumu.	2007	Cumu.
WOs/WGs with Govt. Agencies	9	80	1	1	10	56	20	137
WOs/WGs with NGOs	9	326	2	171	9	340	20	837
LSOs with line departments	1	6	2	2	-	-	3	8
Total	19	412	5	174	19	396	43	982

The data in this table for 2007 and for the entire programme period indicate that more organisations from Gilgit and Baltistan developed linkages with service providers for accessing services, while the progress in Chitral was relatively less. The success of linkages with the service providers depends on the willingness of service providers and the quality and type of services available with them. In turn, the availability of services may further have links with easy access of the regions to other parts of Pakistan and the presence of top policy-making bodies in the region. In this respect, if we compare Chitral with Gilgit and Baltistan, the latter two regions have relatively better access through KKH to other parts of Pakistan. Further, the top tier decision-making structures, such as NALA and NAs Administration have their headquarters in Gilgit. On the contrary, the Chitral region remains out of regular contact with other regions in Pakistan for nearly six months when heavy snow fall blocks the Lowari pass in the winter. Besides, this region is far away from the provincial headquarters of NWFP in Peshawar where policy-makers make decisions concerning development projects in the provincial districts.

Similarly, under the Policy Dialogue component, AKRSP undertook several policy research initiatives in 2007. As shown in Table 5.5.5, AKRSP undertook 21 policy initiatives, including case studies, large impact assessment reports, opinion polls, policy briefs, and training manuals during this reporting period for wider circulation among the development partners and communities. The cumulative progress against

TABLE 5.5.5 No. of AKRSP Policy Research Initiatives: 2004-07		
Region	2007	Cumulative
Gilgit	16	37
Chitral	5	13
Baltistan	-	5
Total	21	55

this research component has now reached 55 reports since 2004. All the three regions and the Core Office of AKRSP contributed towards work. The Gilgit region produced most of reports among the three regions. The results of some of the important research studies on output/outcome achievements are reported in Section 9.

6. RESOURCE DEVELOPMENT

AKRSP has been working in NAC to create and develop institutional, human, and physical resources for communities in order to increase their livelihood options. The Resource Development programme of AKRSP has been a key intervention in augmenting livelihood systems for the poor. This programme has several other sub components, including institutional development, human resource development, infrastructure development, natural resource development and management, and poverty targeting. The infrastructure development component has further sub-projects ranging from irrigation projects to link roads, bridges, protective works, and hydel power stations, whereas the NRM is further divided into agriculture, livestock, poultry, forestry, wildlife, and environment. These physical resources once created pay immediate and quick returns to beneficiaries in a very short period of time. The institutional and human resources programmes further add value to the infrastructure development and NRM programmes and packages which mostly benefit the poor and women.

6.1 Institutional Development

Apart from the VOs, WOs, and LSOs, the communities form sector specific associations to handle some of the sector related activities, particularly in the areas of agriculture and livestock, gemstones and others. The formation of farmer associations continued mostly in the Chitral region under small projects such as the Jafakash Aurat Project, Hunermand Project and Equine Welfare Project. Under these projects, AKRSP organised farmers to form associations in sub-sectors to collectively manage their livestock and equine herds to gain maximum from services and marketing of the major products and by-products.

Table 6.1.1 throw light on all the institutional forms that have been created under specific sub-sectors of natural resource management. The progress in the formation of sector specific associations was satisfactory in 2007, particularly in Chitral. For example, 280 sheep/goat herders, including 55 women,

TABLE 6.1.1 No. of Farmers' Associations and Groups: 2005-07		
Associations/Memberships	Chitral	
	2007	Cumu.
Sheep/Goat Herder Associations	10	33
Total Members	280	855
- Male	225	787
- Female	55	68
Wool and Hair Processing Guilds	24	142
Total Members	1,080	5,880
- Male	120	4,280
- Female	960	1,600
Equine Welfare Groups	12	12
Total Members	489	489
- Male	489	489
- Female	-	-

formed 10 associations in Chitral. Thus since the start of these small projects, the sheep and goat farmers have formed 33 associations to better manage herds in the future to benefit maximum from the products and services of animals.

For the proper management, processing, and marketing of livestock products at the local and national markets, 1,080 farmers, majority of them women, formed 24 guilds in the Chitral region in 2007. The cumulative guilds now stand at 142, and they have 5,880 members, again with dominant membership from women.

There was a clear shift in the membership from men to women in these associations in 2007, especially in recently formed associations. This fact highlights that the involvement of women in the livestock sector has been gradually increasing. Besides the associations mentioned above, farmers formed 12 equine welfare groups in the villages and valleys in Chitral where the population of equine animals is still high. Many of the valleys and villages still have no access to major towns and markets, therefore, the use equine animals to transport inputs and consumption items from the markets to villages and surplus agricultural produce from villages to markets is still very common.

6.2 Capacity Building

The capacity building component in the Resource Development Programme of AKRSP comprises formal training courses, workshops, and conferences. In this programme, AKRSP trains both men and women in some selected sub-sectors of agriculture, livestock, forestry, and environment. Increasingly, LSOs have developed new capacities to arrange most of the training courses for their members in the traditional areas of plant protection, management, nursery-raising, and in forestry development and management.

The areas in which AKRSP organises training courses in these selected sub-sectors include seed production, organic farming, fish farming, honey-bee farming, vaccination, food processing and vegetable processing in the agriculture sector, poultry flock management, guild management, livestock management and treatment in the livestock sector. Table 6.2.1 illustrates that AKRSP trained a total of 288 specialists in fish farming, honey-bee keeping, and organic farming in agriculture in the programme area during 2007. These additions this year raised the total to 6,315 specialists in the programme area since AKRSP started work in the agriculture sector. Of the total specialists trained in agriculture in the programme area this year, Baltistan trained the majority of them, followed by Chitral region; interestingly the majority of them are women in all the regions. In livestock and poultry, AKRSP Chitral and Baltistan trained 351

TABLE 6.2.1
No. of NRM Specialists Trained: 1982-2007

Specialists	Gilgit		Chitral		Baltistan		Programme Area	
	2007	Cumu.	2007	Cumu.	2007	Cumu.	2007	Cumu.
Agriculture	23	2,484	74	1,959	191	1,872	288	6,315
- Male	-	1,544	-	1,045	-	936	-	3,525
- Female	23	940	74	914	191	936	288	2,790
Forestry	-	761	-	691	-	360	-	1,812
- Male	-	761	-	691	-	360	-	1,812
- Female	-	-	-	-	-	-	-	-
Livestock & Poultry	147	2,478	36	2,187	168	1,647	351	6,312
- Male	35	962	11	1,066	18	773	64	2,801
- Female	112	1,516	25	1,121	150	874	287	3,511

specialists in poultry flock management, guild management, livestock management and accounts in 2007; again women accounted for nearly half of the total trainees.

The statistics in this table also highlight different priorities of the three regions among the sectors. For example, the communities in Baltistan still have a high demand for developing skills in the agriculture, compared with the other two regions. The community demand for livestock and poultry specialists in Chitral appears comparatively greater than the other two regions of Gilgit and Baltistan. Within the sectors, the gender focus of the regions also differs. In Chitral, AKRSP has trained mainly men in these sectors, reflecting greater involvement of men in this sector, while in Baltistan, communities trained many women in the livestock and poultry sector. The Gilgit region has outsourced almost all the training programmes to LSOs to train specialists; therefore, it trained only a very few specialists in agriculture.

6.3 Community Infrastructure Development

Productive physical infrastructure has occupied a central place in AKRSP's Resource Development Strategy. Initially, AKRSP considered these physical projects as an investment in institutional development, but soon it realized that these physical projects not only help organise communities, but also create a stream of quick economic returns and benefits for communities in the form of increased land, increased productivity of agricultural resources, increased agricultural production, increased access to input and output markets for the supply of inputs and marketing of surplus production. The portfolio of these infrastructure projects ranges from irrigation development projects to link roads, bridges, protective works, water supply schemes, and microhydel plants.

With these benefits in mind, AKRSP continued to invest in this programme in 2007. Tables 6.3.1 to 6.3.6 present a detailed picture of different aspects of this programme in the programme area and across the regions. As shown in the tables, AKRSP initiated 248 projects in 2007 in partnership with communities, and this addition led to a cumulative aggregate of 3,348 projects. Across the regions, Chitral initiated nearly 75 percent of 2007 projects, followed by Baltistan region. As usual, irrigation development projects implemented in the programme area this year outnumbered other types of projects. Similarly, the distribution of type of projects among the regions also varied in 2007. For example, Baltistan selected majority of irrigation and land development projects among the types, while Chitral implemented many irrigation and road communication projects. The Gilgit region, however, maintained a balance among different type of projects (Table 6.3.1).

TABLE 6.3.1 No. of Community Infrastructure Projects Initiated: 1982-2007								
Type of Project	Gilgit		Chitral		Baltistan		Programme Area	
	2007	Cumu.	2007	Cumu.	2007	Cumu.	2007	Cumu.
Irrigation Projects	8	483	101	510	18	576	127	1,569
Communication Projects	8	197	47	337	5	194	60	728
Energy Projects	-	17	20	279	3	20	23	316
Land Development Projects	2	65	13	130	13	168	28	363
Water Supply Projects	2	110	-	41	5	74	7	225
NRM Projects	-	17	-	1	-	79	-	97
Social Sector Projects	-	3	3	4	-	31	3	38
Others	-	7	-	5	-	-	-	12
Grand Total	20	899	184	1,307	44	1,142	248	3,348

The irrigation development and microhydel development projects listed in this table are also a part of an innovative project titled ‘Integrated Drought Mitigation, Water Resource Management and Micro Hydel Development’ specifically designed by the Water Management Centre (WMC) of the Pakistan Poverty Alleviation Fund (PPAF). For details of this innovative project, see Box 6.3.1.

BOX 6.3.1

Integrated Drought Mitigation, Water Resource Management and Micro Hydel Development Project

Communities in NAC are living in extreme climatic and harsh weather conditions. The livelihoods of people of these areas are largely dependent on the watersheds where they have their common resources. This collective dependency turns into common vulnerability during periods of drought when these areas receive very low precipitations in the winter season. There is generally an acute shortage of water during the spring season when crop cultivation begins and especially at the end of summer and beginning of autumn when demand for water is at its peak. The downstream communities have diverse methods to tap this water for their use, such as water channels, water ponds in water scarce villages, drinking water supply schemes, siphon and pipe irrigation schemes, and lift irrigation. The existing water systems are based on indigenous knowledge, leaving room for improvement based on scientific knowledge.

During the drought years, snow-melt and avalanche-fed water streams fall to a minimum and many springs dry out. Many communities have to reduce the cultivation of cereal crops and even water is not sufficient to sustain the fruit and forest trees. The majority of such vulnerable villages mainly lie in the Rakaposhi watershed area in Gilgit, the Indus River catchment in the upper Kharmang Valley in Baltistan, and the Garam Chashma watershed in the Hindukush in Chitral. These water shortage difficulties can be overcome in the future by constructing new irrigation channels, lining existing channels, establishing pipe/ siphon irrigation systems, microhydel projects, and construction of water reservoirs/ponds.

AKRSP has received a generous grant of PKR 169.149 million from the Water Management Centre (WMC) of the Pakistan Poverty Alleviation Fund (PPAF) to construct 196 projects to improve the current situation and introduce “area development and integrated water resource management” in the three watersheds mentioned above. About 209 VOs with a population of 9,406 households will benefit from these projects. The objective of this Project is to manage water resources for agriculture and drinking purposes. Furthermore, the initiative aims to construct integrated drought mitigation projects to avoid adverse effects of severe droughts in future and to develop mini/micro hydropower in the selected project areas. LSOs and V/WOs have formed Taskforce Committees to create community awareness about water management and conflict resolution during construction of these projects. AKRSP started this project in June 2007 and will complete it by July 2009. Since this is a short term project of two years, much work has already been done and it is progressing at a faster pace. The schemes under this project will reduce the vulnerability of communities prone to drought shocks and bring barren land under cultivation, create productive assets and contribute to environmental improvement.

AKRSP invested a total sum of PKR 106.948 million in these projects in 2007, leading to a cumulative investment of PKR 1,488.869 million to date. The energy projects implemented this year cost a major chunk of the total investment made this year, while the share of irrigation projects is much higher in the cumulative investment made since the start of AKRSP. In 2007 Chitral region invested nearly half of the total programme investment in infrastructure projects, followed by Baltistan region, whereas Gilgit region was at the bottom of the investment portfolio, equivalent to about one-third of the cost of projects implemented in Chitral. If we analyze the cumulative AKRSP investment in the three regions, there is no significant difference in the total investment between Gilgit and Baltistan, but the total investment in infrastructure projects is markedly higher in Chitral compared with the other two regions (Table 6.3.2).

TABLE 6.3.2
Cost of Community Infrastructure Projects: 1982-2007 (PKR Million)

Type of Project	Gilgit		Chitral		Baltistan		Programme Area	
	2007	Cumu.	2007	Cumu.	2007	Cumu.	2007	Cumu.
Irrigation Projects	6.770	220.492	8.836	159.978	14.637	210.571	30.243	591.041
Communication Projects	5.259	95.652	7.366	124.879	3.026	81.323	15.650	301.853
Energy Projects	-	30.569	27.200	217.006	17.651	41.036	44.851	288.611
Land Development Projects	1.976	28.662	3.374	49,399	6.860	80.018	12.210	158.079
Water Supply Projects	1.480	65.995	-	23.129	1.715	29.027	3.195	118.150
NRM Projects	-	1.889	-	0.025	-	9.727	-	11.640
Social Sector Projects	-	1.372	0.798	1.147	-	5.552	0.798	8.071
Others	-	1.179	-	10.244	-	-	-	11.423
Grand Total	15.485	445.808	47.574	585.807	43.889	457.253	106.948	1,488.869

Table 6.3.3 presents additional analysis on the average cost of projects by type across the regions. The analysis reveals that the average cost of the projects in 2007 is almost equal to the average cost of cumulative projects. The analysis further shows that the average cost of projects has been increasing over the years, except in Chitral. This increase in the average cost of projects can be explained by two possible reasons. First, this increase may be the result of increases in the price of inputs, such as machinery and wages of labour. Second, the potential for small projects may have reached its ceiling, and communities might be identifying larger projects involving higher costs.

TABLE 6.3.3
Average Cost of Community Infrastructure Projects: 1982-2007 (PKR Million)

Type of Project	Gilgit		Chitral		Baltistan		Programme Area	
	2007	Cumu.	2007	Cumu.	2007	Cumu.	2007	Cumu.
Irrigation Projects	0.846	0.457	0.087	0.314	0.813	0.366	0.234	0.377
Communication Projects	0.657	0.486	0.157	0.371	0.605	0.419	0.261	0.415
Energy Projects	-	1.798	1.360	0.778	5.884	2.052	1.950	0.913
Land Development Projects	0.988	0.441	0.260	0.380	0.528	0.476	0.436	0.435
Water Supply Projects	0.740	0.600	-	0.564	0.343	0.392	0.456	0.525
NRM Projects	-	0.111	-	0.025	-	0.123	-	0.120
Social Sector Projects	-	0.457	0.266	0.287	-	0.179	0.266	0.212
Others	-	0.168	-	2.049	-	-	-	0.952
Grand Total	0.774	0.496	0.259	0.448	0.997	0.400	0.431	0.445

Among the types of projects, the energy projects (microhydel projects) entail higher unit costs because they require capital intensive machinery and skilled labour compared with irrigation channels and link roads. It is clear from the table that, on average, these energy projects cost about three times more than irrigation channels and two times greater than link roads. In addition, the overall average cost of all projects varies from region to region. For example, the average cost for all the projects in Baltistan is quite high compared with Chitral and Gilgit. Again, this high average project cost in Baltistan may have been caused by the reason that this region has implemented many micro hydropower projects involving high costs. On the contrary, Chitral region has been undertaking relatively lower cost projects than the other two regions.

Table 6.3.4 provides a fuller picture of projects completed in 2007 and during the entire programme period since 1982. The communities in the programme area as a whole completed 70 percent of the total

projects initiated in 2007, but the progress widely varies across the regions. Among the regions, communities in Chitral completed most of the projects initiated this year, followed by the communities in Gilgit, but the communities in Baltistan managed to complete only a small percentage of the projects initiated this year. The slow progress in Gilgit and Baltistan may have caused by sectarian tension in NAs during 2007. However, the communities in all the regions have completed over 90 percent of the total projects started since the time they partnered with the programme.

TABLE 6.3.4
No. of Community Infrastructure Projects Completed: 1982-2007

Type of Project	Gilgit		Chitral		Baltistan		Programme Area	
	2007	Cumu.	2007	Cumu.	2007	Cumu.	2007	Cumu.
Irrigation Projects	6	473	97	501	2	510	105	1,484
Communication Projects	3	189	41	322	-	175	44	686
Energy Projects	-	15	12	262	-	15	12	292
Land Development Projects	1	62	9	124	1	140	11	326
Water Supply Projects	-	105	-	39	-	63	-	207
NRM Projects	-	17	-	1	-	78	-	96
Social Sector Projects	-	3	1	2	-	31	1	36
Others	-	7	-	5	-	-	-	12
Grand Total	10	871	160	1,256	3	1,012	173	3,139

The infrastructure projects benefits almost all the households in the village without any discrimination. As shown in tables 5.3.5 and 5.3.6, the projects initiated in 2007 benefited 10,768 households, and this addition increased the total multiple beneficiaries to 258,488 households. The spread of these cumulative beneficiary households slightly varies from region to region. It appears that the overall beneficiary base is higher in Gilgit than the other two regions.

TABLE 6.3.5
Multiple Project Beneficiary Households: 1982-2007

Particulars	Gilgit		Chitral		Baltistan		Programme Area	
	2007	Cumu.	2007	Cumu.	2007	Cumu.	2007	Cumu.
Irrigation Projects	1,764	61,919	724	20,829	2,192	47,099	4,680	129,847
Communication Projects	923	13,047	720	19,574	233	13,004	1,876	45,625
Energy Projects	-	1,624	1,151	24,547	420	1,812	1,571	27,983
Land Development Projects	510	7,879	869	5,900	883	10,392	2,262	24,171
Water Supply Projects	47	17,728	-	2,113	191	4,219	238	24,060
NRM Projects	-	859	-	26	-	3,079	-	3,964
Social Sector Projects	-	608	141	537	-	1,163	141	2,308
Others	-	495	-	35	-	-	-	530
Grand Total	3,244	104,159	3,605	73,561	3,919	80,768	10,768	258,488

Table 6.3.6 presents an analysis of beneficiary households for all types of projects for individual regions and for the entire programme area. As we see, the average beneficiary household base for all types of projects slightly improved in the programme area in 2007. Across the regions, beneficiaries per project for all the 2007 projects and the cumulative projects in Gilgit were much higher than those in Chitral and Baltistan. However, there is no significant difference in the beneficiary households of projects between the latter two regions; the base of beneficiaries, however, is quite low in these regions compared with that of Gilgit.

When we look at the differences within the types of projects among the regions, the picture becomes much clearer. Let us first analyze beneficiaries per project in 2007. In this year, land development projects benefited more households in Gilgit and Chitral while energy projects benefited more households

TABLE 6.3.6
Average Project Beneficiary Households: 1982-2007

Type of Project	Gilgit		Chitral		Baltistan		Programme Area	
	2007	Cumu.	2007	Cumu.	2007	Cumu.	2007	Cumu.
Irrigation Projects	221	128	7	41	122	82	37	83
Communication Projects	115	66	15	58	47	67	31	63
Energy Projects	-	96	58	88	140	91	68	89
Land Development Projects	255	121	67	45	68	62	81	67
Water Supply Projects	24	161	-	52	38	57	34	107
NRM Projects	-	51	-	26	-	39	-	41
Social Sector Projects	-	203	47	134	-	38	47	61
Others	-	71	-	7	-	-	-	44
Grand Total	162	116	20	56	89	71	43	77

in Baltistan. In cumulative terms, this scenario differs in the programme area. For instance, water supply projects cover more households in Gilgit and energy projects in Chitral and Baltistan, followed by communication projects in Chitral and irrigation projects in Baltistan. At the first glance, the average beneficiary households of projects in social sectors in Gilgit and Chitral appear to be much greater than other projects, but a closer look reveals that these projects in this sector are very few and have been introduced quite recently in the programme area. Because of their recent introduction and limited number in the entire analysis, they have been purposively excluded from the comparative analysis of project beneficiaries in this section.

6.4 Community-based Renewable Energy Development Project

AKRSP has initiated a Community-based Renewable Energy Development (CRED) Project under the Community Development Carbon Fund (CDCF) project with the World Bank to contribute to reduction in global greenhouse gas concentrations in the atmosphere. This project comprises several components, such as provision of carbon finance, capacity building support, and procurement of technology to developing countries to mitigate climate changes.

AKRSP has been implementing this project in the programme area with the participation of communities and in collaboration with PPAF and other partners. AKRSP has developed this project on the basis of past experience that it has gained in undertaking over 240 micro and mini-hydropower projects with a generation capacity of 10 MW in the region with heavy involvement of local communities in the implementation and management of all these projects. The success of its clean and renewable energy development programme helped AKRSP to win the prestigious *Ashden Award (Green Oscars)* in 2004 and the Japanese Award for the *Most Innovative Development Project* in 2005.

Once completed, CRED project will generate around 14 MW of power from 103 projects ranging in size from 35 KW to 600 KW. It will provide power for meeting community energy needs, replace the use of diesel fuel and contribute to reducing greenhouse gas emissions. Moreover, the project will help reduce the logging of alpine forest resources that the population of NAC uses mainly for cooking and heating.

The World Bank approved the Project Idea Note (PIN) in 2006, and AKRSP signed the Letter of Intent (LOI) with the bank in 2007 and Emission Reduction Purchase Agreement (ERPA) in June 2008. The construction cost of 103 projects amounts to PKR 1,072 million. The Pakistan Poverty Alleviation Fund, Pakistan Council for Renewable Energy Technologies, Alternative Energy Development Board, private sector investors, and credit from banks will be used for financing this programme. The communities will contribute 20% of the construction cost, and will repair and maintain the projects after completion. AKRSP will provide technical support, engineering supervision of the projects during construction and maintenance stages. The 103 projects will reduce an average of 91,980 tons of CO₂ per year. As per signed ERPA, 350,000 Certified Emission Reductions (CER) will be traded with the World Bank and the additional will be the optional CERs.

Under this project so far a total of 20 mini/micro hydropower units have been initiated. These projects have also been reported in Table 6.3.1 under sub-Section 6.3. This project uses and expands existing community-based institutional mechanisms and capacities developed by AKRSP, including management systems for constructing the power projects, carrying out operations and maintenance of the power units, and sale of power produced after completion of the project. Mini-grids powered by micro and mini-hydropower projects (MHPs) will provide electricity to around 21,000 households living in mountainous regions to use in operating domestic appliances and establishing productive enterprise and businesses in addition to contributing to a clean environment.

6.5 Poverty Targeting

Although the large infrastructure projects have benefited the poorest and women in NAC to a great extent, there are still benefit gaps between the poor and non-poor. The AKRSP's socio-economic impact assessment studies and social and gender studies have also identified these gaps. On the basis of findings of these reports, AKRSP has designed special projects for the poor and women in the area. The inventory of these targeted projects in infrastructure development for them include irrigation channels, link roads, water supply schemes, sanitation facilities, community schools, and health centres.

AKRSP formally initiated this programme in 2004 and provided a reasonable space in its planning and annual budgets, with clear objectives and implementation criteria. The progress against this component has been captured in Table 6.5.1. A quick glance at this table reflects that a total of 43 projects have been extended mostly to WOs to cater the needs of the poor and women. Of this total, AKRSP undertook 14 projects in 2007. Of the total projects, the Gilgit and Baltistan regions extended more projects to WOs, than the Chitral region.

Table 6.5.1 Targeted Community Infrastructure Projects: 2004-2007								
Type of Project	Gilgit		Chitral		Baltistan		Programme Area	
	2007	Cumu.	2007	Cumu.	2007	Cumu.	2007	Cumu.
Irrigation Projects	-	1	-	1	-	-	-	2
Communication Projects	4	9	-	-	-	-	4	9
Water Supply projects	2	8	-	7	5	13	7	28
Social Sector Projects	-	-	3	3	-	-	3	3
Land Development Projects	-	-	-	1	-	-	-	1
Total	6	18	3	12	5	13	14	43

Within this category of projects, communities largely demanded water supply projects in 2007, as well as during the entire programme period starting from 2004. In particular, women demand water supply

projects because they are almost exclusively responsible for arranging water for drinking, cooking, and washing in their homes. Women in NAC transport water in large containers on their backs, shoulders, and heads from an average distance of about one kilometre. This drudgery often results in frequent accidents, causing injuries and abortions to women during the process of collecting water. They prefer link roads too because link roads provide them with easy access to health and educational facilities and nearest markets. Besides, link roads help increase their mobility within and outside the village as a result of increased service of small transport and passenger vehicles playing between villages and towns.

Table 6.5.2 gives details of the costs and beneficiary households of the projects discussed above. AKRSP has so far invested PKR 19.863 million in these targeted projects to meet the demand of the poor and women in the programme area. The share of Gilgit region amounts to more than half of this total investment in these projects, while Chitral and Baltistan regions each have spent close to one-fifth of the total investment in these projects.

TABLE 6.5.2 Costs and Beneficiaries of Targeted Projects: 2004-07				
Cost and Beneficiaries	Gilgit	Chitral	Baltistan	Programme Area
Total Cost(PKR Mill)	12.015	3.979	3.870	19.863
Average Cost per Project (PKR)	0.668	0.266	0.298	0.462
Total Multiple Beneficiary Households	1,748	591	687	3,026
Average Ben. Households per Project	97	49	53	70

These projects are small in size, involve small costs and benefit many poor men and women. As we see in the table, the average cost per project is PKR 462,000 for all the projects in the programme area. In comparison, the average cost per project in the Gilgit region is twice the average cost per project in Chitral and Baltistan. The high average project costs in Gilgit means that this region may have implemented bigger projects than the other two regions. The high project coverage of beneficiary households in Gilgit also provide some clues that it might have extended grants to communities for relatively bigger projects in size than that of the other regions.

7. MARKET DEVELOPMENT

AKRSP has developed the current Market Development Programme from the lessons learned from its previous marketing and enterprise development programmes implemented in the initial years. It has learned that developing a robust private sector in the area is a key to ensuring broad-based growth and sustaining the development gains. The demand for business development services has been growing for the past several years, and it can only be met through an integrated programme of partnerships and linkages among the civil society, the public, private, and NGO sectors. Therefore, AKRSP works with both the service providers to improve supply side conditions and the service recipients to improve demand side conditions in the markets at the same time. In doing so, it first identifies demand for missing products and services and then searches for competitive service providers within the programme region as well as in Pakistan. AKRSP has developed this approach to remove key bottlenecks that usually do not allow potential enterprises and businesses to grow and flourish, and potential markets for local goods and services to expand.

This inclusive Market Development Programme is a combination of several sub-programme components. The most important ones are the 1) Institutional Development, 2) Capacity Building, 3) Poverty Targeting, and 4) Action Research. To ensure fair distribution of benefits of these services and

programmes, AKRSP purposively incorporates the needs, interests and demand of women with a particular focus on young educated girls.

7.1 Institutional Development

The institutional development component of Market Development Programme concentrates on the formation of associations or networks of entrepreneurs, producers, traders and suppliers of goods and services. Once formed, these associations manage their enterprises, businesses, production processes and marketing of surplus production and benefit from the economies of scale from the collective and large transactions of inputs and surplus production. They also develop linkages, hold dialogues and lobby with policy-makers in public and private sectors and with other service providers to increase their bargaining position create an enabling environment where markets for products and services will function on a sustainable basis.

As shown in Table 7.1.1, farmers formed a large number of associations in the agribusiness sector that focuses on business activities such as the production and marketing of honey, apples, cherries, poultry, animals, and livestock products. Of the total associations formed during this reporting period, 188 were in the agri-business sub-sector. AKRSP is working in collaboration with the Agri-business Support Fund (ASF), a project supported by the federal government to link small farmers with supply chains and markets. This project has helped small farmers of NAC to form producers and marketing associations, access new technology and inputs, and improve quality and to pool their produce to achieve marketable surpluses. Across the regions, Gilgit region formed almost half of the total associations compared with the other two regions. The region-wise distribution and concentration of associations on agri-business activities is given in Table 7.1.1.

TABLE 7.1.1 No. of Enterprise and Sector-specific Associations: 2004-07								
Associations	Gilgit		Chitral		Baltistan		Programme Area	
	2007	Cumu.	2007	Cumu.	2007	Cumu.	2007	Cumu.
Enterprise Associations	2	11	-	4	-	1	2	16
Sector Specific Associations	4	6	2	3	-	-	6	9
Agri-business Farmer's Groups	94	94	42	42	52	52	188	188
Total	100	111	44	49	52	53	196	213

TABLE 7.1.2 Membership in Enterprise and Sector-specific Associations: 2004-07								
Membership	Gilgit		Chitral		Baltistan		Programme Area	
	2007	Cumu.	2007	Cumu.	2007	Cumu.	2007	Cumu.
Enterprise Associations	170	647	-	80	-	40	170	767
- Male	115	230	-	80	-	18	115	328
- Female	55	417	-	-	-	22	55	439
Sector Specific Associations	125	196	55	75	-	-	180	271
- Male	110	146	55	70	-	-	165	216
- Female	15	50	-	5	-	-	15	55
Agri-business Farmer's Groups	1,189	1,189	467	467	557	557	2,213	2,213
Male	420	420	252	252	491	491	1,163	1,163
Female	769	769	215	215	66	66	1,050	1,050

Table 7.1.2 shows that, in general, males seem to be dominating trading and marketing activities, but females have also gradually created space for themselves in these ventures with the passage of time. In the programme area, both males and females are equally engaged in agri-business activities. In the individual regions, a higher proportion of females from Gilgit and Chitral were engaged in these activities, but participation of females was lagging in Baltistan.

7.2 Capacity Building

Under its Market Development Programme, AKRSP focuses on building the capacities of men and women, and business associations in NAC through organizing formal training courses, workshops, conferences, exposure visits, and exhibitions. These programmes have gradually developed an enterprise culture among the population of the area and created services providers in a range of sectors. These programmes have helped increase the interaction among local business people and service providers, and as a result, helped community members to initiate their own enterprises and businesses. Keeping in view the importance of these capacity building initiatives, AKRSP continued these initiatives in 2007. During this period, it identified capacity-building needs of communities in some specific areas which include business management, income generation, and product development.

Table 7.2.1 elaborates the progress AKRSP achieved against this component in 2007. It trained nearly 2,681 female members in enterprise and business management, product development, and in technical and vocational skills. The business management courses cover topics on business creation, transactions, finances, and the product development courses deal with food, fruit, vegetable processing and preservation, horticulture development and management, stitching, and sewing, while technical trainings cover the skills in the areas of decoration, beautician, computer operation, cooking, driving, electrification, gems cutting and polishing, and photography.

In 2007 AKRSP trained the majority of these entrepreneurs under the Agri-business, Jafakash Aurat and Shubinak projects in Chitral and through the Agri-business and the Self-employment projects in Gilgit and Baltistan. This year, Gilgit region trained the majority of female members in business management and technical skills.

TABLE 7.2.1 Members Trained in Marketing Development Fields: 2004-07								
Fields/Skills	Gilgit		Chitral		Baltistan		Programme Area	
	2007	Cumu.	2007	Cumu.	2007	Cumu.	2007	Cumu.
Business Management	373	2503	86	238	154	1310	613	4,051
- Male	-	10	-	-	-	-	-	10
- Female	373	2493	86	238	154	1310	613	4,041
Product Development	48	2919	208	408	317	1376	573	4,703
- Male	-	-	-	-	-	-	-	-
- Female	48	2919	208	408	317	1376	573	4,703
Technical Trainings	242	845	150	346	121	170	513	1,361
- Male	21	21	33	33	10	10	64	64
- Female	221	824	117	313	111	160	449	1,297
Vocational Skills	148	1840	966	7302	24	4854	1,138	13,996
- Male	-	10	92	220	-	193	92	423
- Female	148	1830	874	7082	24	4661	1,046	13,573

Chitral and Baltistan regions focussed on enhancing the skills of female members in product development in 2007. Among the types of skills, female trainees in vocational skills outnumbered other three types of skills areas in all the regions during this year as well as in the previous years.

It appears from the data in this table that male and female members of the communities may have distinct skill development needs and priorities. For example, fruit, food and vegetable processing, interior decoration, stitching and sewing are considered to be indoor activities and might be more suited to their existing conditions that surround them in a special social environment.

In addition to formally training community members in a variety of enterprise and business skills, AKRSP held several workshops on various themes of enterprise development. In 2007 Baltistan region organised almost all the workshops focusing on sensitizing females about potential business opportunities in the region. The additions of this year raised the cumulative total to 256 workshops (Table 7.2.2). About 828 participants, three-fourths of them female, attended these workshops during this year. (Table 7.2.3).

TABLE 7.2.2 Enterprise and Business Promotion Workshops: 2005-07								
Workshops	Gilgit		Chitral		Baltistan		Programme Area	
	2007	Cumu.	2007	Cumu.	2007	Cumu.	2007	Cumu.
Business Development Workshop	1	2	3	4	-	1	4	7
Business Sensitisation Workshop	-	151	-	-	14	86	14	237
Facilitative workshops	4	9	-	-	2	3	6	12
Total	5	162	3	4	16	90	24	256

TABLE 7.2.3 Participants of Enterprise and Business Promotion Workshops: 2007				
Participants	Gilgit	Chitral	Baltistan	Programme Area
Total Participants	297	76	455	828
- Male	134	25	70	229
- Female	163	51	385	599
Average Participants per Workshop	59	25	28	35

Other activities that AKRSP undertook during the reporting year to promote business culture in male and female community members included exposure visits and product exhibitions. It organised four exposure visits and two product exhibitions for the entrepreneurs from all three regions. Over 300 male community members and 200 female members joined the visits and attended the exhibitions organised in NAC and in other parts of Pakistan.

7.3 Poverty Targeting

Under the Poverty Targeting component of Market Development Programme, AKRSP implemented a number of projects in 2007 to address the special economic needs of the poor and women. The projects implemented under this component included gems cutting and polishing centres, vocational centres, women markets, and financial support to LSOs for further undertaking income-generating activities in VOs and WOs.

AKRSP recorded encouraging progress in all these initiatives in 2007. As shown in Table 7.3.1, the programme established four gems cutting and polishing centres, eight vocational centres and 16 women

markets exclusively for women entrepreneurs, and provided funding to eight LSOs for undertaking targeted income generating activities in VOs and WOs in the programme area. The addition of these targeted projects in the Market Development Programme during the year increased the total to 68 projects. Baltistan region established nearly all the women markets, whereas Gilgit established vocational centres and provided support to LSOs for income generating businesses.

TABLE 7.3.1
Targeted Projects Market Development: 2004-07

Projects	Gilgit		Chitral		Baltistan		Programme Area	
	2007	Cumu.	2007	Cumu.	2007	Cumu.	2007	Cumu.
Gems Cutting & Polishing Centres	2	2	1	1	1	1	4	4
Vocational Centres	4	10	-	-	4	16	8	26
Women Markets	3	8	-	-	13	15	16	23
Financial Support to LSOs	5	7	2	4	1	4	8	15
Total	14	27	3	5	19	36	36	68

As shown in Table 7.3.2, a total of 130 trainees are under training at the newly established gems cutting and polishing centres and half of them are women. More interestingly, the trainees that the centres in Gilgit accommodate are over four times greater than the trainees at the centres in Chitral and Baltistan. In all regions, gender distribution of trainees varies considerably. In Chitral, these centres accommodate more men than women, whereas these centres in Gilgit have a marked concentration on women. The centres in Baltistan, however, reflect a balanced allocation of seats for both men and women.

TABLE 7.3.2
Trainees in the in the Targeted Training Centres: 2004-07

Centres	Gilgit		Chitral		Baltistan		Program Area	
	2007	Cumu.	2007	Cumu.	2007	Cumu.	2007	Cumu.
Gems Cutting & Polishing Centres	90	90	21	21	19	19	130	130
- Male	21	21	13	13	10	10	44	44
- Female	69	69	8	8	9	9	86	86
Vocational Centres	170	320	-	-	320	1,250	490	1,570
- Male	-	-	-	-	-	-	-	-
- Female	170	320	-	-	320	1,250	490	1,570
Women Markets	810	1,067	-	-	146	331	956	1,398
- Male	-	-	-	-	-	-	-	-
- Female	810	1,067	-	-	146	331	956	1,398

In the vocational centres, 490 trainees from Gilgit and Baltistan (all of them women) were learning vocational skills in 2007, leading to a cumulative total of 1,570 women community members who have acquired numerous skills since 2004. As compared to Gilgit, the participation of women from Baltistan in this programme has been encouragingly higher in 2007 as well as in the previous years. The regional review shows that Chitral region has not provided vocational training since 2004.

In the Women Markets, 1,398 women have setup their businesses and 956 entered into business during this reporting period. These markets have been established only in Gilgit and Baltistan. The strength of self-employed women in these markets further shows that these centres in Gilgit are much larger in size

than those in Baltistan. As we see that the markets in Gilgit are half of what is in Baltistan, but there is no apparent difference in employed women in both the regional markets.

At the vocational centres, women stitch garments, make quilts, school uniforms, and embroidery items and earn sufficient cash incomes. In the markets, women have established businesses related to cosmetics, garments, jewellery, shoes, photography, beauty and hair salons, cloth and dry fruit shops. Coupled with these shops, women have also opened tea-shops, internet cafes, and computer centres. In these markets, women entrepreneurs and customers easily work, interact, and negotiate transactions in a protected environment, and at the same time, respecting the existing social and cultural norms, traditions, practices, and religious beliefs. The LSOs and Town Management Societies have carefully developed appropriate systems to manage these markets to ensure their sustainability in the future.

The analysis of trainees in these centres indicate that the regions have different priorities and resources and men and women have differentiated priorities, access to different types of opportunities and resources within the regions. In such a context, design and development of programmes play an important role in targeting specific sections of the society.

7.4 Action Research and Business Development

AKRSP conducts action research on emerging economic and social enterprises and business opportunities in some sub-sectors. After the success of pilot activities, it encourages male and female entrepreneurs to set up new businesses in these sectors. The response of communities from all the three regions to these new initiatives has been very encouraging, and potential entrepreneurs regularly approach AKRSP for help in developing business plans for the businesses they identify.

Table 7.4.1 presents a detailed picture of the action research initiatives on economic and social enterprises and the business plans that AKRSP has developed for entrepreneurs. On the basis of the findings of the research undertaken in previous years, AKRSP developed 183 plans for the male and female entrepreneurs who approached AKRSP with new and innovative business ideas. AKRSP developed nearly half of these plans for the entrepreneurs in Gilgit, while it developed the rest of the total plans for the entrepreneurs of Chitral and Baltistan.

TABLE 7.4.1 Action Research and Business Plans: 2004-07								
Research/ Plans	Gilgit		Chitral		Baltistan		Programme Area	
	2007	Cumu.	2007	Cumu.	2007	Cumu.	2007	Cumu.
Research on Economic Enterprises	-	2	-	-	-	-	-	2
Research on Social Enterprises	-	11	-	3	-	-	-	14
Development of Business Plans	91	196	41	41	51	101	183	338

The data explain that action research and the development of business plans and businesses have a positive relationship, and this relationship implies that research creates demand for businesses. AKRSP shares its findings of action research with all the regions, but it appears that the majority of the entrepreneurs from Gilgit have benefited most from the findings of research carried out so far in the programme area.

8. SMALL PROJECTS

Apart from the sizeable funding from CIDA and PPAF for the IDPR and CPI programmes, respectively, AKRSP has accessed small funds from the government and other donors for implementing small projects and interventions targeted at specific sectors and sections of the population in NAC. This strategy for attracting small funds has been successful in bringing positive results in the region. Therefore, we mention these projects in the paragraphs that follow.

LSOs Capacity Building Project: RSPN has provided funding to build capacities of LSOs in Gilgit, Chitral, and Baltistan through reactivating V/WOs in LSOs jurisdictions, increasing the coverage within the V/WOs to a minimum of 90 percent from the village with a maximum participation from women. AKRSP started this project in January 2007 and ended in December this year. AKRSP has used this support to form Task force Committees of AKRSP staff to reactivate V/WOs, hire activists and train them in social mobilization and household planning. Moreover, the trained community activists in turn collected data from the households in the jurisdiction of LSOs by using poverty mapping tools and fed the data thus collected into a database provided by RSPN. The LSOs have started the process of designing and finalizing operational plans to utilise the Community Investment Fund.

Community-Led Total Sanitation: RSPN also provided funds for this project in Gilgit. AKRSP initiated this pilot project in August 2007 and will complete it in 2008. The objective of this project is to sensitise communities against the harms of open defecation practices and ensure the usage of toilets. Major activities in this project include collection of baseline data, sensitisation workshops about the dangers of open defecation and sanitation problems. The baseline data on sanitation, hygiene and other related issues have been collected, and sensitisation workshops, seminars, and campaigns have been organized in the Union Council of Danyore in Gilgit.

Political Empowerment of Women: TROCAIR, Ireland has extended funding for this project to increase and improve women's participation at all levels of political and local and government structures in Chitral. AKRSP started this project in Chitral in January 2005 and will complete it in 2008. The project has three major components: 1) capacity building, 2) Advocacy, and 3) Linkages and Partnerships. Under this project, the programme has trained 10 women and six men in leadership, planning, and management, organised 39 workshops on gender sensitisation, good governance, human rights, women rights, cultural issues, held review workshops for trainers, government officials, elected representatives, and religious leaders. In addition, the project has formed several women's forums, networks, undertaken collaborative projects with the government for women, and established resource centres for women. Details of all the interventions under this project have been given in the consolidated donor report.

Integrated Hushe Development Programme: The SARABASTALL, a Spanish NGO, implements this project in village Hushe in Baltistan. The Organisation started work on this project in April 2006 in collaboration with AKRSP and will complete it in August 2008. The focus of the project is to overcome the economic and social destitution of the people through constructing tourism infrastructure projects and reduce workload of women by constructing washing places. Under this project, work on a guest house and a washing place is under progress, and all the planned activities will be completed by the end of 2008.

Agribusiness Support Project: AKRSP has started this project in Gilgit, Chitral and Baltistan regions in January 2007, with the financial support from the Government of Pakistan through the Agribusiness Support Fund. The project focuses on creating income-earning opportunities for the small farmers and entrepreneurs through forming Agri-business farmers' Groups, providing support to the groups in developing business proposals, and extending financial grants to the selected farmers' groups for starting businesses. Under this project, AKRSP has so far facilitated farmers to form 188 Agri-business Groups,

developed 162 agri-business plans, and extended financial grants to 128 Agri-business Farmers' Groups to establish small agribusinesses.

Self-Employment Project for Women: AKRSP initiated this project in Gilgit and Baltistan with the financial support from the Government of Pakistan (the Northern Areas Administration) in 2006 and ended in June 2007. The main objectives of the project was to empower women through promoting enterprise culture among them, support local women to initiate new businesses, and build capacities of these women for better utilization of their business skills. Major activities included 1) organisation of awareness and sensitization workshops on business opportunities for women, 2) provision of support to women in business creation and development, 3) development of value added businesses for women at the village level, and 4) organisation of training and technical support to women to take up the marketing and processing initiatives. Under this project, AKRSP trained 3,361 females in business management, 3,879 in product development, and 193 in technical skills. In addition, the Programme organised 237 business sensitisation workshops, arranged five product exhibitions, developed 176 business plans for the potential women entrepreneurs, and established 29 women-only markets where 121 women have started their businesses.

Jafakash Aurat Project: The Government of Pakistan has been providing funding for this project in Chitral since July 2005, and the funding will continue till December 2008. The aim of this project is to supplement the work and initiatives of the Shubinak Project funded by SDC. The focus of the project is to empower women through improving the quality of Shu (woollen thread) and Shu products that women particularly produce, market, and earn incomes. The major components of the project include 1) product development, 2) fibre development, 3) institutional development, 4) developing sustainable systems, 5) market development, and 6) research and development. Through this project, AKRSP has trained 6,975 farmers and entrepreneurs (6,626 females, 349 males) in weaving, breed improvement, business management, cuttings and designs of garments, diseases control, flock management, guild management, product design, shu production, stitching, sewing and tailoring. In addition, under the project, AKRSP has facilitated farmers to form 142 guilds, 33 sheep/goat herder associations, and vaccinated 2,242 livestock in the Chitral region.

Livestock Development Project: With funds from the Government of Pakistan through the Prime Minister's Livestock Initiatives, AKRSP has been implementing this project in Gilgit and Baltistan since June 2006. The activities undertaken under this project include training of livestock farmers and clinical assistants in livestock management, livestock vaccination and treatment, artificial insemination and establishment of veterinary clinics and stores. The project has so far trained 143 females and 46 males in livestock management, and seven clinic assistants in accounts, established seven veterinary clinics, and seven veterinary stores in Gilgit and Baltistan. Moreover, the project has treated 42,461 animals, vaccinated 28,616 animals, and inseminated 36 animals. In addition to the activities mentioned above, the project has earned PKR 6,047 from the services of specialists, PKR 335,120 from the sale of medicines, PKR 3,900 from sale of semen, and PKR 3,253 from the sale of vaccines.

Equine Welfare Project: AKRSP started this project in Chitral in June 2006 in partnership with the Brook Hospital for Animals, International to work for the welfare of equine animals and building capacity of the owners of animals through forming Equine Welfare Groups, organising training courses, workshops, meetings, and treating and vaccinating animals. This project will last till May 2008. The partners have helped equine owners to form 12 groups, held 6 training courses on equine management and welfare, provided 57 grooming kits, extended support to farmers to establish 161 community stables, 489 households to treat 1,199 animals, and 157 households to vaccinate animals.

Sustainable Initiatives Project: AKRSP has initiated this project in the Upper Braldo Valley in Baltistan in June 2006 with 'Karakorum Trust Project'. The EV-K2-CNR Committee (Italy) has provided funds for

this project. This is a three-year project and will end in June 2009. The main objective of this project is to bring improvement in the socio-economic conditions of the people settled in the valley. The major components of the project are social development, infrastructure development, forestry development, environmental conservation, and capacity building. Through this project, the partners have initiated three community infrastructure projects, which have brought more than 111 ha of new land for 119 very poor household in the valley. Moreover, AKRSP trained 60 females in health and hygiene, 55 community members in livestock development and management, 39 in the management of forest and fruit trees, 39 VO members in project management, and 10 school teachers in adult literacy. Further, AKRSP has provided 2,000 fruit trees to 60 households and 20,000 forest trees to 105 beneficiary households of the Upper Valley of Braldo in order to support the other initiatives towards the development of horticulture, forestry and conservation of environment.

Improvement of Herders Livelihoods: The International Centre for Integrated Mountain Development (ICIMOD) has provided funds for this project. The aim of the project is to create improved and sustainable livelihood systems (land range management) through forming land range management committees, conducting demonstrations of alternate sources of energy, assessing trends of species, and biomass changes. AKRSP started this project in July 2007, and it will end in May 2008. Under this project, the Programme has formed one committee with a membership of 40 members, demonstrated technologies and distributed solar lamps, parabolic and metallic cookers, and has established three demonstration sites for hay and silage plant production.

Infrastructure Rehabilitation Project: AKRSP implemented this project in May 2007 in Chitral with the financial support from the Royal Norwegian Embassy, Islamabad and completed in December the same year. This project aimed at rehabilitating infrastructure projects severely damages by the floods and heavy snow fall in Chitral. AKRSP rehabilitated more than 154 infrastructure projects in the district; these projects will bring over 1,912 ha of new land and increase supply of irrigation water to 2,662 ha of existing land, benefiting 10,000 very poor households.

Women's Economic Development Project: This was the second project in 2007 for which the Royal Norwegian Embassy, Islamabad provided funding in Baltistan. AKRSP initiated this project in January 2007 and completed it in December the same year. The objective of this project was to economically empower women in Baltistan by increasing their asset base through expanding cultivable agricultural landholdings for increasing agricultural production and women's access and control over income.

Rehabilitation of Flood Effected People in Sonoghur, Chitral: AKRSP initiated this project in Sonoghur village in Chitral in September 2007, and it will end in December 2007. The German Embassy in Islamabad has provided financial assistance to this project. The project aims at rehabilitating households and individual people who have been affected by severe floods caused by the burst of a large nearby glacier in June 2007 through providing shelters, food packages, medicines, and warm-up materials. This project through these packages benefited 110 affected families in the Sonoghur village.

Gems Cutting and Polishing Project: Rupani Foundation has funded this project since February 2007. The objective of this project is to create economic opportunities in this sector through training both men and women in modern techniques of cutting and polishing raw gems, arranging learning trips to trainees to best gems cutting and polishing centres in Pakistan, and forming associations of skilled trainees and entrepreneurs. The project has so far established eight gems cutting and polishing centres, trained 212 trainees (84 males, 128 female), assisted entrepreneurs to form two associations in this sector, and organised learning trips to 24 trainees to different gems cutting and polishing centres and markets in Pakistan.

9. SOME SELECTED MAJOR RESULTS

AKRSP expects that the programmes it implements must bring about visible and desirable for the benefit of poor people in NAC. Once produced, the results become sustainable for a longer period of time to benefit the population of the entire region. The results are numerous and fall in a broad range of areas and sectors. However, we have highlighted here some of the major results in the sub-section below.

9.1 Institutional Maturity

AKRSP regularly undertakes comprehensive studies on the maturity of institutions it has continuously fostered since its inception. A study on institutional development conducted in 2006 demonstrates that one-fourth of the VOs from the programme area achieved a high level of maturity. Over one-third of the VOs in Gilgit and Chitral achieved a high level of maturity and sustainability. In Baltistan, however, only 6 percent of VOs met the maturity and sustainability criteria. Overall, above 60 percent of the organisations in the programme area and in all the regions demonstrated the potential to become mature in the near future. Similarly, one-fourth of the WOs in the programme area demonstrated capabilities to independently take charge of their own development, with minimal support from supporting agencies. Across the regions, 55 percent of the WOs in Chitral achieved high levels of maturity rankings. In Gilgit and Baltistan, more than 50 percent of the WOs fell in the middle category of performance ranking.

All the LSOs have developed long-term development plans and try to implement the activities against these plans. As mentioned above, LSOs and V/WOs have also developed their capacities to initiate effective dialogues with other service providers other than AKRSP for accessing funds and other services they need in their constituencies. For example, of the 38 LSOs formed so far, 30 LSOs have now access to diversified funding sources. This year, 14 LSOs received a very flexible grant of PKR 1.0 million from the Rural Support Programme Network (RSPN) to create income-generating activities for the poor and women in the geographical areas they serve. Similarly, 339 V/WOs obtained funding from various sources for implementing development programmes and interventions in their villages.

9.2 Economic Development and Poverty Reduction

The rate of change in the incomes of the population of NAC has been highly encouraging in the recent past. For instances, the nominal per capita income of the population of NAC increased from PKR. 3,000 in 1991 to PKR.22,000 in 2005, a seven times increase on the base year. Similarly, the real per capita income increased from PKR.3,000 in 1991 to PKR. 9,000 in 2005, and this increase is three times greater than that of the baseline per capita income. In 1991 the per capita income of the population of NAC was 31 per cent of the national incomes, but the proportion gradually improved and rose to 49 per cent in 2005. The poverty in the area has also significantly decreased in NAC, nearly approaching the national level. In 1991 over 67 percent of the population was poor, but it decreased to 25 percent in 2005. In the same way, the poorest dropped from 33 percent in 1991 to only 5 percent in 2005.

The impact of training programmes for women in income generating skills has been very promising. Reports from the field confirm that 72 percent of the women trained in income-generating skills use their acquired skills to earn cash incomes from the opportunities available to them and, as a result, the employment of women both in the formal and informal sectors has improved over time. For example, women employed in both these sector dramatically increased from a mere 6 percent in 2004 to 16 percent in 2005, capturing a greater proportion of employment opportunities in the market.

9.3 Replication of AKRSP Model

The AKRSP approach of participatory development has been widely accepted at the national and international levels. On the principles of this approach, the Government of Pakistan has established nine Rural Support Programmes (RSPs) in the country, while the Aga Khan Development Network (AKDN) has extended this model to eight countries in Asia, Africa and the Middle East. In addition, AKDN has set up the First Microfinance Bank in the private sector in Pakistan. Various governments and non-governmental organisations have internalized the core values of community participation and community development in their systems. For example, the Government of Pakistan has developed and implemented more than 10 such participatory programmes in participation with communities and in partnerships with AKRSP in NAC.

9.4 Governance, Policies and Practices

AKRSP has made numerous efforts and worked very closely with the elected local governments in NAC, the Northern Areas Administration, NGOs and private sector agencies working in the programme area and Pakistan to help them improve governance systems and either develop or bring about changes in their policies and practices to make them pro-poor and pro-gender. AKRSP has worked with all these development partners through partnership programmes, linking communities with them for accessing projects and services, and building capacities of community activists and its own staff. These efforts have produced some very encouraging results that are worth mentioning here.

A significant number of community activists and AKRSP staff intensively trained in participatory development have now acquired leadership positions in the local governments systems, the government line departments, the private sector, and NGOs in NAC and Pakistan. For instance, 10 percent of community activists whom AKRSP groomed and six AKRSP ex-staff (three male and three female staff) are now members of NALA, local District Governments, and Union Councils. Of these, one male and one female ex-AKRSP staff members are holding the highest portfolios as Advisors to the Chief Executive (State Ministers) in NAs Cabinet. Similarly, activists and ex-AKRSP staff are working with the government line departments in NAC and Pakistan, the private sector, mainly with the banking sector, NGOs and RSPs in Pakistan and overseas.

The activists and ex-AKRSP staff who hold higher positions at various levels of local, provincial, and national policy-making and decision-making structures and governments work with all the government line departments, the private sector, and NGOs, and contribute to bringing about improvements in policies, programmes, and practices.

The Government of Pakistan has also brought significant changes in its policies, programmes and practices in recent past based on the work of AKRSP. Some of the best examples of this change include the Social Forestry Programme, the Northern Education project, the Northern Health project, and the Tawana Pakistan Programme. The 'Community Physical Infrastructure (CPI) programme' through PPAF and the 'Social Mobilisation Programme (SMP)' are also the best examples of the initiatives of the Government of Pakistan to formally incorporate the approach of participatory development in its development planning.

The Northern Areas Administration has signed an agreement with the LSO of the Khunjerab Village Organization (KVO) in which it has given authority and powers to the LSO to control free hunting in the Park and approved 75 percent share for the communities in the income earned from the authorised hunting of wild animals through valid hunting licences outside the part area. For the management of the Park, KVO has formed committees in each village to protect wildlife and other natural resources. The

LSO earned approximately US\$ 50,000 from trophy hunting fees and other activities in 2007. It manages and uses the income generated from the trophy hunting for implementing productive and social sector services in the area.

AKRSP conducted opinion polls in Gilgit and Baltistan in 2007 in order to assess the perceptions of more than 500 men and women about the functioning of local governments and representatives. The polls revealed that 65 percent of the sample respondents expressed their satisfaction with the services, policies, practices and programmes that the local governments provided and formulated in the recent past. Over 36 percent respondents claimed that both the elected men and women representatives had the capacity and will to design, plan and implement pro-poor and pro-women development programmes and activities in the area. About the accountability of elected representatives to their constituencies, 40 percent of the sample population resounded that they were more accountable to them than before. Similarly, 33 percent of the respondents confirmed that the participation of grassroots communities in planning and decision-making forums and bodies had risen to a great extent.

9.5 Private Sector Development

AKRSP has put a significant effort in stimulating the private sector in NAC by creating sustainable business development services and capacities in the market. To achieve this objective, AKRSP encourages potential service providers working in the programme area and other parts of Pakistan to provide their services to entrepreneurs and business people in the region. Moreover, it pilots innovative enterprises and businesses and incubates to a point of break even, and then divests from them to grow further in the open market.

AKRSP has thus divested from several such ventures and handed over these enterprises to the private sector. The previous AKRSP-owned programmes and projects that are now functioning in the private sector include the First Microfinance Bank, the Mountain Infrastructure and Engineering Services (MIES), the Mountain Fruits (Private) Limited (MFL), the Mountain Seed Company, North-South Seeds Company, and the Mountain Operators in Goods and Handicrafts.

The other companies and service firms that AKRSP either supported or encouraged to work in the private sector include the Terichmere Consulting Association, the Green Alternative Power, the Alternative Solution for Development, and the Publishing Extension Network. All these companies, firms, and services closely work with all the development agencies including AKRSP and civil society organisation and provide services to them at their door steps. For the details of these companies and firms, see AKRSP Biennial Report 2005-06.

10. DOCUMENTATION AND DISSEMINATION OF KNOWLEDGE

AKRSP regularly generates documents and disseminates new knowledge among donors, AKDN institutions, Rural Support Programmes (RSPs), development practitioners, academics and academic institutions, individual researchers, NGOs, and local communities. In this process, AKRSP invests considerable resources every year. AKRSP also regularly conducts large socio-economic and institutional development surveys, documents best practices, undertakes case studies, produces progress reports, annual reviews, develops proposals, concept notes, and strategies to capture the knowledge generated through the development of ideas, implementation of programmes, practices, and activities in the field of participatory community and rural development in NAC. The documents, reports, surveys and studies through which the programme generated during 2007 alone are as follows:

- AKRSP published two survey reports titled ‘An Assessment of Socio-economic Trends in the Northern Areas and Chitral’ and ‘An Assessment of Institutional Development of Village and Women’s Organisations’.
- It prepared and published the Biennial Report for 2005-06: This report reviews the progress of AKRSP programmes implemented during these two years, in addition to capturing the cumulative progress since 1982. Under the regular reporting process, AKRSP produced one Programme Annual Plan, one Annual IDPR Project Plan, one Six-monthly IDPR Project Report and one Annual IDPR Report for 2007-08, during this year.
- AKRSP completed 10 small case and impact studies on different topics and themes including gender, economic development, poverty, enterprise development, institutional maturity, capacity building, and resource mobilisation.
- In addition, it conducted three option polls one each in Gilgit, Baltistan, and Chitral on the perceptions of communities about the effectiveness of local government systems and the effects of the Lowari tunnel on the overall development of people of Chitral.
- To raise awareness of government projects, policies, and AKRSP programmes among communities, AKRSP’s Institutional Development Resource Centre in Gilgit published two editions of the new quarterly Urdu newsletter "Ujala."

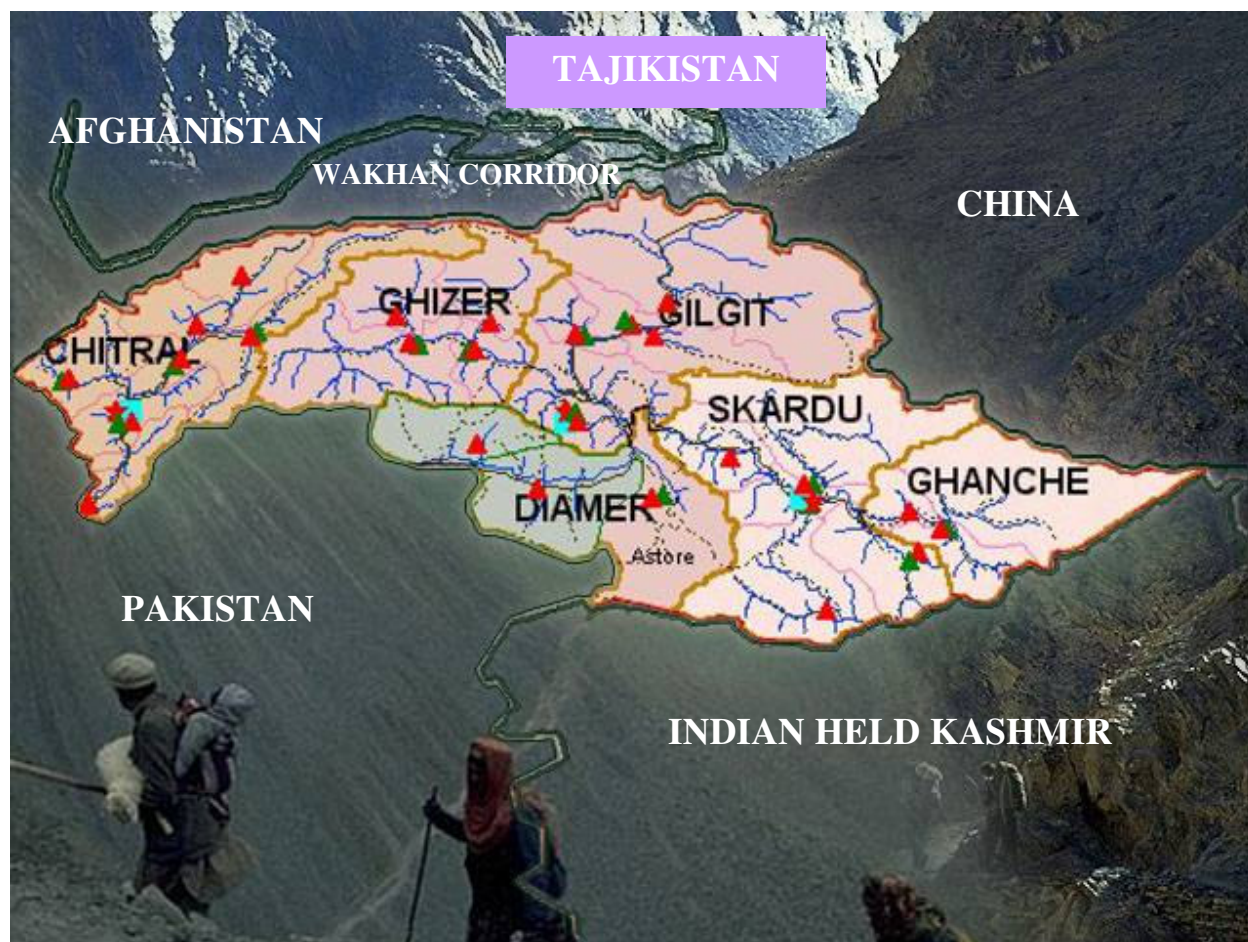
AKRSP believes that all these research studies and monitoring reports will provide a much-needed baseline and platform to engage the public and private sector policymakers on issues identified in these studies.

11. AKRSP’S FUTURE DIRECTIONS

In the coming years, AKRSP’s focus is expected to shift to more strategic areas of participatory development for the holistic development in NAC. It will work with all ‘actors’ and sectors’ of the state, civil society and the private sector, to create harmony, integration and impact through collaboration and partnership among all the stakeholders.. In its efforts to contribute towards this mission, AKRSP will strive to accomplish a set of clearly defined objectives, including 1) improving policy environment, 2) creating effective and competent civil society institutions, such as LSOs, 3) promote private sector activities for broad based growth, 4) reducing poverty, 5) enhancing institutional capacities, and 6) increasing the scope of development opportunities for women.

AKRSP will do its best to achieve these objectives through a set of integrated programmes in the coming years. First of all, it will identify promising sectors and sub sectors, based on the comparative advantage of the area, assess opportunities for improvement, identify partners for collaborative action. The main strategy from here onward would be to ‘imbed’ participatory values and capacities in the local systems and institutions to enable them to formulate pro-poor and pro-women policies and programmes. AKRSP will work closely with the civil society sector that it has fostered in the past to make it an effective partner for local development, so that it can engage itself with the state and private sector actors for the overall and balance development of the area. In addition, AKRSP will progressively transfer important tasks of local development to LSOs and engage all the other development partners and stakeholders in a wider dialogue of future development of the area. It will continue to provide capacity building support to all partners in development, particularly LSOs, to build their capacities so that they can take advantage of local opportunities and resources and use them for the wider benefit of the population. Another key area of AKRSP interest will be management of knowledge that AKRSP and other agencies have been generating through research and development practices.

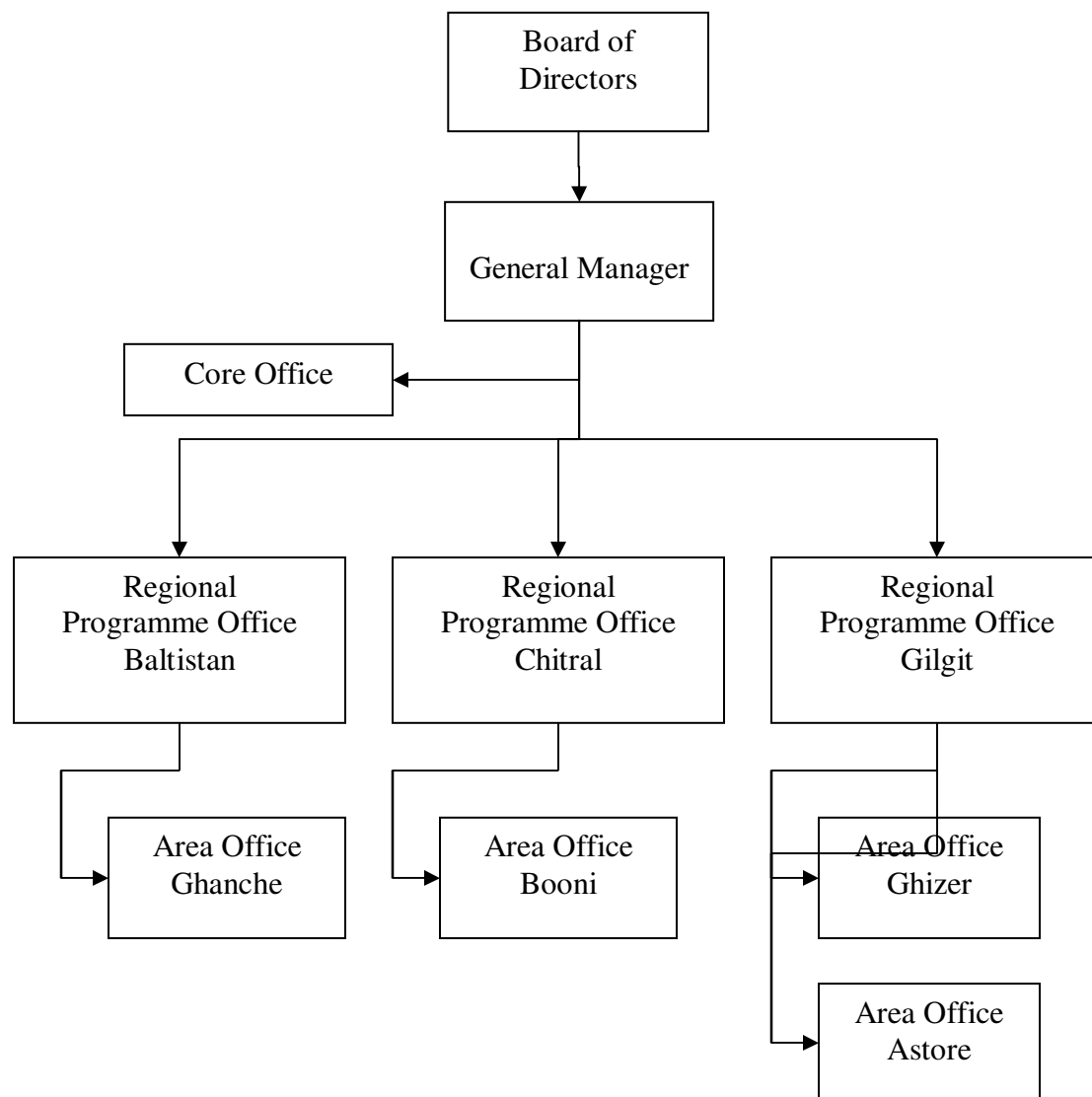
ANNEX I
The Map of the Programme Area



ANNEX II
Members of the AKRSP Board of Directors

Mr. Ali Noormahomed Rattansey	Chairman
Dr. David Nygaard	Member
Mr. Azizuddin Shamsher Ali Boolani	Member
Mr. Hussain S. Tejany	Member
Mr. Shoaib Sultan Khan	Member
Dr. Zafar Iqbal Qureshi	Member
Mr. Afzal Ali Shigri	Member
Mr. Al-Nashir Jamal	Member
Ms. Shandana Khan	Member
Ms. Shazreh Hussain	Member
Ms. Nusrat Nasab	Member
Mr. Ghulam Tahir	Member
Dr. Inayatullah Faizi	Member
Mr. Saeedullah Jan	Member
Ms. Shamsah Valli Mohammad	Member
Ms. Laila Abdullah Shah	Member
Mr. Sohail G. Khoja	Member
Mr. Izhar Ali Hunzai	Ex-Officio Member/GM

ANNEX III
AKRSP Organisational Chart



ANNEX IV
List of AKRSP Donors in 2007

S.No.	Donor Agency	Programme	Start Date	End Date	Currency	Funding Committed
1	CIDA-IDPR	Institutional Development for Poverty Reduction (IDPR)	20-Oct-04	31-Mar-09	CAD\$	9,000,000
2	Pakistan Poverty Alleviation Fund (PPAF)	Community Physical Infrastructure (CPI)	1-Jul 04	30-Jun-09	PKR	307,771,200
3	Rural Support Programmes Network (RSPN)	LSOs Capacity Building	1-Jan-07	31-Dec-07	PKR	20,008,500
4	TROCAIRE – Ireland	Political Empowerment of Women Chitral	1-Jan-05	30-Jun-08	EURO	163,628
6	EV-K2-CNR Committee (Italy)	Sustainable Dev Initiatives	8-Jun-06		EURO	130,000
7	SARABASTALL (Spanish NGO)	Infrastructure Project in Hushey	1-Apr-06	31-Aug-08	PKR	11,002,050
8	Govt. of Pakistan - Agribusiness Support Fund	Agribusiness Support	1-Jan-07		PKR	8,550,500
9	Govt. of Pakistan - Self Employment Project for Women	Self Employment Project for Women			PKR	35,000,000
10	Govt. of Pakistan Jafakash Aurat Project	Jafakash Aurat Project (Patti Dev)	1-Jul-05	31-Dec-08	PKR	25,985,339
11	Govt. of Pakistan-PM's Livestock Initiatives	Livestock Development	1-Jan-06		PKR	9,139,315
12	BROOKE Hospital for Animal	Equine Welfare Project	1-Jun-06	31-May-08	PKR	2,555,400
13	International Centre for Integrated Mountain Development (ICIMOD)	Improvement of herders livelihood	1-Jul-07	31-Dec-09	USD	14,299
14	Royal Norwegian Embassy (RNE)	Rehabilitation of Infrastructure Projects in Chitral	1-May-07	31-Dec-07	PKR	8,535,320

15	Royal Norwegian Embassy (RNE)	Women's Economic Development in Baltistan	1-Jan-07	31-Dec-07	PKR	15,000,000
16	Embassy of Germany	Rehabilitation of Flood Effectees in Sonoghor village Chitral	10-Sep-07	31-Dec-07	PKR	4,151,400
17	World's Gold and Diamond Inc. USA (Rupani Foundation)	Gems Cutting and Polishing Centres	1-Feb-07		USD	100,000

ANNEX V
STATISTICAL ABSTRACT: Cumulative 1983-2007

Indicators	Programme Area	Gilgit	Chitral	Baltistan
Programme Initiation		January 1983	January 1986	January 1986
THE CANVAS				
Area (sq.kms)	74,200	33,500	14,850	25,850
Population ¹	1,057,111	435,208	318,689	303,214
Number of villages	1,183	426	523	234
Rural households	132,034	52,914	44,250	34,870
Average dependency ratio (%)*	83	82	73	90
Nominal per capita income (PKR)*	21,862	24,676	18,855	19,737
Population living below poverty line (%)*	25	22	25	29
Male literacy rate (%)*	75	76	77	71
Female literacy rate (%)*	43	50	40	35
1. Source: Population Census 1998, * Source: AKRSP, SESNAC 2005				
1. SOCIAL DEVELOPMENT				
1.1 INSTITUTIONAL DEVELOPMENT				
1.1.1 Local Support Organisations	38	16	12	10
Total Member Organisations	2,072	512	1,142	418
Total Membership	76,970	22,554	40,010	14,406
- Village Organisations	1,122	264	619	239
- VO Membership	47,263	12,497	25,480	9,286
- Women Organisations	950	248	523	179
- WO Membership	29,707	10,057	14,530	5,120
1.1.2 Community Organisations	4,575	1,677	1,458	1,440
Total Membership	170,345	71,215	51,105	48,025
- Village Organisations	2,636	889	861	886
- VO Membership	107,604	39,542	34,752	33,310
Households covered by VOs (%)	80	74	76	95
- Women Organisations	1,939	788	597	554
- WO Membership	62,741	31,673	16,353	14,715
Households covered by WOs (%)	48	60	37	42
WO Clusters Organisations	46	13	23	10
Cluster Membership	12,858	1,635	9,935	1,288
Citizen Community Boards	130	-	130	-
CCB Membership	3,375	-	3,375	-
1.2 INSTITUTIONAL SUSTAINABILITY				
1.2.1 Financial Support to Local Organisations				
Management Support to LSOs (Staff salaries)	37	16	11	10
Office Establishment Support to LSOs	37	16	11	10
Registration support to new LSOs	32	16	10	6
Funding to LSOs for Social Sector Services	26	8	11	7

Indicators	Programme Area	Gilgit	Chitral	Baltistan
1.3 CAPACITY BUILDING				
1.3.1 Trainings & Participants				
Total Participants	26,257	10,545	5,969	9,743
- Male	3,852	1,152	1,268	1,432
- Female	22,405	9,393	4,701	8,311
Health, Hygiene & Nutrition	2,073	1,032	246	795
- Male	-	-	-	-
- Female	2,073	1,032	246	795
Leadership, Planning & Management	6,501	2,981	1,881	1,639
- Male	2,425	719	848	858
- Female	4,076	2,262	1,033	781
Literacy and Numeracy	15,849	6,060	3,233	6,556
- Male	106	99	6	1
- Female	15,743	5,961	3,227	6,555
Partnership Building	957	214	235	508
- Male	700	166	162	372
- Female	257	48	73	136
Poverty Targeting	635	213	217	205
- Male	490	143	168	179
- Female	145	70	49	26
Gender Sensitisation	62	15	47	-
- Male	10	5	5	-
- Female	52	10	42	-
Short courses for staff	180	30	110	40
- Male	121	20	79	22
- Female	59	10	31	18
1.3.2 Workshops & Participants				
Capacity Building Workshops conducted	404	194	118	92
Gender Sensitisation	113	59	21	33
Good Governance and PPP	171	72	63	36
Poverty Targeting for V/WOs and LSOs	30	14	10	6
Human and Women Rights	52	31	8	13
Political Empowerment	16	12	-	4
Social and Cultural Issues	17	5	12	-
Gender Responsive Budgeting	2	1	1	-
TOT Review Workshop	3	-	3	-
1.3.3 Exposure Visits				
Total Visits	66	30	26	10
LSO Representatives	25	13	10	2
V/WO Representatives	22	10	7	5
Elected Reps and Journalists	8	3	4	1
Govt. Line Department Officials	6	3	2	1
Staff Members	5	1	3	1

Indicators	Programme Area	Gilgit	Chitral	Baltistan
1.4 POVERTY TARGETING				
1.4.1 Poverty Endowment Funds				
Endowment fund to LSOs	28	11	8	9
Endowment fund to V/WOs	50	15	22	13
Grants to LSOs	32	12	13	7
1.4.2 Targeted Projects				
Total Targeted Social Sector Projects	715	317	142	256
Literacy Centres	689	304	134	251
Early Childhood Development Centres	9	5	3	1
Day Care Centres	3	1	-	2
Interactive Resource Centres	14	7	5	2
Support to poorest female students to increase female enrolment	590	459	41	90
1.5 POLICY DIALOGUE AND PARTNERSHIP				
1.5.1 Multi Stakeholder Fora	16	8	6	2
1.5.2 Linkages of Organisations	982	412	174	396
LSOs with line departments	8	6	2	-
WOs/WGs with Govt. Agencies	137	80	1	56
WOs/WGs with NGOs	837	326	171	340
1.5.3 Public-Private Collaborative Projects	40	16	13	11
Local Government	21	8	7	6
AKDN Agencies	19	8	6	5
1.5.4 Policy Research Initiatives	43	27	13	3
Case Studies	16	12	2	2
Disseminate Publications	4	2	2	-
Joint research, Policy analysis and Impact Assessment	6	4	2	-
Opinion polls on effective functioning of local government	3	-	3	-
Policy briefs	4	2	2	-
Gender disaggregated data collection	2	-	1	1
Studies on Gender equality	1	1	-	-
Research Studies on ID & Sustainability	7	6	1	-
2. RESOURCE DEVELOPMENT				
2.1 INSTITUTIONAL DEVELOPMENT				
2.1.1 Total Resource Development Groups/Associations	187	-	187	-
Equine Welfare Groups	12	-	12	-
Total Membership	489	-	489	-
- Male	489	-	489	-
- Female	-	-	-	-
Sheep/Goat Herder Associations	33	-	33	-
Total Membership	855	-	855	-
- Male	787	-	787	-
- Female	68	-	68	-
Wool and Hair Processing Guilds	142	-	142	-
Total Membership	5,880	-	5,880	-
- Male	4,280	-	4,280	-
- Female	1,600	-	1,600	-

Indicators	Programme Area	Gilgit	Chitral	Baltistan
2.2 CAPACITY BUILDING				
2.2.1 Trainings & Participants				
Total Participants	14,439	5,723	4,837	3,879
- Male	8,138	3,267	2,802	2,069
- Female	6,301	2,456	2,035	1,810
Agriculture	6,315	2,484	1,959	1,872
- Male	3,525	1,544	1,045	936
- Female	2,790	940	914	936
Forestry	1,812	761	691	360
- Male	1,812	761	691	360
- Female	-	-	-	-
Livestock & Poultry	6,312	2,478	2,187	1,647
- Male	2,801	962	1,066	773
- Female	3,511	1,516	1,121	874
2.2.2 Workshops & Participants				
Total No. of Workshops	12	-	12	-
Equine management and welfare	6	-	6	-
Experience Sharing for Guild Members	5	-	5	-
Potato production and marketing	1	-	1	-
2.3 COMMUNITY INFRASTRUCTURE DEVELOPMENT				
No. of projects initiated	3,348	899	1,307	1,142
Total Cost (PKR Mil)	1,488.869	445.808	585.807	457.253
Beneficiary Households	258,488	104,159	73,561	80,768
No. of projects completed	3,139	871	1,256	1,012
Power Generation (KW)	8,919	1,268	7,301	350
New land developed (Ha)	114,364	41,690	9,419	63,255
Existing land benefited (Ha)	128,376	52,733	15,314	60,328
Total land (Ha)	242,740	94,424	24,733	123,583
2.4 TARGETED PROJECTS				
No. of projects initiated	43	18	12	13
Total Cost (PKR Mil)	20.162	12.015	3.979	4.169
Beneficiary Households	3,026	1,748	591	687
No. of projects completed	24	12	8	4
New land developed (Ha)	78	78	-	-
Existing land benefited (Ha)	114	102	12	-
Total land (Ha)	192	180	12	-
2.5 NATURAL RESOURCE MANAGEMENT				
2.5.1 Agriculture				
Total Fruit Trees Planted (mil)	3.56	2.17	0.57	0.81
Fruit Trees supplied to V/WOs (mil)	1.00	0.83	0.17	-
Fruit Trees self planted by V/WOs (mil)	2.56	1.35	0.40	0.81
Improved Cereal Seed (kgs)	395,612	193,198	105,025	97,389
Vegetable Seed (kgs)	174,201	30,079	6,875	137,247
Fodder Seed (kgs)	383,824	51,126	27,957	304,741
Support farmers in vegetable seed production	600	-	600	-

Indicators	Programme Area	Gilgit	Chitral	Baltistan
2.5.2 Forestry				
Total Plants/Seedlings Planted (mil)	38.92	12.68	9.30	16.94
Plants/Seedlings supplied to V/WOs (mil)	28.30	10.03	9.11	9.16
Plants/Seedlings self-planted by V/WOs (mil)	10.62	2.65	0.19	7.78
Private Forest Nurseries Supported	1,479	85	147	1,247
2.5.3 Livestock and Poultry				
Improved Breed Cattle/Bulls	701	444	54	203
Improved Breed Sheep/Rams	5,840	3,605	274	1,961
Improved Breed Goats	267	123	6	138
Poultry Birds	723,716	402,525	147,059	174,132
Poultry Brooding Centres	426	266	80	80
Animals Vaccinated	30,858	23,650	2,242	4,966
Animals treated	42,461	30,975	-	11,486
Veterinary Clinics Established	7	5	-	2
Veterinary Stores established	7	5	-	2
CLEWs Providing Services	29	20	-	9
3. MARKET DEVELOPMENT				
3.1 INSTITUTIONAL DEVELOPMENT				
Enterprise and Sector-specific Associations	213	111	49	53
Total Membership	3,251	2,032	622	597
- Male	1,707	796	402	509
- Female	1,544	1,236	220	88
Agri-business Farmer's Groups	188	94	42	52
Total Membership	2,213	1,189	467	557
- Male	1,163	420	252	491
- Female	1,050	769	215	66
Enterprise Associations	16	11	4	1
Total Membership	767	647	80	40
- Male	328	230	80	18
- Female	439	417	-	22
Sector Specific Associations	9	6	3	-
Total Membership	271	196	75	-
- Male	216	146	70	-
- Female	55	50	5	-
3.2 CAPACITY BUILDING				
3.2.1 Trainings & Participants				
Market Development Training Courses	24,173	8,169	8,294	7,710
- Male	538	82	253	203
- Female	23,635	8,087	8,041	7,507
Business Management	4,051	2,503	238	1,310
- Male	10	10	-	-
- Female	4,041	2,493	238	1,310
Product Development	4,703	2,919	408	1,376
- Male	-	-	-	-
- Female	4,703	2,919	408	1,376

Indicators	Programme Area	Gilgit	Chitral	Baltistan
Technical Trainings	1,361	845	346	170
- Male	64	21	33	10
- Female	1,297	824	313	160
Vocational Skills	13,996	1,840	7,302	4,854
- Male	423	10	220	193
- Female	13,573	1,830	7,082	4,661
Professional/Intellectual development programme for youth	62	62	-	-
- Male	41	41	-	-
- Female	21	21	-	-
3.2.2 Workshops & Participants				
Enterprise and Business Promotion Workshops	260	165	5	90
Business Development Workshop	7	2	4	1
Business Sensitisation Workshop	237	151	-	86
Facilitative workshops	12	9	-	3
Awareness raising workshops on youth issues	4	3	1	-
3.2.3 Business Promotion Exhibitions and Campaigns				
No. of Exhibitions/Campaigns	21	12	7	2
Exhibitions	16	7	7	2
Physical Development Programme for youth	3	3	-	-
Promoting Volunteerism in youth	2	2	-	-
3.2.4 Exposure Visits & Participants				
Exposure Visits	9	3	5	1
3.3. MARKET ACTION RESEARCH				
Research on Social Enterprises	14	11	3	-
Research on Economic Enterprises	2	2	-	-
Development of Business Plans	338	196	41	101
3.4 TARGETED PROJECTS				
Vocational Centres	26	10	-	16
Women Markets	23	8	-	15
Gems Cutting & Polishing Centres	4	2	1	1
3.5 CREDIT & SAVINGS				
Total Savings (Rs.mil)	500.53	270.65	99.14	130.74
- Village Organisations	371.08	174.43	78.14	118.51
- Women's Organisations	129.45	96.21	21.00	12.23
No. of loans disbursed (group & individual)	37,568	16,372	10,439	10,757
No. of borrowers served	621,124	339,629	153,550	127,945
Amount of loans disbursed (Rs.mil)	1,821.94	1,028.57	420.62	372.75
Amount outstanding at the end of year (Rs.mil.)	134.34	27.24	53.61	53.49
Portfolio at risk at the end of year (Rs.mil.)	34.29	12.09	0.30	21.90
Portfolio at risk as % of outstanding	85.9%	44.4%	0.6%	40.9%

ANNEX VI
STATISTICAL ABSTRACT: Addition 2007

Indicators	Programme Area	Gilgit	Chitral	Baltistan
1. SOCIAL DEVELOPMENT				
1.1 INSTITUTIONAL DEVELOPMENT				
1.1.1 Local Support Organisations	13	6	3	4
Total member Organisations	589	132	259	198
Total membership	22,074	5,982	8,909	7,183
- Village Organisations	334	74	154	106
- VO Membership	13,909	3,546	5,978	4,385
- Women Organisations	255	58	105	92
- WO Membership	8,165	2,436	2,931	2,798
1.1.2 Community Organisations	659	177	263	219
Total Membership	25,343	7,945	9,023	8,375
- Village Organisations	356	84	158	114
- VO Membership	14,984	3,918	6,092	4,974
Households covered by VOs	14,655	3,866	5,846	4,943
- Women Organisations	303	93	105	105
- WO Membership	10,359	4,027	2,931	3,401
Households covered by WOs	10,359	4,027	2,931	3,401
WO Clusters Organisations	9	1	8	-
Cluster Membership	1,554	145	1,409	-
Citizen Community Boards	13	-	13	-
CCB Membership	450	-	450	-
1.2 INSTITUTIONAL SUSTAINABILITY				
1.2.1 Financial Support to Local Organisations				
Management Support to LSOs (Staff salaries)	16	7	5	4
Office Establishment Support to LSOs	13	7	2	4
Registration support to new LSOs	15	9	4	2
Funding to LSOs for implementing SSS	7	2	2	3
Funding to V/WO Groups for implementing SSS	9	6	3	-
1.3 CAPACITY BUILDING				
1.3.1 Trainings & Participants				
Total Participants	3,614	1,253	863	1,498
- Male	724	270	200	254
- Female	2,890	983	663	1,244
Health, Hygiene & Nutrition	830	388	138	304
- Female	830	388	138	304
Leadership, Planning & Management	516	304	135	77
- Male	21	15	6	-
- Female	495	289	129	77
Literacy and Numeracy	1,406	290	302	814
- Male	73	73	-	-
- Female	1,333	217	302	814

Indicators	Programme Area	Gilgit	Chitral	Baltistan
Partnership Building	464	120	131	213
- Male	349	93	81	175
- Female	115	27	50	38
Poverty Targeting	344	136	118	90
- Male	246	84	83	79
- Female	98	52	35	11
Gender Sensitisation	22	15	7	-
- Male	10	5	5	-
- Female	12	10	2	-
Short courses for staff	32	-	32	-
- Male	25	-	25	-
- Female	7	-	7	-
1.3.2 Workshops & Participants				
Capacity Building Workshops conducted	151	79	39	33
Gender Sensitisation	34	20	6	8
Good Governance and PPP	63	24	25	14
Poverty Targeting for V/WOs and LSOs	13	7	4	2
Human and Women Rights	26	16	3	7
Political Empowerment	9	7	-	2
Social and Cultural Issues	5	5	-	-
TOT Review Workshop	1	-	1	-
1.3.3 Exposure Visits				
Total Visits	16	7	7	2
LSO Representatives	3	2	1	-
V/WO Representatives	7	3	2	2
Elected Reps and Journalists	2	-	2	-
Govt. Line Department Officials	3	2	1	-
Staff Members	1	-	1	-
1.4 POVERTY TARGETING				
1.4.1 Poverty Endowment Funds				
Endowment fund to LSOs	7	4	-	3
Endowment fund to V/WOs	13	6	5	2
Grants to LSOs	13	5	5	3
1.4.2 Targeted Projects				
Total Targeted Social Sector Projects	48	4	17	27
Literacy Centres	42	-	16	26
Early Childhood Development Centres	2	1	1	-
Day Care Centres	2	1	-	1
Interactive Resource Centres	2	2	-	-
Support to poorest female students to increase female enrolment	50	4	6	40

Indicators	Programme Area	Gilgit	Chitral	Baltistan
1.5 POLICY DIALOGUE AND PARTNERSHIP				
1.5.1 Multi Stakeholder For a	5	3	2	-
1.5.2 Linkages of Organisations	43	19	5	19
LSOs with line departments	3	1	2	-
WOs/WGs with Govt. Agencies	20	9	1	10
WOs/WGs with NGOs	20	9	2	9
1.5.3 Public-Private Collaborative Projects	17	6	6	5
Local Government	8	3	2	3
AKDN Agencies	9	3	4	2
1.5.4 Policy Research Initiatives	21	16	5	-
Case Studies	7	7	-	-
Disseminate Publications	1	-	1	-
Joint research, Policy analysis and Impact Assessment	3	2	1	-
Opinion polls on effective functioning of local government	1	-	1	-
Policy briefs	1	-	1	-
Gender disaggregated data collection	-	-	-	-
Studies on Gender equality	1	1	-	-
Research Studies on ID & Sustainability	7	6	1	-
2. RESOURCE DEVELOPMENT				
2.1 INSTITUTIONAL DEVELOPMENT				
2.1.1 Total Resource Development Groups/Associations	46	-	46	-
Total Membership	1,849	-	1,849	-
- Male	834	-	834	-
- Female	1,015	-	1,015	-
Equine Welfare Groups	12	-	12	-
Total Membership	489	-	489	-
- Male	489	-	489	-
- Female	-	-	-	-
Sheep/Goat Herder Associations	10	-	10	-
Total Membership	280	-	280	-
- Male	225	-	225	-
- Female	55	-	55	-
Wool and Hair Processing Guilds	24	-	24	-
Total Membership	1,080	-	1,080	-
- Male	120	-	120	-
- Female	960	-	960	-
2.2 CAPACITY BUILDING				
2.2.1 Trainings & Participants				
Total Participants	639	170	110	359
- Male	64	35	11	18
- Female	575	135	99	341
Agriculture	288	23	74	191
- Male	-	-	-	-
- Female	288	23	74	191
Livestock & Poultry	351	147	36	168
- Male	64	35	11	18
- Female	287	112	25	150

Indicators	Programme Area	Gilgit	Chitral	Baltistan
2.2.2 Workshops & Participants				
Total No. of Workshops	9	-	9	-
Equine management and welfare	6	-	6	-
Experience Sharing for Guild Members	2	-	2	-
Potato production and marketing	1	-	1	-
2.3 COMMUNITY INFRASTRUCTURE DEVELOPMENT				
No. of projects initiated	248	20	184	44
Total Cost (PKR Mil)	106.948	15.485	47.574	43.889
Beneficiary Households	10,768	3,244	3,605	3,919
No. of projects completed	173	10	160	3
Power Generation (KW)	675	-	325	350
New land developed (Ha)	2,473	1,525	-	947
Existing land benefited (Ha)	1,857	970	15	872
Total land (Ha)	4,330	2,496	15	1,819
2.4 TARGETED PROJECTS				
No. of projects initiated	14	6	3	5
Total Cost (PKR Mil)	6.948	4.435	0.798	1.715
Beneficiary Households	925	593	141	191
No. of projects completed	3	2	1	-
2.5 NATURAL RESOURCE MANAGEMENT				
2.5.1 Agriculture				
Support farmers in vegetable seed production	600	-	600	-
2.5.2 Livestock				
Animals Vaccinated	28,616	23,650	-	4,966
Animals treated	42,461	30,975	-	11,486
Animals dewormed	21,292	17,499	-	3,793
Animals inseminated	36	-	-	36
Animal surgeries performed	55	31	-	24
Veterinary Clinics Established	7	5	-	2
Veterinary Stores established	7	5	-	2
Income from sale of Medicines	335,120	223,018	-	112,102
Income from sale of Vaccines	3,253	2,265	-	988
Income from sale of Semen	3,900	-	-	3,900
Income from DVM services	6,047	2,683	-	3,364
CLEWs Providing Services	29	20	-	9
3. MARKET DEVELOPMENT				
3.1 INSTITUTIONAL DEVELOPMENT				
Enterprise and Sector-specific Associations	196	100	44	52
Total Membership	2,563	1,484	522	557
- Male	1,443	645	307	491
- Female	1,120	839	215	66
Agri-business Farmer's Groups	188	94	42	52
Total Membership	2,213	1,189	467	557
- Male	1,163	420	252	491
- Female	1,050	769	215	66

Indicators	Programme Area	Gilgit	Chitral	Baltistan
Enterprise Associations	2	2	-	-
Total Membership	170	170	-	-
- Male	115	115	-	-
- Female	55	55	-	-
Sector Specific Associations	6	4	2	-
Total Membership	180	125	55	-
- Male	165	110	55	-
- Female	15	15	-	-
3.2 CAPACITY BUILDING				
3.2.1 Trainings & Participants				
Market Development Training Courses	2,859	833	1,410	616
- Male	167	32	125	10
- Female	2,692	801	1,285	606
Business Management	613	373	86	154
- Male	-	-	-	-
- Female	613	373	86	154
Product Development	573	48	208	317
- Male	-	-	-	-
- Female	573	48	208	317
Technical Trainings	513	242	150	121
- Male	64	21	33	10
- Female	449	221	117	111
Vocational Skills	1,138	148	966	24
- Male	92	-	92	-
- Female	1,046	148	874	24
Professional/Intellectual development programme for youth	22	22	-	-
- Male	11	11	-	-
- Female	11	11	-	-
3.2.2 Workshops & Participants				
Enterprise and Business Promotion Workshops	28	8	4	16
Business Development Workshop	4	1	3	-
Business Sensitisation Workshop	14	-	-	14
Facilitative workshops	6	4	-	2
Awareness raising workshops on youth issues	4	3	1	-
3.2.3 Business Promotion Exhibitions and Campaigns				
No. of Exhibitions/Campaigns	7	6	-	1
Exhibitions	2	1	-	1
Physical Development Programme for youth	3	3	-	-
Promoting Volunteerism in youth	2	2	-	-
3.2.4 Exposure Visits & Participants				
Exposure Visits	4	1	2	1
3.3. MARKET ACTION RESEARCH				
Development of Business Plans	183	91	41	51
3.4 TARGETED PROJECTS				
Vocational Centres	8	4	-	4
Women Markets	16	3	-	13
Gems Cutting & Polishing Centres	4	2	1	1



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