



**AGA KHAN FOUNDATION CANADA – FONDATION AGA KHAN CANADA**

**Aga Khan Rural Support Programme**

**Institutional Development for Poverty Reduction Program  
Gilgit-Baltistan and Chitral, Pakistan**

**END OF PROJECT REPORT  
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## ACRONYMS

3D	Dialogue, Development and Democracy
AC	Advisory Committee
ACT	Agriculture Commodity Trade
AJK	Azad Jammu and Kashmir
AKAM	Aga Khan Agency for Microfinance
AKCSP	Aga Khan Cultural Services Programme
AKDN	Aga Khan Development Network
AKES	Aga Khan Education Services
AKF	Aga Khan Foundation
AKFC	Aga Khan Foundation Canada
AKF(P)	Aga Khan Foundation (Pakistan)
AKHSP	Aga Khan Health Services, Pakistan
AKPBS	Aga Khan Planning and Building Services
AKRSP	Aga Khan Rural Support Programme
AP	Action Plan
ARSP	Asora Rural Support Programme
AVDP	Ayun Valley Development Programme
BLSO	Biyar Local Support Organization
BoD	Board of Directors
CCB	Citizen Community Boards
CIDA	Canadian International Development Agency
CIF	Community Investment Fund
CLTS	Community-Led Total Sanitation
CRF	Community Revolving Fund
CSO	Civil Society Organization
DC	District Council
EB	Executive Board
ECD	Early Childhood Development
EIA	Environmental Impact Assessment
EOP	End of Program
FMiA	First Microinsurance Agency
FST	Financial Self-reliance Tool
GAD	Gender and Development
GADO	Garamchashma Area Development Organization
GB	General Body
GBC	Gilgit, Baltistan and Chitral
GBLA	Gilgit-Baltistan Legislative Assembly
HDI	Human Development Index
ICDP	Integrated Chitral Development Programme
ID	Institutional Development
IDPR	Institutional Development for Poverty Reduction
IDS	Institutional Development Survey
IT	Information Technology
IUCN	International Union for Conservation of Nature
IWPR	Institute of War and Peace Reporting
JICA	Japan International Cooperation Agency

KADO	Karimabad Area Development Organization
KIU	Karakorum International University
KKH	Karakoram Highway
KLSO	Karambar Local Support Organization
LFA	Logical Framework Analysis
LSO	Local Support Organization
MACP	Mountain Area Conservation Project
M&E	Monitoring and Evaluation
MER	Monitoring, Evaluation and Research
MIAD	Multi-Input Area Development
MoU	Memorandum of Understanding
MSF	Multi-Stakeholder Forum
NAs	Northern Areas
NAC	Northern Areas and Chitral
NADRA	National Database Registration Authority
NALA	Northern Areas Legislative Assembly
NALC	Northern Areas Legislative Council
NCHD	National Commission for Human Development
NGO	Non-Governmental Organization
NORAD	Norwegian Agency for Development Cooperation
NRB	National Reconstruction Bureau
NRM	Natural Resource Management
NWFP	North West Frontier Province
OCAT	Organizational Capacity Assessment Tool
PDP	Policy Dialogue and Partnership
PIPS	Pakistan Institute of Parliamentary Services
PPAF	Pakistan Poverty Alleviation Fund
PPP	Public-Private Partnership
PMF	Performance Measurement Framework
RBM	Results Based Management
RPM	Regional Program Manager
RSPN	Rural Support Programme Network
SAT	Self-Assessment Tool
SESGBC	Social-Economic Survey for Gilgit-Baltistan and Chitral
SESNAC	Socio-Economic Survey for the Northern Areas and Chitral
SESWNAC	Socio-Economic Survey for Women of the Northern Areas and Chitral
ToT	Training of Trainers
UC	Union Council
VO	Village Organization
WG	Women's Groups
WO	Women's Organization
WWF	World Wildlife Fund

## FORWARD

The Institutional Development for Poverty Reduction (IDPR) program was conceived six years ago after two decades of successful implementation of a replicable and replicated rural development approach by AKRSP that brought tangible improvements in the lives of women and men of the Northern Areas and Chitral (NAC), now referred to as Gilgit-Baltistan-Chitral (GBC) b. It was a time when the World Bank published its fourth evaluation of AKRSP and called its report the Next Ascent, acknowledging AKRSP's achievement as 'highly satisfactory' but also challenging AKRSP to figure out its next strategy. An international conference was hosted by AKRSP with support from CIDA and DFID to take stock of the lessons learned from the AKRSP experiment. The big question on the minds of key stakeholders was: what should be the next logical evolution of AKRSP's development approach after the initial success and the changing context of GBC?

IDPR was designed in response to this question and it involved high stakes for AKRSP and the broader Aga Khan Development Network (AKDN). The IDPR initiative was also critical for CIDA, which had supported AKRSP uninterrupted since its inception in 1983 and was raising the question of an exit strategy for AKRSP. The key theme of IDPR, as its title suggests, was institutional development as a vehicle for poverty reduction and sustainable development. The new focus on institutions sparked a stimulating discourse within AKRSP and led to a re-articulation of its core development strategy: creation and fostering of a second generation of community-based institutions with downward accountability and the capacity to mediate development services between existing village level institutions and development support systems of public and private sector. Almost a year into IDPR implementation, AKRSP came up with a new medium-term strategy which included the concept of Local Support Organizations, a meso-level community-based institution, which remains a key result of IDPR.

The following end of program report on IDPR is an attempt to capture the results and outcomes of this complex and innovative program. AKRSP has been reporting the progress to CIDA on a regular basis and an in depth analysis of the outcomes of IDPR is already available in the form of the Mid-Term Evaluation Report commissioned by CIDA in 2008. Although AKRSP and AKF colleagues here in Pakistan and in Ottawa have attempted to capture the project results, we still lack the ability to adequately articulate in words the life changing experiences that IDPR interventions have left on individuals, groups, and the vast majority of the GBC population.

During the review period, the working environment in GBC continued to pose a series of challenges at the local as well as at national and regional levels. Over the last five years, IDPR's focused efforts continued to achieve tangible progress in key domains of individual and collective life. That the results and outcomes documented in this report were possible at a time of many reversals and degeneration in the broader environment is a testament to the sound underpinnings of IDPR, both as an approach and a well-conceived program of action. We aim to continue the spirit of IDPR in the future.

We are concluding IDPR at an auspicious time, as AKRSP is already preparing itself for the next set of challenges and opportunities: youth development, resilience for climate change adaptations and disaster risk reduction, food security, and renewable energy. It is our hope that CIDA will continue to be a valued partner in implementing these timely and relevant ideas in the coming years.

AKRSP gratefully acknowledges the relentless support of CIDA for a region of the world that is trying, against major challenges, to foster stable, peaceful, prosperous and pluralistic society.

Izhar Ali Hunzai  
General Manager  
Aga Khan Rural Support Programme

## EXECUTIVE SUMMARY

The Institutional Development for Poverty Reduction (IDPR) Program was a five and a half year initiative of the Aga Khan Rural Support Programme (AKRSP), supported by the Canadian International Development Agency (CIDA) and Aga Khan Foundation Canada (AKFC), with technical assistance from Aga Khan Foundation-Pakistan (AKF-P). IDPR operated in five districts of the Federally Administered Northern Areas and the Chitral district in the North West Frontier Province (NWFP), with an overall goal of contributing to equitable and sustainable human development and to the reduction of poverty and gender disparities. The specific objectives of the program included the creation and promotion of an array of relevant, efficient and effective civil society organizations for equitable and sustainable development, expanding social and economic opportunities for women, and fostering pro-poor, gender-equitable development policies, practices and partnerships in the Gilgit-Baltistan and Chitral (NAC). The project budget totaled \$9,000,000 over five and a half years (Oct 2004 – Jan 2010) with \$8,220,600 million from CIDA and \$779,400 from AKFC.

This end of project report provides program background and presents evidence-based progress on output and outcome results along with key implementation challenges and opportunities. It also reports on the synergies of IDPR activities and results on projects supported by other donors and CIDA. Lastly, the report summarizes key lessons learned and provides an analysis on AKRSP's effectiveness and approach on LSOs, gender, human resources and sustainability. The report is based on data and analysis of the last and previous rounds of the Socio-economic Survey of Northern Areas and Chitral (SESNA), the Institutional Development Surveys, interviews of LSOs, the Northern Areas Economic Report of the World Bank, the CIDA commissioned mid-term evaluation of IDPR, an internal assessment of LSOs conducted by AKF, gender audit reports of AKRSP, and the IDPR progress reports. The data sources were used to assess progress on key outcome and output indicators.

Annexes to the report include the IDPR project Logical Framework Analysis (LFA), the Performance Management Framework, and detailed Local Support Organization profiles and results on LSOs. The Quarter 2 and Final financial reports will be sent separately along with significant variance explanations and the Disposal of Assets Report.

Based on the data collected for indicators in the performance management framework, the IDPR program reported successful results for all indicators, yet challenges and adaptations existed and are reported on throughout the report and with key issues detailed in the lessons learned section. In summary, there were three main outcome results for the program:

Components	Outcome Results
Social Development	Increased sustainability and effectiveness of V/WOs, LSOs and other CSOs
Women's Development	Improved social and economic development for women in GBC
Policy, Dialogue and Partnership	Effective local policies/programs and governance practices are in place that respond to the needs of women and the poor in GBC

The principle achievements of the program that have contributed to the successful reduction of poverty and gender inequality during the program period were contingent on the important gains in the formation and testing of Local Support Organizations (LSOs) as sustainable and effective institutions for pro-poor and equitable development. Under the Social Development component, these community-driven institutions are now formally registered at the Union Council level and recognized by the local government as official development organizations. LSO membership consists of V/WOs, other civil society groups and local government representatives. The LSOs now cover more than one-third of the Union Councils in GBC and have demonstrated that they are capable of participatory and inclusive plans for local area development through a range of local development initiatives. Overall, the MTE and the LSO Assessment funded by Aga Khan Foundation were impressed with the achievements to date of the LSOs. Also the LSO data collected from the Self Assessment Tool (SAT) and their profiles reported on in the Appendix section of this report show that the LSOs are progressing over time, whereby, as they mature they have become more sustainable and effective. The results also show that all LSOs have women on their Board of Directors, and AKRSP's funding has declined over time, yet the LSOs have been successful at supplementing the revenue with various funding sources. However, these institutions are young and have only been operating for 2-4 years, but with targeted support on a declining basis, a sizeable proportion of LSOs have the potential to achieve organizational and financial sustainability and play a lead role in fostering inclusive and sustainable development in the region.

Under the Women's Development component, men and women from various grassroots organizations in GBC reported significant improvements in the socio-economic conditions for women in the area and that these changes have also brought increasing mobility and social change. Regarding improved economic opportunities, 72 percent of the 2,327 women trained during 2007-08 reported that they have accessed new economic opportunities by applying their new skills. Again during 2008-09, 65 percent of the 1,170 women trained reported that they had already improved their incomes since the trainings or had accessed new economic opportunities. MTE reported even higher numbers, where 93 percent of the women's groups visited by the MTE team reported improved economic development opportunities. MTE mentioned that the economic activities were substantial; however some groups still needed further support. Regarding social issues, women now report feeling more confident and have increased mobility in the program area. For example, women now go to banks on their own which previously was unheard of.<sup>1</sup> Also, women report increases in their ability for and confidence in decision-making. For example, women in UC Marapi, Shigar have joined town management committees and report that they now have a more pronounced role in general household decision-making. In some cases women also have a say in property sale decisions<sup>2</sup> although this is an area that is still dominated by males, but is gradually improving. Also, gender sensitization programming within the LSOs has shown positive results by contributing to the development of new leadership roles for women within the LSOs. At present, the number of female board members in the LSOs varies from 13% to 46%, but all LSOs now have women on their Board of Directors.<sup>3</sup> Yet, the role of the majority of female board members is still confined to WO related re-activation and other women focused activities. However, with the entry of more educated women as board members and continued AKRSP support, it is expected that women's active involvement in LSOs general decisions and public dealings will continue to increase.

Efforts of AKRSP under the PDP Component have resulted in bringing progressive changes in public sector policies and programs. This is evident from the fact that local government and government line

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<sup>1</sup> WO Oshikandas members, Gilgit.

<sup>2</sup> Ibid

<sup>3</sup> Refer to LSO individual profiles, Appendix III.

departments are now working actively and extensively with AKRSP fostered local organizations. AKRSP's investment in building the capacity and sensitizing of public sector representatives has resulted in narrowing the gap between state and non-government institutions. The decision to utilize public sector development funds through community participation and the agreements between Union Councils (UC) & LSOs for future collaboration on planning and implementation of development projects are examples of major shifts in state policies. AKRSP is also proud to report that during the life of the program over 13 notable changes to public policy and programs' responsiveness to gender equality and poverty reduction were instituted with contributions from AKRSP, which are further detailed in the section below. Moreover, AKRSP's efforts to change public sector practices that enable greater participation of grassroots institutions, particularly local elected representatives have resulted in bringing critical changes into the public sector. This is evident from the remarkable growth in the level of grassroots participation in public practices and in the high number of partnerships between government departments, AKRSP, the LSOs and other community groups. Furthermore, the numerous exposure visits, complemented by 27 Multi-Stakeholder Forums (MSF) and two LSO Conventions, have provided a means of facilitating grassroots participation and changing public sector practices. However, challenges still exist to fostering grassroots practices with the local government and need further support as discussed in the sections below.

AKFC provided both regular, ongoing support to AKRSP and undertook special activities to work towards the achievement of two output-level results under the Canadian Component of IDPR: improved capacity of AKRSP to meet program objectives; and increased awareness within targeted Canadian audiences about lessons learned and best practices from AKRSP's experience. Highlights included a team of consultants working for Oxford Policy Management of the UK and their Islamabad office in 2009-10 gave AKRSP expert advice on monitoring and evaluation that specifically focused on improvement in methodologies and finalization of the SESNAC and IDS surveys and report. Although not funded by CIDA, AKFC utilized the lessons learned under IDPR to educate the Canadian public on development issues in northern Pakistan. In 2005, a feature article on the impact that CIDA's historic and current support for AKRSP in northern Pakistan is having in terms of improved governance not only in NAC but, more recently, in Tajikistan and Afghanistan –entitled “Good Governance Ensures Every Voice Counts” – formed the centrepiece of a special supplement section in the Saturday, May 14, 2005 edition of *The Globe and Mail*. In 2010, AKFC hosted a series of events on replication and relevance of AKRSP's social mobilisation approach featuring Shoaib Sultan Khan, Chairman of the Rural Support Programme Network in Pakistan as keynote speaker and produced a publication on Canada and AKRSP in northern Pakistan. The events included the launch of his book *‘The Aga Khan Rural Support Program: A Journey Through Grassroots Development’*, a discussion with representatives from CIDA, DFAIT and Canadian civil society organizations, and a presentation with selected members of corporate Canada



## INTRODUCTION

This end of program report for the Institutional Development for Poverty Reduction (IDPR) program provides program background and details the progress made against targets, activities and output results for the field and Canadian components. It provides an overview of the project background as well as key implementation challenges and opportunities. It also reports on the synergies with other donors and with other CIDA projects. Lastly, the report summarizes key lessons learned and provides an analysis on AKRSP's effectiveness and approach on LSOs, gender, human resources and sustainability. The Quarter 2 and Final financial reports are attached separately, where the significant variance explanations are found in the last section of the report below.

Annexes to the report include the IDPR project Logical Framework Analysis (LFA), the Performance Management Framework, the Disposal of Assets Report and detailed Local Support Organization profiles and results per LSO.

### 1. PROGRAM BACKGROUND

The following section provides a descriptive overview of the IDPR program. It begins with a brief program introduction, description and program context including a discussion of the external and internal operating environments and key stakeholders and their respective responsibilities.

#### 1.1 PROGRAM INTRODUCTION

The Aga Khan Rural Support Programme (AKRSP) was established in 1982 by Aga Khan Foundation to address widespread poverty and vulnerability in the remote valleys of the Hindu Kush and Karakoram mountains. Built on the premise that communities can take the lead in managing their own development, the program has helped organize people into village organizations that assisted them in defining their needs and working towards solutions – creating the capacity for self-development. With critical early support from Canada, AKRSP demonstrated that sustainable development is possible when poverty is tackled through long term, multi-pronged solutions with communities in the lead. Over three decades, the program has brought about positive, lasting change to approximately one million women and men in the region and provided valuable insight for development practice around the world.



Over the years, AKRSP's approach maintained its belief that local opportunities for development exist within each community, but are not realized because of limited local organizational capacity, skills, capital and physical infrastructure and thus, continued to focus its approach on social mobilization. However, the form and process of the interventions were continually evolving in order to respond to changing community

priorities and programmatic lessons learned. It is this ability to reflect, learn and adapt to changing operational contexts that has successfully guided AKRSP throughout the evolution of its programming.

In 2003, the area was again changing as the government began to initiate a process of decentralized state structures and supporting civil society. At the same time local institutions were growing in number and maturity, and showed positive signs of self-initiated community development. In addition, almost two-thirds of the local government representatives in GBC were from AKRSP-fostered V/WOs. AKRSP reacted to these changes by developing a new strategy that consolidated all of its programs under three broad themes: Institutional Development, Resource Development and Market Development. Each theme consisted of several of the following six components: Social Development, Women's Development, Policy Dialogue and Partnership, Asset Creation, Natural Resource Development and Management, and Enterprise and Employment.

Then in 2004 with support from Canada and drawing from their new strategic approach, AKRSP designed and initiated the Institutional Development for Poverty Reduction (IDPR) Program in Gilgit-Baltistan and Chitral. The IDPR program focused on Institutional Development as an overarching focus with three interconnected components: Social Development, Women's Development, and Policy Dialogue and Partnerships. The three components were designed to capitalize on current community needs and opportunities. In this way, IDPR presented an excellent opportunity to positively influence the development agenda of GBC and support sustainable local institutions and development.

## 1.2 PROGRAM DESCRIPTION

The Institutional Development for Poverty Reduction (IDPR) Program was a five and a half year initiative of the Aga Khan Rural Support Programme (AKRSP), supported by the Canadian International Development Agency (CIDA) and Aga Khan Foundation Canada (AKFC), with technical assistance from Aga Khan Foundation-Pakistan (AKF-P). IDPR operated in five districts of the Federally Administered Northern Areas and the Chitral district in the North West Frontier Province (NWFP), with an overall goal of contributing to equitable and sustainable human development and to the reduction of poverty and gender disparities. The specific objectives of the program included the creation and promotion of an array of relevant, efficient and effective civil society organizations for equitable and sustainable development, expanding social and economic opportunities for women, and fostering pro-poor, gender-equitable development policies, practices and partnerships in the Gilgit-Baltistan and Chitral (NAC). The project budget totaled \$9,000,000 over five and a half years (Oct 2004 – Jan 2010) with \$8,220,600 million from CIDA and \$779,400 from AKFC. There were three main outcome results expected for the program:

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The principle achievements of the program that have led to the successful reduction of poverty and gender inequality during the program period were contingent on the important gains in the formation and testing of Local Support Organizations (LSOs) as sustainable and effective institutions for pro-poor and equitable development. With the support of the IDPR program, these community-driven institutions are now formally registered and recognized by the local government as official development organizations. The LSOs now cover more than one-third of the Union Councils in GBC and have demonstrated that they are capable of participatory and inclusive plans for local area development through a range of local development initiatives. It was through these organizations that AKRSP was able to facilitate interventions relevant to local community needs, while completing the objectives of the IDPR program.

The main activities under IDPR included financial and technical support and capacity building to the LSOs, whereby the LSOs and their member V/WOs initiated activities that addressed poverty, women's livelihoods development and gender awareness and sensitization. Moreover, AKRSP together with the LSOs facilitated public-private partnerships (PPP) between government departments, elected representatives, the private sector, non-governmental organizations and civil society (including the LSOs and V/WOs). These partnerships led to the provisions of funding and local support for IDPR objectives and promoted an enabling environment for achieving socio-economic development for women and the poor.

### 1.3 PROGRAM CONTEXT

The six districts of AKRSP's operations have a combined population of more than 1 million people living in approximately 1,000 villages. These villages are widely dispersed over a total area of 74,200 square kilometers. The Program area, as a whole, is rugged and mountainous, located at the intersection of four of the highest mountain ranges in the world, including the Himalayas, Karakoram, Pamirs, and the Hindukush ranges. Much of the region rests 1,200 metres above the sea level, and settled farming communities exist up to an altitude of 3,000 meters. Much of the region rests 1,200 meters above sea level, and settled farming communities exist up to an altitude of 3,000 meters.



The area is susceptible to earthquakes, severe flooding, avalanches and landslides. It is only accessible from the rest of Pakistan by the Karakoram Highway through three mountain passes, or by limited air transportation, both of which are subject to severe weather conditions. Transportation within GBC is

equally limited, reliant on a few paved roads in the lower valley systems, and treacherous jeep roads and footpaths in the higher areas.

Although geographically remote, the program area is of great strategic importance as it borders Afghanistan to the north and northwest, China to the northeast, India to the east, and Pakistan administered Azad Jammu and Kashmir to the south; in addition to the south of Chitral lies the rest of the North West Frontier Province, including the extremist-prone Dir, Swat, Bajaur and Timergirah districts.

### *External Environment*

Although GBC was largely spared during the earthquake that hit Azad Jammu Kashmir and parts of the NWFP on October 8, 2005, some of the nearby damage affected travel and communication and also caused many NGOs in Chitral to re-focus their development and humanitarian efforts to other parts of the NWFP; many of which have yet to reinstitute operations in the Chitral area.

The program also suffered setbacks caused by harsh climatic conditions. Due to high levels of snow and rain in GBC, the resultant avalanches and flooding caused severe damage to various parts of the program area; wiping out roads, bridges transportation linkages, and hampering communication in affected areas. Moreover, the impact from the tragic landslide in Hunza that recently occurred on January 4, 2010 remains unclear and communities continue to be at risk as the flood waters continue rising in the upper valleys. These events caused an increased workload for local staff and disrupted many of IDPR's activities. It also redirected the attention of public sector officials and elected representatives to the immediate needs of relief efforts.

In Pakistan more broadly, the security situation, particularly in Islamabad the country's capital, has deteriorated considerably since the December 2007 assassination of political leader Benazir Bhutto. An indication of this deterioration is the incidence of over 50 suicide attacks in the 15-month period since then till March 31, 2009, with terrorist violence related fatalities doubling between 2007 and 2008 (and quadrupling between 2006 and 2008).<sup>1</sup> Moreover, there was a shift in government at the federal level as a result of elections in February 2008 and the resignation of President Musharraf in August 2008. This unrest culminated in late September 2008 in the suicide attack at the Marriott Hotel in Islamabad, which killed upwards of 200 persons and injured many more. The overall country's political situation remains fragile.

These events along with the increased security situation in Swat along the border with Afghanistan posed challenges for AKRSP, especially in neighboring Chitral. By early 2008, the increased military conflict and 'talibanization' of NWFP districts Dir, Swat, Bajaur and Timergirah caused concern for peace and development within Chitral. These events prevented and/or delayed IDPR activities such as the delays of the Project Steering Committee and financial audit of the program. In addition, the intensification of violence in other parts of the country including areas like Lahore, Karachi, Peshawar and Islamabad have limited the travel and mobility of staff and consultants.

Sectarian violence within GBC also affected the program. Violence between Shia and Sunni communities in Gilgit and Baltistan in 2005 and Gilgit in 2008, resulted in the loss of life, damage to infrastructure and affected the economic situation in GBC. During times of heightened sectarian violence, the government imposed curfews that led to the closure AKRSP offices, which severely limited AKRSP operations and the mobility of staff. Government functionaries and elected representatives were heavily preoccupied in maintaining law and order in the region and therefore remained largely inaccessible during these times.

To minimize the impact of these occurrences on IDPR operations, AKRSP relocated training events to safer venues; accelerated program activities in safer areas such as Ghizer and Chitral; and, reassigned staff to other areas. Part of the peace process was resolved by the formation of a 'Grand Jirga' (Council of Elders) that brought together local religious and political leaders. While sectarian tension largely subsided after these episodes, the root causes of the unrest have yet to be fully addressed, including political marginalization of the area and high unemployment and lack of opportunities for youth.

Local political changes also affected program activities. A Northern Areas-wide election was held on November 12, 2009, whereby new provincial powers were newly renamed Gilgit-Baltistan. From there, a process of an ambitious decentralization program is taking place, which will transform the former FANA into a governance body that resembles a province of Pakistan in many aspects. Gilgit-Baltistan will have a directly elected legislative assembly with jurisdiction over most social services, including health and education. In addition to the assembly, an appointed Gilgit-Baltistan council will have jurisdiction over potentially revenue-generating areas, including aviation, tourism, banking, insurance, interprovincial highways and mining.

Not surprisingly, the political situation exacerbated the already fragile economic situation, which was further worsened by the global economic crisis. The economic crisis resulted in a decline in public sector spending for social services and development and severely affected public funding for development programs. A major implication for IDPR was the decline in LSO's ability to mobilize resources and therefore, limiting their ability to deliver services and programs for their communities.

Moreover, the PKR has lost substantial value against the CAD. The exchange remained stable until mid 2008, when the PKR started declining in value, with fluctuations ranging from a minimum of Rs. 61 in December 2008 to Rs. 68 in April 2009, with an average rate of Rs. 64 relative to the Canadian dollar<sup>6</sup>. In addition to the global economic crisis, major reasons for this depreciation are the ongoing political crisis, increased current and trade accounts deficits, and the rising militancy in the North West Frontier Province (NWFP) and Federally Administered Tribal Areas (FATA)<sup>7</sup>.

Increases and fluctuations in input prices throughout 2008 created serious financial hurdles for households. Moreover, the devaluation of the Rupee has led to an unprecedented increase in commodity prices and hence overall cost of living coupled with rising unemployment, which has negatively affected the day to day lives of households in GBC and the rest of Pakistan. In addition, the heightened insurgency situation in the North West Frontier Province (NWFP) and Federally Administered Tribal Areas (FATA) have considerably slowed down economic growth and reduced business investments in the country.

### *Internal Environment*

High staff turnover throughout the program was a key challenge for AKRSP. To address these challenges, AKRSP completed a restructuring of the organization in July 2006, which included revisions to salary structures, new recruitment strategies, and realignment of staff and structures to reflect more closely programming requirements. They also invested in strengthening their Young Professional Development Programme, which takes recent university graduates with high promise and provides them with training and rotating placements across all sections of AKRSP. AKRSP also coordinated with AKFC to bring in Canadian experts to technical assistance.

Over the program period, AKRSP's own staff capacities began to stabilize; however staff turnover amongst LSOs emerged as a challenge. LSOs unable to compete with salary packages by more established civil society organizations (especially those down country), the most highly qualified individuals are likely to join LSOs only as a launching pad to gain initial experience before moving on to better opportunities. These challenges are further detailed in the human resource and LSO assessment sections below.

### *Key Stakeholders*

The IDPR program was managed by the Aga Khan Foundation Canada (AKFC), with support from AKF Pakistan and was implemented by the AKRSP team based in GBC and Islamabad. AKDN has several agencies working in the GBC area including the Aga Khan Education Services (AKES), Aga Khan Cultural Services Programme (AKCSP), Aga Khan Health Service, Pakistan (AKHSP), the Aga Khan Planning and Building Services (AKPBS), and the Aga Khan Agency for Microfinance (AKAM). Throughout the IDPR program, AKRSP drew upon these agencies for technical exchanges, partnerships and direct linkages for the LSOs and V/WOs.

A Project Steering Committee (PSC) reviewed the progress and lessons of the program on an annual basis and provided overall guidance to the program. The PSC consisted of representatives from AKRSP, AKF Pakistan, AKFC, and CIDA (Gatineau and Islamabad). The group met in its entirety once a year, to oversee the program's implementation and provide strategic recommendations based on achievements and challenges faced.

All IDPR activities were implemented and/or facilitated by the AKRSP team; however, the program worked in partnership with governments/governmental institutions, civil society, and the private sector throughout the course of implementation. Through the Policy, Dialogue and Partnership (PDP) component, IDPR directly worked with the government, both local and national, to achieve IDPR objectives. These engagements took the form of exposure visits, awareness raising, trainings, policy development exercises and developing linkages between the LSOs, other civil society organizations, the private sector and government institutions. AKRSP continues to maintain close professional relations with political authorities at the local, provincial, and national levels.

## **2. EXPECTED RESULTS**

This section of the report will provide details on the overall outcome and output results. It will detail the results for the field components including the impact on overall human development in the region, Social Development, Women's Development and Policy Dialogue and Partnership components. It will also detail the Canadian component. The field component follows a format of detailing the results completed from the planned outcome and outputs as determined in the initial logical framework and work plan. The section is further separated into the indicators from the Performance Measurement Framework (PMF). The outcome indicator sections summarize outcome level results, which are then further examined within the output results section with beneficiary stories, detailed evidence and explanations of any changes taken place to planned programming.



## 2.1 FIELD COMPONENT

### 2.1.1 CONTRIBUTIONS TO HUMAN DEVELOPMENT IN GBC

The overall goal of the IDPR program was to contribute to equitable and sustainable human development and reduction of poverty and gender inequality in the Northern Areas and Chitral (NAC). Although IDPR is not held accountable for changes on this result level during the life of the program since the full impact will not be known for some time, it is still interesting to report on some of the contributions and changes to date. The results below were measured by human development indicators, focusing on poverty and income, education and health, whereby the numbers were derived from the Assessment of Socio-economic Trends in Gilgit Baltistan and Chitral, Pakistan 2010 (SESGBC), an assessment undertaken by AKRSP that measures .

#### *Poverty and Income*

According to the SESGBC 2009 report, the nominal per capita income increased from PKR 21,862 in 2005 to PKR 28,874 in 2008, a 24% increase. The improvements can be explained by the improved condition of the socio-economic opportunities for women and the poor that the IDPR program has contributed to. However, the overall poverty rate in GBC only experienced a slight increase of 1% from 2005, rising to 26% in 2008.<sup>4</sup> The increasing percentage is promising relative to external conditions in Pakistan. As mentioned in the background section, the national economic crisis, price inflation and global economic downturn had significant influence on the socio-economic situation of the area. The slight upward trend is significant given the overall socio-economic context of the area.

#### *Education*

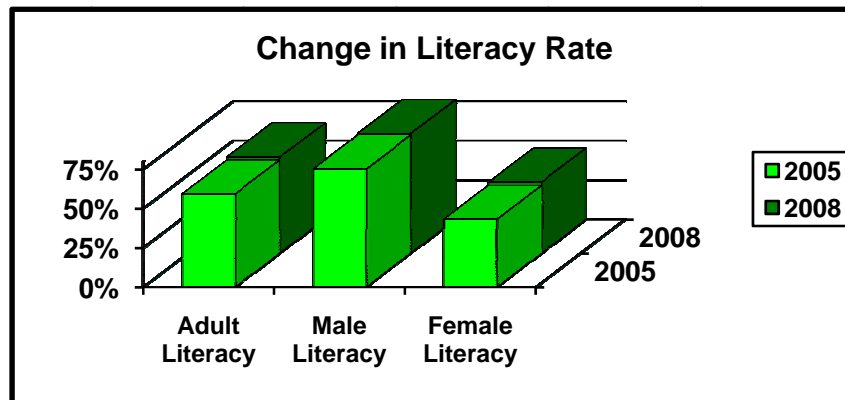
Overall GBC experienced a positive increase in the primary enrolment rate over the life of the program. Based on data from the Gilgit-Baltistan Department of Education, Baltistan has increased from the baseline of 14% in 2005 to 25% in 2008 and the combined primary and secondary enrolment rate for Chitral in 2009 is now 55% according to the NWFP Department of Education. The efforts made by LSOs to provide support to the building and maintenance of schools, especially girl's schools, as well as their partnership activities with AKES and the Education Departments for improving overall education in GBC were important contributions to these improvements is education in the area. The development and support of early childhood development centres throughout the GBC through the IDPR program has also been a contributing factor to an increase in primary enrolment rates.

Educational changes such as the increases in the primary enrolment rate have been a contributing factor to the improvement of literacy in GBC. The overall literacy rate between 2005 and 2008, as shown in below, demonstrates an increase by 2% in only 6 years to a rate of 61%, with a similar increase found for both male and female literacy rates.<sup>5</sup> AKRSP's partnership with the National Commission for Human Development's Adult Literacy Program, which was expanded during the IDPR program period, was part of the contribution to these improvements.

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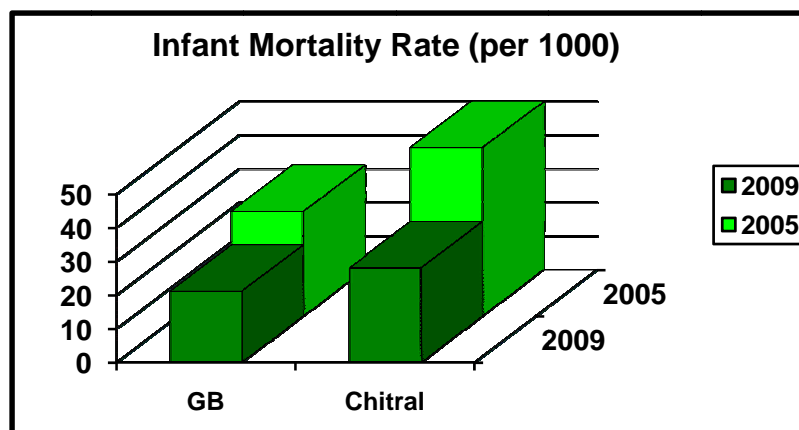
<sup>4</sup> Please refer to the SESGBC 2009.

<sup>5</sup> This information is based upon data compared from the 2005 SESNAC and 2009 SESGBC reports.



## Health

According to each regions respective Departments of Health, infant mortality rates have experienced a decrease over the program period. As shown below, in Gilgit-Baltistan, the rate has decreased by 33%, whereas in Chitral it has decreased by 50% between 2005 and 2009.<sup>6</sup> The health awareness training provided by the LSOs and V/WOs, as well as the numerous health-based infrastructure projects and partnerships established through the IDPR program were factors that helped to reduce infant mortality rates.



However, the maternal mortality rate did not improve over the program period, according to the GB Department of Health. It actually increased by 16% from 83 to 97 out of 100,000 live births in Gilgit-Baltistan; the mortality rate in Chitral prior to the program is unknown, however, according to AKHSP, the rate in 2009 is 92 out of 100,000 live births. Though efforts have been made to increase women's access to healthcare facilities throughout GBC, both by the LSOs, AKRSP, the Departments of Health and AKHSP, there are still strict restrictions on women's mobility which create obstacles to their accessing healthcare services. Also, total household spending on healthcare decreased slightly since 2005,<sup>7</sup> which can be explained by the economic downturn and people's inability to spend on health; both of which may be factors of the increase in maternal mortality rates.

Overall improvements in these human development indicators is an encouraging sign that IDPR programming has had a positive effect on reducing poverty and gender inequalities in GBC. However,

<sup>6</sup> Ibid.

<sup>7</sup> Ibid.



challenging external conditions over the past few years as well as continued barriers to women's mobility remain obstacles to sustainable development in the area. To ensure that the gains are built upon and the challenges addressed, further work with the LSOs, local governments and service providers is needed. Also, these findings from the SESGBC report will help AKRSP to inform local stakeholders about the issues in their community and work with them to create solutions.

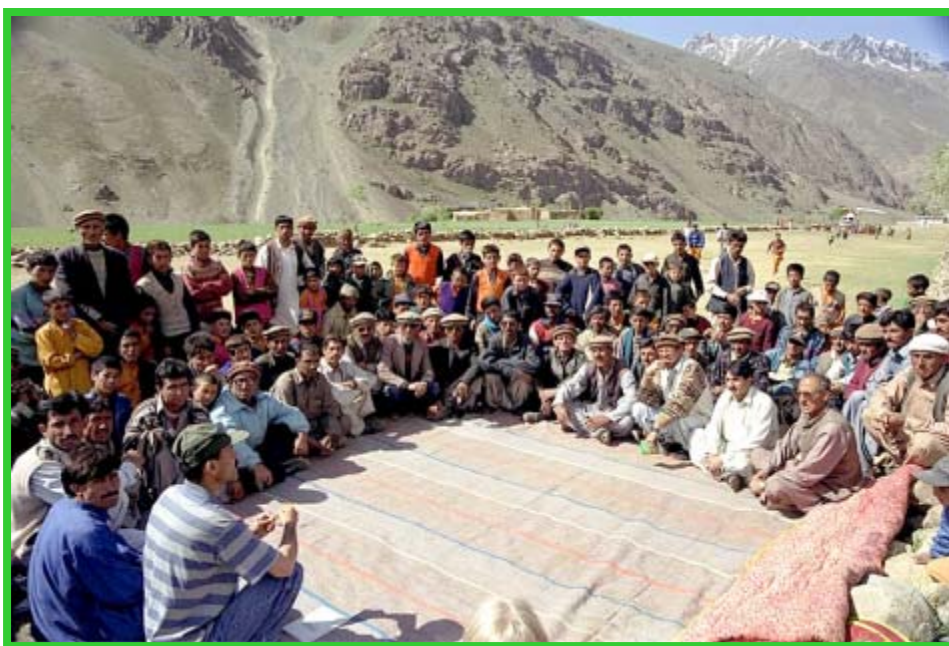
## 2.1.2 SOCIAL DEVELOPMENT COMPONENT

### OUTCOME RESULT 1.1

#### *Increased sustainability and effectiveness of V/WOs, LSOs and other CSOs*

Under this outcome, the IDPR program aimed to improve the capacity of V/WOs, LSOs and CSOs to provide better quality services to rural communities, especially through increased outreach and benefits to women and the poor. V/WOs, LSOs and other CSOs were expected to increase their long-term sustainability through the development of stronger linkages and partnerships with government agencies, donor organizations, private companies and non-governmental organizations. To achieve this, AKRSP provided initial financial assistance to LSOs for start-up costs, staff salaries and registration fees, and capacity building for the LSO Board of Directors and staff in professional skills including: organizational and program management, gender awareness, resource and social mobilization, and poverty reduction.

These provisions focused on improving the capacity of the LSOs to provide better quality services to their member V/WOs and other CSOs and improve government accountability to the local people at the Union Council level, especially for women and the poor. The LSO concept was conceived as part of AKRSP's 2004-05 strategy. The LSOs were designed as a means of filling the role of a professional intermediary between the grassroots-based V/WOs and the public and private sector organizations that provide the financial and



technical support services to the V/WOs. They are the meso-level tier of civil society organizations that have the professional training and legal recognitions. The LSOs work with the local government at the Union Council (UC) level, working with government officials and elected representatives that are from the same communities as those that the LSOs represent. This close locality makes them more familiar with

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<sup>8</sup> All but 4 LSOs are confirmed to be registered under the Companies Ordinance Act, 1984, thereby giving them the legal status to receive government funding and develop partnerships with government agencies.

local concerns and more effective with local advocacy with the government. LSOs are an attempt to create “organization[s] of the people,”<sup>9</sup> and have been developing and implementing projects and services tailored for the unique needs of their respective communities.

**Performance Indicator 1.1.1:** *Percent of financially and technically viable V/WOs, LSOs and other CSOs*

**Village and Women’s Organizations**

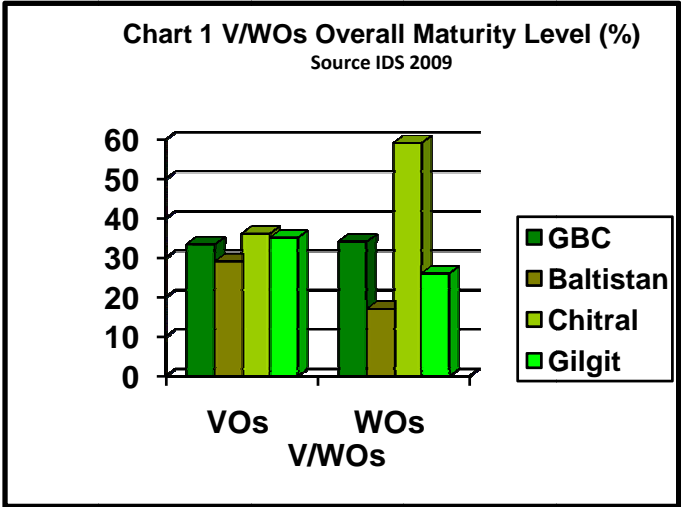
In all three regions where the program operates, V/WOs have expanded their outreach and increased their long-term viability. The institutions have developed stronger technical knowledge through trainings and partnership building and improved their long-term financial sustainability by decreasing their dependence on AKRSP for financial support and increasing their diversification of funding sources.

Initiatives designed to increase the sustainability and effectiveness of V/WOs included: capacity building through LSOs with training and management support; poverty mapping, initiation of poverty targeted projects and linkage development between community organizations and other development agencies. However, the primary focus of the activities remained on strengthening the institutional capacities of the LSOs to increase their role in service delivery to the V/WOs.

By the end of 2009, a total of 4,600 V/WOs (1,941 WOs and 2,659 VOs) were operating in GBC. Each year as a means of determining the overall financial and technical maturity of these V/WOs, AKRSP implements the Institutional Development Survey (IDS). The survey measures maturity based on specific indicators such as member participation, governance/management systems, financial viability, member services, technical viability, and the relevance and effectiveness of their services.

As represented in Chart 1, the IDS study in 2009 showed 33% of the VOs and 34% of the WOs having reached a level of overall organizational maturity, whereby they have sufficient strength as institutions to be sustainable and effectively provide for the needs of their communities. Regionally, VOs in Chitral and Gilgit have similar percentages of maturity at 36% and 35% respectively, whereas Baltistan VOs are newer institutions with expectantly lower maturity at 29%. WOs in Chitral have shown the highest percentage of maturity at 59% for all V/WOs, whereas WOs in Gilgit and Baltistan have 26% and 17% respectively.

Regarding financial viability, 23% of VOs and 15% of WOs have reached financial viability.<sup>10</sup> As indicated in the Performance Measurement Framework (PMF), AKRSP expected the percentage of financially viable



<sup>9</sup> Khan, Tetlay and Jones. (2009). An Assessment of AKRSP’s LSO Strategy and Implementation in the Northern Areas and Chitral (NAC). Aga Khan Foundation

<sup>10</sup> AKRSP. (2010). An Assessment of Institutional Development of Village and Women’s Organizations – Results of the AKRSP’s Institutional Development Survey (IDS) 2009. Several changes to the methodology and definitions of this survey have been a factor in these lower than expected percentages.

VOs and WOs to increase by 10% from a baseline of 25%. These numbers are representative of AKRSP's shift in strategy from directly working with the V/WOs to instead building the capacity of meso-level community institutions: the LSOs. Although the numbers do not show the targets made at the beginning of the program, the V/WOs have increased their long-term financial sustainability because of their decreased dependence on AKRSP for funding and the increase in diversified funding sources.

In the short-term the newly formed LSOs are still limited in the assistance they are able to provide to their constituencies compared to AKRSP. However, the LSOs have proven to be increasingly capable over time as their capacities grow. In the long-term, as the financial and technical viability of the LSOs increase, it is expected that the same will develop from the V/WOs. This new model continues to need further support from AKRSP to ensure long-term sustainability of these institutions. Yet over time it will result in indigenous support to the V/WOs that will decrease community reliance on external support and funding and enhance self-reliance and local capacities for community-driven development.

Moreover, the V/WOs have not only decreased their dependence on AKRSP, but have also diversified their funding and revenue sources. V/WOs have generated revenue through savings, membership fees, maintenance fees, charging service fees on provisions such as microfinance and micro-insurance products, business ventures, and local tourism. These sources of funding have proven sufficient to meet the short-term needs of the V/VO, but will need to increase in the future to ensure long-term financial viability. Also, a strong sense of volunteerism in the V/WOs has resulted in members providing in-kind services or volunteer work, which has allowed the V/WOs to keep operating costs low.

Another important aspect of financial sustainability is the ability of the V/WOs to access external funding. The 2009 IDS shows that 34% of VOs and 22% of WOs have accessed funding from development or government agencies, which is expected to increase further as linkage efforts through the LSOs better enhance their partnership building abilities. Output 1.1 further details the range of external funding collected by the LSOs.

Regarding V/WOs technical capacity, they have shown improvements from 2005, where the 2009 IDS study shows that 30% of VOs and 34% of WOs are technically viable institutions from the baseline of 25%. An additional 30% of VOs and 33% of WOs show strong potential of reaching technical viability with minimal future capacity building efforts. Such viability has been possible through a wide assortment of training and support from government departments and NGOs that have developed partnerships with the V/WOs' associated LSOs, and at times directly through the V/WOs. These partnerships have provided the V/WOs with training in business management, record keeping, leadership and bookkeeping, thereby building their organizational capacity. They also have provided capacity building in livelihoods development including market development, fruit processing, livestock management, poultry farming, bee keeping, handicrafts, jewel polishing, and textiles.



### ***Text Box 1: MTE Supported Results***

*The MTE states that the LSOs have successfully defined a vision and mission, established offices, and are implementing projects with IDPR assistance. All 18 LSOs in the MTE sample expressed the need for financial support for a further period of at least five years to become sustainable. MTE found this to be reasonable because all LSOs cannot expect to attract significant donor support for their projects and management costs in the near future as they are newly established institutions.*

*However, the sustainability rating for LSOs in the MTE sample was made on an ordinal scale, as shown in Table 5.11. Two LSOs (11%) were in the formation phase and had yet to establish offices and recruit staff. 44% of the LSOs had not completed their first year, and 44% had more than one year of experience. 44% of LSOs in the sample needed intensive capacity building, organizational development and revenue generation. Another 44% had a more developed organization, but needed support for capacity building and revenue generation to become sustainable.*

**TABLE 5.11: ASSESSMENT OF SUSTAINABILITY OF LSOs IN MTE SAMPLE**

Class.	Definition of Classification	% of LSOs
1	LSOs in formative phase – no assessment	11%
2	LSOs need intensive capacity building, organizational development and revenue generation	44%
3	LSOs need capacity building and revenue generation	44%
4	LSOs have developed wider linkages with donors	0%
5	LSOs have resources and linkages and obtained funds from diversified sources independently of IDPR	0%

Source: MTE field data, April-May 2008.

In addition, with AKRSP support, many partnerships have been established between the V/WOs, public sector, other community groups and private sector. Such partnerships have provided much needed infrastructure development including: schools, irrigation channels, health clinics, roads, potable water, and CLTS. This support has also allowed the V/WOs to implement projects in social forestry, health awareness, agricultural improvements, human rights awareness and gender sensitivity. An example of the V/WO project is described in Text Box 1. These partnerships have addressed the immediate needs of the communities, and built the foundations for long-term socio-economic development of V/WO communities.

V/WOs have also indicated strong interest and engagement with communications. Almost one third of the institutions have access to mobile phone technology, and 50% of them have access to landline telephones;<sup>11</sup> although there is very limited access to Internet. When discussing work with the LSOs or external partners, they have noted the difference that connection to technology resources can make. The cost and travel time that they have incurred for the purpose of talking with external agents has been a major factor in restricting their partnership development efforts, as well as their participation in LSO activities. This is especially prevalent for V/WOs that are far from major settlements or have limited access to roads or transportation.

### ***Text Box 2: Zubeda-Khaliq Memorial Free Hospital***

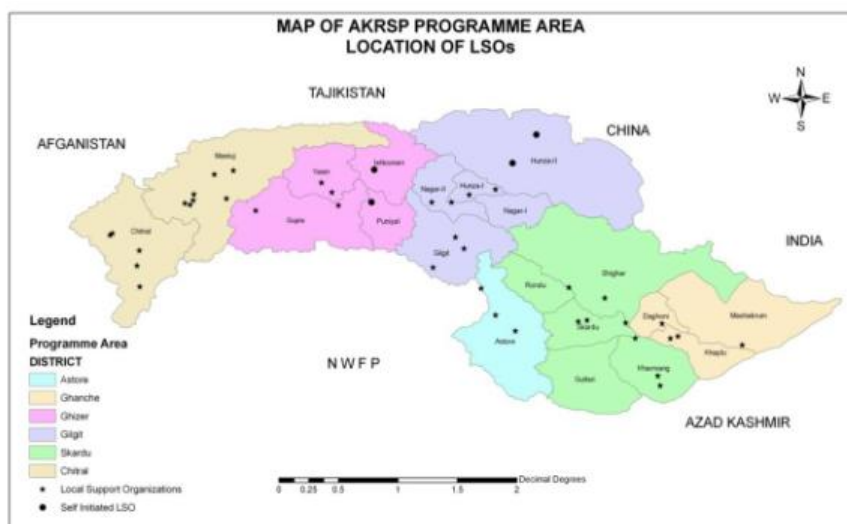
*Zubeda-Khaliq Memorial Free Hospital was established by local community efforts to address the increasing need for healthcare services within the area. It is headed by Dr. Sikandar Hayat Khan, whom also donated the land and provided the funding for the construction of the building. Constructed by the community, the hospital also received PKR 150,000 from AKRSP for the establishment of a medical laboratory within the hospital. Running the hospital is a ten member management committee consisting of seven LSO members and three highly influential and respected members of the community. The hospital provides the only medical treatment available to the community. It charges a minimal fee, and for those considered the poorest, treatment is free. With connections to specialist doctors across Pakistan, Dr. Hayat has invited them to provide their services to the community. By the end of 2009, 12 well known specialists have worked at the hospital for two or three week periods, providing services to more than 13,000 patients and have imparting 350 free operations.*

*“Thanks Dr. Sikandar Hayat Khan and AKRSP for funding and providing health facilities in our doorsteps” – Hospital patient*

## **Local Support Organizations**

When the LSOs were implemented during the second year of the IDPR program, it initially started with 34 LSOs. The LSO network has successfully expanded its outreach and sustainability as there are currently 40 LSOs in GBC; 12 in Chitral and Baltistan and 16 in Gilgit under the IDPR program and 4 self-initiated LSOs. Map 1 shows the location of the LSOs and Table 1 shows their membership demographics.<sup>12</sup>

**Map 1 Location of LSOs in Gilgit-Baltistan and Chitral**



<sup>11</sup> This data was obtained through informal focus group discussions with a selection of V/WOs

<sup>12</sup> Detailed profiles on the individual LSOs are available in Appendix III.



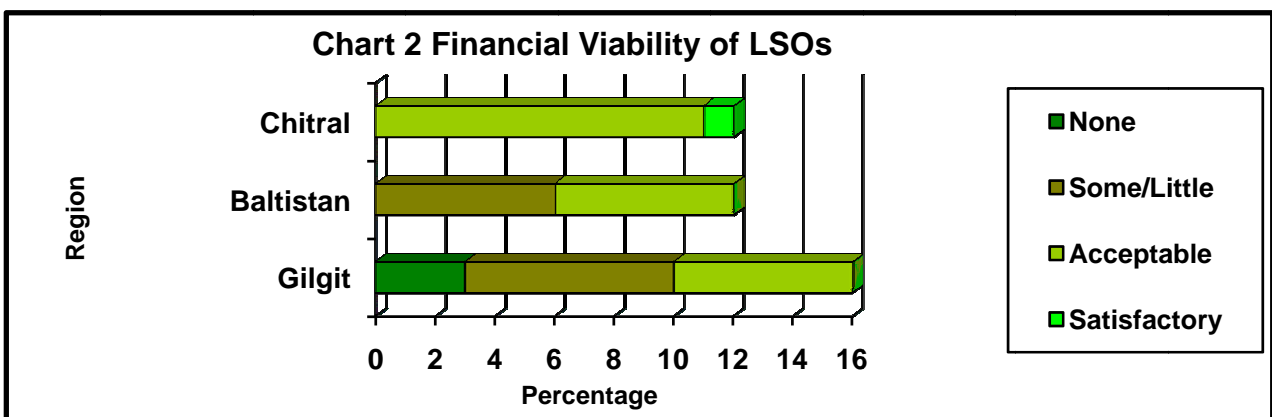
**Table 1 LSOs and Member Organizations**

	<b>Gilgit</b>	<b>Baltistan</b>	<b>Chitral</b>	<b>GBC</b>
<b>LSOs</b>	<b>16</b>	<b>12</b>	<b>12</b>	<b>40</b>
<b>VO Members</b>	570	279	294	1,144
<b>WO Members</b>	519	207	306	1,032
<b>CSO Members</b>	140	70	69	279
<b>Total Member Organizations</b>	1,230	556	669	2,455
<b>Average Member Organizations per LSO</b>	<b>77</b>	<b>46</b>	<b>56</b>	<b>61</b>

The ability of all 40 LSOs to access funds from diversified sources during 2008-09 reflects, on the one hand, the growing sense of ownership that communities have in these new institutions and, on the other, the credibility and confidence that donors/service providers are placing in the LSOs. Overall financial sustainability of the LSOs has been a central focus over the project period.

A tool called the Financial Self-reliance Tool (FST)<sup>13</sup> acts to study financial sustainability of the LSOs. The FST gathers quantitative data from LSO Board of Directors and LSO staff to determine the financial strength of the LSO as measured by four indicators: financial management system, extent of financial self-reliance, efficiency level in LSO, and effectiveness of the LSO; these indicators are defined by 20 sub-indicators. In a group, LSO representatives are asked to determine a score for each sub-indicator between 1 and 4; 1 is “no capacity”, 2 is “some/little capacity”, 3 is “acceptable capacity”, and 4 is “satisfactory capacity”. The score ranges between 20 and 80, which can then be used to determine the overall financial viability of the LSO.

The study showed similar results to the OCAT in 2008, where the majority of LSOs had levels of ‘acceptable’ financial viability. Chart 2 summarizes the overall results of the FST by region.<sup>14</sup>



More specifically, 60% of the LSOs have either a level of acceptable or satisfactory financial viability; 6 in Gilgit, 6 in Baltistan, and 11 in Chitral have an acceptable level of financial viability. These LSOs have

<sup>13</sup> FST is a tool that is specifically designed to measure the financial strength of the LSOs and offers a strong complementary tool to the OCAT and SAT. Please see Ullah and Qamar (2009).

<sup>14</sup> The individual FST results of each LSO are available in Appendix VI.

shown a solid performance level regarding their financial management systems, their financial self-reliance, and their efficient use of available resources. As mentioned previously, many of these LSOs have addressed their financial needs through such initiatives as service fees; establishing savings programs; microfinancing services and Community Investment Funds (CIF); launching strong linkage development efforts; and instigating market development projects including tourism, agri-business, and local handicrafts. To cover costs, some LSOs have relied on the strong sense of volunteerism within the community.

AKRSP helped facilitate a LSO Self-Assessment Tool in 2009 that looked at ten sub-indicators of technical viability: i) visionary and focused, ii) credible and reliable, iii) efficient and effective, iv) representative and participatory, v) non-partisan and non-communal, vi) independent and professional, vii) responsive and relevant, viii) transparent and accountable, ix) effective resource mobilize and sustainable, and x) entrepreneurial catalyst.<sup>15</sup> The findings for 20 LSOs<sup>16</sup> are shown in the Table 4.

**Table 4 Self-Assessment Tool Overall Results for  
Local Support Organizations**

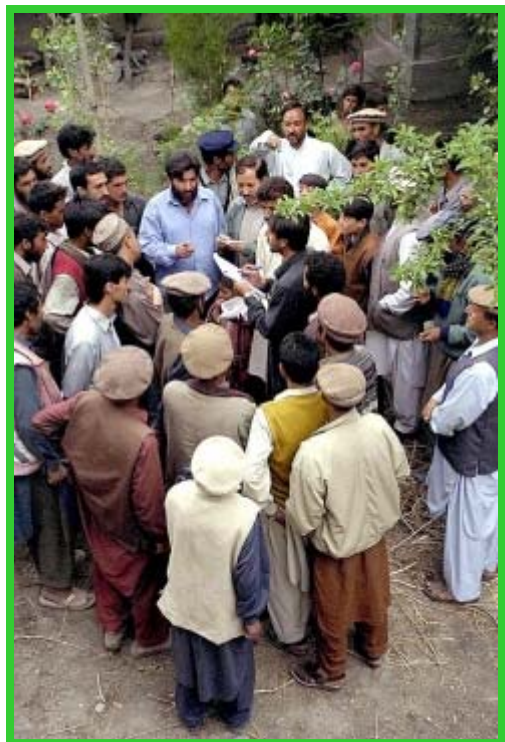
S. No	LSOs	Rank	Capacity
1	Asora Rural Support Programme	2.4	Some
2	Deosai Rural Support Organization	2.2	Some
3	Kaiser Support Organization	2.3	Some
4	Al-Karim Local Support Organization	2.4	Some
5	Guppies Local Support Organization	2.2	Some
6	Kurambar Local Support Organization	2.1	Some
7	Sangam Local Support Organization	2.4	Some
8	Shandur Local Support Organization	2.4	Some
9	Ganish Development Organization	2.4	Some
10	Goal Rural Support Organization	2.5	Satisfactory
11	Haiderabad Rural Support Organization	2.3	Some
12	Haramosh Development Organization	2.5	Satisfactory
13	Rakaposhi Local Support Organization	2.3	Some
14	Shainbar Rural Support Organization	2.6	Satisfactory
15	Village and Women Development Organization	2.5	Satisfactory
16	Zulfikarabad Development Organization	2.5	Satisfactory
17	Biyar Local Support Organization	2.5	Satisfactory
18	Drosh Area Development Programme	2.3	Some
19	Integrated Chitral Development Programme	2.3	Some
20	Shagari Kurd Local Support Organization	2.3	Some

<sup>15</sup> For more detail on the SAT please see AKRSP. (2009). Results of Self-Assessment Exercise Conducted by Local Support Organizations in Gilgit Region. Monitoring, Evaluation & Research Section, AKRSP Gilgit Region.

<sup>16</sup> Due to ongoing staffing issues, it was only possible for 20 SATs to be conducted for 2009. Please refer to the “Human Resources” section for further detail.

The table shows that of the 20 LSOs assessed, 30% of them have reached a high level of technical viability, whereas 70% require only minimal technical capacity building and support to reach technical viability.<sup>17</sup> However, of the 20 LSOs surveyed, all of them have shown a need for increased focus and support for their enterprise development strategies. Though several have initiated such strategies, they lack the knowledge and linkages to develop markets for their constituent's efforts.

An important aspect of AKRSP's approach is the focus on demand-driven trainings. Communities and community institutions identify their needs and AKRSP facilitates the appropriate trainings. The ability of AKRSP to provide these specific and relevant trainings has led to the increase of the financial and technical viability of LSOs as relevant to each specific institution and community. During the program over 300



different types of trainings were provided to LSOs based on their needs and demand. These trainings spanned from topical issues like disaster management and food processing to financial and technical management trainings. Some trainings were conducted by AKRSP, while others were conducted through LSO linkages.

Though the type of training has differed across the regions, 83% of the LSOs have been provided with financial management or accountancy training, 68% in poverty reduction techniques, and 50% in leadership management. Baltistan has taken a particularly important step in ensuring that 83% of Baltistan LSOs are trained in program management, and 75% in monitoring and evaluation (M&E). Such training is an important factor to ensure the technical viability of the LSOs as it has increased their ability to become efficient, accountable and relevant to their communities.

It should be noted that the number and quality of professional training provided to the LSOs has not yet been optimized and several areas require increased focus including project planning, governance, social mobilization, program management, and M&E. Furthermore, follow-up to ensure the quality of these

trainings and a mechanism to determine the need for targeted trainings has not been determined.

Challenges to LSO sustainability continue to exist, as these organizations are still young. The beneficiaries of the LSOs have various needs and concerns ranging from poverty reduction and infrastructure projects to rights-based and political advocacy issues. The LSOs face challenges in prioritizing the differing demands of their constituents and struggle to develop a particular focus. Moreover, the LSOs have a limited capacity in successful writing and submission of proposals, as well as in the development of viable funding partnerships,<sup>18</sup> and securing of credit. Some LSOs and communities have a difficult time understanding that AKRSP will not be able to directly fund their projects and that they need to look into different sources. Such issues indicate an ongoing need for greater financial capacity and awareness building for the LSOs and their constituents.

<sup>17</sup> The complete SAT results are available in the individual 2009 reports for Biyar Local Support Organization, Drosh Area Development Programme, and Integrated Chitral Development Programme by AKRSP Chitral, and the regional SAT 2009 report for Gilgit by Zeb and Ali.

<sup>18</sup> See Performance Indicator 1.2.2 for more information.



***Performance Indicator 1.1.2: Perception of community members (men and women) on quality and range of services provided by V/WOs, LSOs and other Coos***

## **V/WOs**

In 2005, the V/WOs represented 140,000 households<sup>19</sup>, whereas at the end of 2009 they represent 260,000 households<sup>20</sup>. Such growth is indicative of continual community buy-in into the V/WOs institutions, which shows that the V/WOs are valued by the community and perceived as beneficial institutions. Community support of the V/WOs is also shown by the high level of social activism that has grown within the V/WOs membership, especially from the women members. Currently, women are expressing a level of confidence and leadership that was unexpected at the beginning of IDPR. For example, the development and spread of women's forums was an unexpected outgrowth of WO activities related to women's rights and political awareness, which were self-initiated by women desiring to advocate for their own human and civil rights.

Overall, the 2009 IDS study showed 77% of VOs and 64% of WOs having met a high level of satisfaction in this regard. Rooted within a participatory framework, the V/WOs have made great strides in becoming inclusive of all members of the community, regardless of political stance, religion, economic status, or age. Through such inclusiveness, the V/WOs have been able to determine the needs and concerns of their communities and develop the most appropriate means of addressing them. This has been complemented by their 'strong system of governance' which almost 80% of VOs and 74% of WOs gave a medium-high rating and 64% and 56% of VO and WO members respectively have also rated their systems of governance with a high level of satisfaction.<sup>21</sup> In addition, recognizing that they are unable to provide for all of the needs of their community, V/WOs have shown a strong willingness to act as advocates for their community to the LSOs, whereby larger or more resource intensive initiatives have been implemented.

## **LSOs**

Significant improvements have been made over the life of the program in the LSOs ability to create effective partnerships for development. These partnerships have helped to provide specialized services and support in areas of health, education, tourism, disaster management, human rights, and information technology. Each new partnership developed by an LSO indicates a growing perception of LSOs as capable of providing quality services that are responsive to the needs of the community. As detailed in Output 1.2, on average each LSO has developed 8 partnerships with a variety of actors including AKDN organizations, government departments and agencies and NGOs.

Finally, another important development in 2008-09 reinforces the positive reputation that the LSOs fostered under IDPR have received: Other rural support programs across Pakistan have expressed keen interest in learning from the AKRSP experience with LSOs – recognition mirrored by the favorable response amongst private as well as public sector service providers to opportunities to partner with the LSOs. Notable in this regard has been the generous support extended by the Rural Support Programme Network – through the Community Investment Fund (CIF) – to AKRSP to contribute to strengthening and learning from the LSO experience in northern Pakistan. Under this program, 12 selected LSOs across the program area received

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<sup>19</sup> AKFC. (2003). Technical Proposal for Institutional Development for Poverty Reduction (IDPR) for Chitral and the Northern Areas of Pakistan (2004 – 2008). Aga Khan Foundation Canada.

<sup>20</sup> Obtained from AKRSP databanks.

<sup>21</sup> AKRSP. (2010). An Assessment of Institutional Development of Village and Women's Organizations – Results of the AKRSP's Institutional Development Survey (IDS) 2009.

PKR 1 million each. The LSOs have utilized these funds to revive dormant or strengthen the organizational capacities of existing V/WOs within the LSO's catchment area; increase the membership coverage of V/WOs to a minimum of 90% households; maximize the participation of women; and reinvest the remaining available funds as an endowment.

LSOs have strived to be inclusive and neutral bodies that seek to include all sections of the community. The active involvement of religious and political leaders has been beneficial to garnering the support and acceptance of communities, and to facilitate the development and implementation of projects by the LSOs. Text Box 2 describes the Biyar Local Support Organization peace efforts.

### ***Text Box 2: Peace, Harmony and Inclusion in Chitral***

*'Talibanization' and militancy have destabilized peace and security in many parts of the former NWFP and is on the doorstep of Chitral. However, Chitral as a community has been able to remain stable and peaceful relative to its neighbours. This exception in the region is related to the work of AKRSP and the LSOs. For example, the Biyar Local Support Organization (BLSO) has taken steps to help ensure peace and harmony through cooperation and dialogue of all stakeholders in the community.*

*Beginning in 2006, BLSO has facilitated annual stakeholder meetings between all community members, elected representatives, and government officials to ensure an ongoing dialogue of understanding and accountability is maintained. They have also formed a local Ulama (Peace) Committee, which acts as a local means of arbitration between disputing parties. At a district level, BLSO has joined with the other LSOs of Chitral to found a LSO network as a means of coordinating district-wide peace initiatives, as well as socio-economic development activities.*

*BLSO has also recognized the importance of including youth in the development process as a means of maintaining peace. The unemployment and lack of opportunities faced by youth create idleness and frustration, which are a problem, as, in the words of Chairman Mohammad Rasool, "an empty mind is the house of the devil." To ensure that the youth of Chitral have minds filled with the message of peace and harmony, BLSO, with the help of the Institute of War and Peace Reporting (IWPR), initiated the Open Mind Project in July 2009. Focused on boys and girls aged 10 to 19, this program encourages peace awareness, and has provided access and training to computers and mobile phones in 8 schools throughout Chitral, which are used by the youth to learn and report on peace initiatives. Several of the participants of this program have since become peace activists in Chitral.*

The inclusive nature of the LSOs has also been helpful in encouraging social harmony and peace, especially within Chitral and has increased buy-in among the community for the LSOs. Being part of the NWFP, Chitral has been threatened with the incursion of extremist elements as have many other districts of the NWFP. This has been prevented, at least in part, through the efforts of the LSOs to act as a unifying factor in bringing the communities, political leaders, and religious leaders from all sects, to join together and renounce extremism. Through conferences and ongoing dialogue, the Chitral LSO Network has been able to unite Chitral in speaking out against extremism. Members of Razdan LSO felt that through the establishment of LSOs have "helped the different social and ethnic groups to gather at one platform, which has helped in creating an environment of tolerance, mutual respect, peace and social harmony in the area;<sup>22</sup>

However, in all areas some community members are not fully convinced of the V/WOs and/or LSOs abilities to meet the needs of the entire community. Specifically, members have expressed a concern over the limited participation of the disabled and youth. Without active participation of these parts of the community, it is felt that the V/WOs and/or LSOs are not fully representative, nor completely responsive to the needs of the community. As one Balistan WO representative stated: "Youth are the backbone of any community. All the activities can be influential with youth participation, without the participation of youth

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<sup>22</sup> As another example of LSOs as agents of peace, the Ayun Valley Development Program has been involved in cross-border dialogues with Afghan militants holding a Greek national hostage.

things are less meaningful.” Overall, these initiatives have proved very relevant and communities have reportedly been highly pleased with the quality and range of services provided by the LSOs.

It has been argued that in order to ensure the long-term sustainability of the LSOs, youth have to become more active participants within them as a means of developing a “second generation” of leaders. Such a concern was raised at the Second GBC LSO Convention held in November, 2009, whereby LSO representatives formalized future strategies to include increased youth participation in the LSOs under Point 6 of the LSO Declaration 2009. Point 6 states that LSOs will “develop and implement youth policies and plans, and mainstream youth in the LSOs’ development and the political process as activists, leaders and changes agents.” Such challenges are expected to be addressed through the long-term growth of the V/WOs and the evolving strategies of AKRSP.

## **OUTPUT RESULTS**

As part of the IDPR program, AKRSP focused on the development of LSOs and V/WOs to be capable of acting as lead agents in the development of their own communities. AKRSP has aimed at strengthening their organizational and operational capabilities to provide local development services in an effective and sustainable manner after the conclusion of the IDPR program.

### **Output Result 1.1: Improved institutional (technical, financial and management) capacity of VOs, WOs, LSOs and other CSOs to pursue a range of development activities in a sustainable manner**

Activities undertaken by AKRSP under Output Result 1.1 mainly sought to strengthen the capacity of LSOs and their member V/WOs to take over the process of community development in an effective and sustainable manner beyond the IDPR project period. Accordingly, the bulk of the support under the Social Development component was channeled through these LSOs to benefit its constituent VOs, WOs, and other CSOs.

#### **Performance Indicator 1.1.1: *Percent of V/WOs, LSOs and other CSOs accessing funds from diversified sources***

Table 3.5<sup>23</sup> describes the number of different funding sources that LSOs have accessed between 2008 and 2009. It indicates that there has been an overall increase in LSOs accessing more than two sources of funding over the past two years. In Baltistan, 25% of the LSOs in 2008 accessed three or more funding sources, whereas in 2009 this percentage increased to 58%. In Gilgit, none of the LSOs accessed more than 2 funding sources in 2008, whereas in 2009, nearly 44% of them do. Chitral has shown the highest number of funding sources accessed in both 2008 and 2009; in 2008 nearly 92% of them accessed three or more funding sources, whereas in 2009 all of them are accessing at least 4 funding sources. Program-wide, 65% of the LSOs are accessing three or more funding sources in 2009, which is an increase of 30% from the 2008 number of LSOs accessing three or more funding sources. An increase of 30% in just one year of the IDPR program is complementary to the changes expected of the V/WOs in the future.

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<sup>23</sup> This information was compiled from AKRSP databanks. Further detail on individual LSO funding sources is available in Appendix III.

<b>Table 5 Number of Funding Sources Accessed by LSOs</b>						
<b>Sources</b>	<b>Baltistan</b>		<b>Chitral</b>		<b>Gilgit</b>	
	<b>2008</b>	<b>2009</b>	<b>2008</b>	<b>2009</b>	<b>2008</b>	<b>2009</b>
<b>None</b>	1	0	0	0	0	0
<b>One</b>	5	2	0	0	8	3
<b>Two</b>	3	3	1	0	8	6
<b>Three</b>	3	5	2	0	0	6
<b>&gt; Three</b>	0	2	9	12	0	1

Table 5 shows the major sources of funding the LSOs accessed during 2008 and 2009. In 2009, AKRSP was a funding source for all 40 LSOs, providing nearly PKR 13 million<sup>24</sup> in funding and other forms of support, both through IDPR and other AKRSP programs<sup>25</sup>. However, as mentioned in the LSO Assessment section, AKRSP's funding to LSOs has declined over time as the LSOs gain strength and almost all LSOs have been able to supplement this funding with external sources. Specifically, 22 LSOs have accessed nearly PKR 4 million in funding from international NGOs and donor agencies including NORAD, WWF, and JICA for democracy and dialogue development, tourism programming and infrastructure projects. By 2009, RSPN provided over PKR 6 million in funding to 15 LSOs for microfinance initiatives and business entrepreneur support. "Other" funding sources include various donors including elected representatives, government agencies, individual donors, and several Pakistan-based NGOs, which have been utilized by 28 LSOs in 2009 alone for nearly PKR 4 million worth of funding support.

<b>Table 6 LSO Major Funding Sources</b>						
<b>Source</b>	<b>Baltistan</b>		<b>Chitral</b>		<b>Gilgit</b>	
	<b>2008</b>	<b>2009</b>	<b>2008</b>	<b>2009</b>	<b>2008</b>	<b>2009</b>
<b>AKRSP</b>	11	12	12	12	16	16
<b>International NGOs</b>	2	4	6	12	1	6
<b>Membership Fees</b>	0	1	11	12	0	0
<b>RSPN</b>	4	9	4	0	0	6
<b>Savings/Credit</b>	0	1	2	5	0	0
<b>Other</b>	2	4	12	12	6	10

Also important to highlight was the improvement in the number of WOs accessing diversified funds. Historically, WOs lagged significantly behind VO counterparts in accessing funds, primarily due to traditional social barriers in many parts of the program area that restricted mobility and opportunities for external engagement of WO leaders and activists. However, through the concerted efforts by AKRSP over the life of the IDPR program, social barriers have decrease and WOs have been better able to access funds.

<sup>24</sup> Compiled from AKRSP databanks, the individual LSO funding sources and amounts are available in Appendix III.

<sup>25</sup> See the section on "Other Donor Synergy with IDPR" for a brief discussion on several complementary AKRSP programs and projects that may have acted as source of funding.

### ***Text Box 3: Examples of Diversified Funding***

*The examples cited below highlight the broad range of funding sources accessed by local institutions in 2008-09 and provide a better understanding of these results – and the variations in experience – in each of the three regions of the IDPR program area.*

*In Gilgit, 16 LSOs, 105 VOs and 80 WOs accessed funds from Bait-ul-Mal, the agriculture department, the department of education, local government bodies, and non-governmental organizations. These funds enabled the local institutions to organize trainings, workshops and to provide socio-economic services in collaboration with their member VBIs and communities.*

*In Chitral, 12 LSOs, 163 VOs and 161 WOs received funds from Sarhad Rural Support Programme (SRSP), Hashool Foundation, ICIMOD, AKHS, TMA Chitral, RWEPP, PPAF, District Government, Wildlife Department, Forest Department, and individual MPAs and MNAs. The community organizations utilized these funds mostly for livelihoods improvement, capacity building, infrastructure and natural resource management, equine welfare, and enhancing food security.*

*In Baltistan, all 12 LSOs and 17 VBIs (11 WOs and 06 VOs) accessed either funds or in-kind services from NGOs and government line departments. The diversified funding sources enabled these local institutions to expand the portfolio of services they can offer to their respective communities.*

### **Performance Indicator 1.1.2: Percent of V/WOs, LSOs and other CSOs with long-term management and financial plans in place**

Field reports indicate the increasing strength of the V/WOs in developing longer-term management and financial plans. In the 2007/08 Annual Progress Report it was reported that 80% of V/WOs had established development priorities, which has likely not decreased in the final program timeframe. For example, in Chitral, AKRSP staff estimate that 60% of the V/WOs have transferred their accounts to high value accounts. In another example, according to the FMFB, 80% of V/WOs in Chitral have accessed microfinance loans for financing local enterprise development, school and health unit construction, and the provision of alternative seed varieties to local farmers. Such practices indicate long-term planning on the part of the V/WOs, which requires strong management mechanisms in place to ensure their success.

According to AKRSP staff reports, all 40 of the current LSOs have long-term management and financial plans in place. As the V/WOs are members of these LSOs, they have been exposed to such planning, which had a positive influence on the internal planning and management systems of the V/WOs, especially as several LSOs have been provided training of trainer courses to help develop the management and planning capacity of their V/VO constituents. Table 7, derived from the 2009 IDS, compares the management and planning capacities of the V/WOs that are associated with an LSO and those that are not. It shows that the percentage of LSO member VOs with a high management and planning capacity is 16.3% higher than the percentage of non-LSO member VOs; the percentage of LSO member WOs is 23.5% higher than the percentage of non-LSO member WOs. This indicates the additional benefit that association with LSOs has on the management capacity of the V/WOs. Yet, LSOs still need further capacity building to sharpen and focus their plans and to learn how to better implement these plans. They also need support to build their skills in providing direct support to the V/WOs and helping V/WOs to build the same skills.

**Table 7: Management and Planning Capacity of LSO and non-LSO Associated V/WOs**

Management/Planning Capacity	VOs		WOs	
	LSO	Non-LSO	LSO	Non-LSO
High	44.1%	27.8%	47.3%	23.8%
Medium	40.2%	47.0%	37.7%	35.5%
Low	15.7%	25.2%	15.0%	40.7%
<b>Total</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

**Output Result 1.2: Expanded scope of services by V/WOs, LSOs and other CSOs, equally accessible to women and men**

To contribute to the achievement of output result 1.2, AKRSP committed to expanding the scope of services provided by community organizations, by facilitating organizations (LSOs and V/WOs) in the development of productive linkages with public and private sector organizations and initiating collaborative projects to provide social sector services equally accessible to men and women in their respective communities. In addition, AKRSP provided small grants to these institutions as a means of providing basic social services to marginalized people.

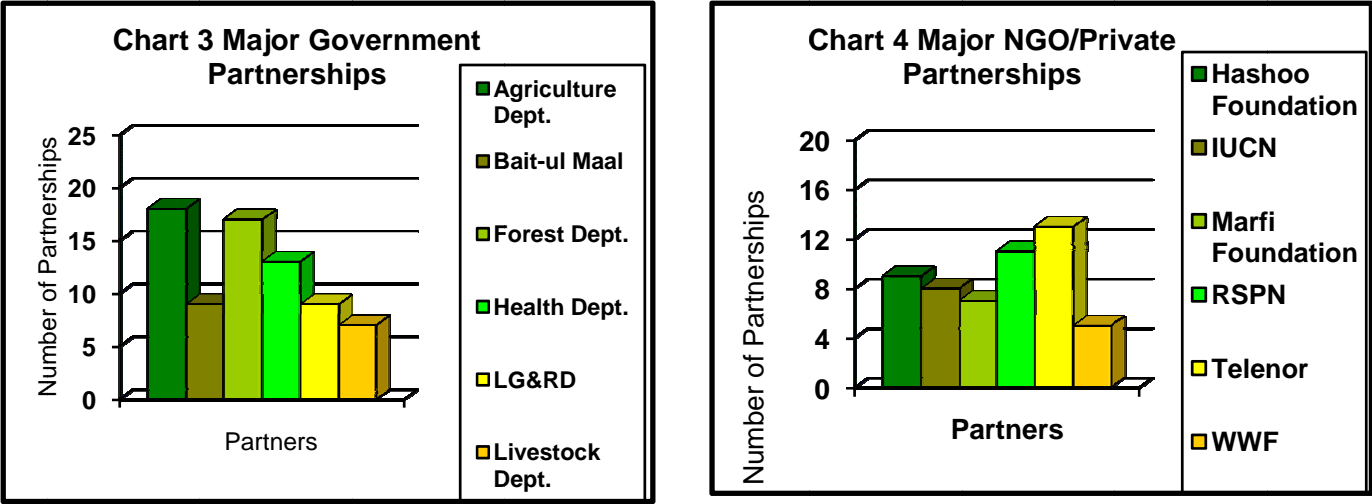
**Performance Indicator 1.2.1:** *Number of V/WOs, LSOs and other CSOs providing development services (differentiated by economic and social sector) to communities (disaggregated by gender) in collaboration/partnership with other actors*

According to the PMF, at the beginning of the IDPR program 519 VO and 407 WO were providing services through partnerships and linkages with other actors. The expectation was that an additional 250 institutions would be utilizing their linkage efforts to provide services to their communities. According to the 2008-09 IDPR Annual Progress Report a cumulative number of 851 VO and 502 WO, totaling 1,353 institutions, an increase of 427 institutions are now providing collaborative service programs to their communities.

The partnerships are focused on infrastructure building projects, social forestry endeavors, the building and financial support of community schools, the construction of local health units and the provision of health awareness, partnerships between the V/WOs, civil society organizations and government departments have been an important aspect of creating multilateral development efforts within GBC. Partnerships developed with the private sector have included work with the Rupani Foundation for jewel processing endeavors, AKAM for microfinance, FMiA for the provision of health and life insurance services to the poor, and other partnerships with several travel and tour operators for the development of eco-tourism and trophy hunting enterprises.

Chart 3 shows the major government partnerships developed with the LSOs in all regions. As LSO's efforts have concentrated more in rural areas than in urban, the largest numbers of partnerships have been with the Department of Agriculture, where 18 LSOs took advantage of this partnership and with the Department of Forestry where 17 partnerships developed. However, this list only shows a few of the leading partnerships and does not present an exhaustive list.

Chart 4 shows the major NGO or private partnerships developed during IDPR. Though there are a number of international NGOs such as WWF, UNICEF and GTZ that are actively involved with the LSOs, the majority of NGO partners are based in Pakistan. This is indicative of a growing local civil society sector invested in the socio-economic development of GBC through grassroots development.



In Chitral, AKRSP efforts under IDPR have helped foster an increasingly conducive environment for partnerships that expand the scope of services offered through local institutions. During the program, all 12 Chitral-based LSOs supported under IDPR coupled with numerous VO and WO, implemented activities in collaboration with government departments and authorities and non-governmental institutions. Those collaborations resulted in a wide array of services offered in the social (education, health), economic (market and enterprise development, microfinance), environmental and natural resource management (agriculture, forestry and livestock, disaster preparedness and mitigation, climate change) and cultural spheres – and with a major focus on addressing the development priorities of women. For example, in 2008-09 a range of LSO activities in Chitral focused on the provision of microfinance, product development and business management training and services, which benefited 79 males and 758 females. Amongst these include Kid’s facilitation of a linkage between its WO members with the First Microfinance Bank, which secured Rs. 1.4 million for the establishment of nine women’s shops. RADO provided vocational training to a women’s cluster in its catchment area, and as a result, three trainees have established a vocational centre that is currently training 25 women in income-generating skills. Similarly, two trained members of WOs have further trained 28 women and have been generating Rs. 2,800 on monthly basis.

In Gilgit during the 2008-09 review period, AKRSP conducted a study to analyze LSO linkages with local government, the private sector and both international and national donors and to make a comparative analysis of sectoral focus across the three districts (Gilgit, Astore and Ghizer) that comprise Gilgit region. As shown in Table 8 below, the study revealed that, in all three districts, the majority of linkages have focused on human resource development, followed social sector services and natural resource management initiatives. Two areas falling significantly short of expectations were linkage development for poverty reduction and gender development. The only area of significant difference between the three districts was the greater success of LSOs in Gilgit district to form linkages in the field of enterprise development – unsurprising given its larger population with greater access to markets and communication.

**TABLE 8**  
**COMPARISON OF LSO LINKAGES**

SECTORS	GILGIT	ASTORE	GHIZER
Gender Development	2%	2%	5%
Poverty Reduction	10%	11%	11%
Institutional Development	2%	0%	2%
Human Resource Development	34%	33%	44%
Social Sector	20%	18%	11%
Natural Resources Management	20%	31%	25%
Enterprise Development	13%	4%	2%

An example of a partnership in Gilgit was the collaboration of five LSOs in Gilgit region – ZADO-LSO, Shainber Rural Support Organization, Hyderabad Rural Support Organization, Goal Rural Support Organization, and Harames Development Organization in the Community Led Total Sanitation (CLTS) Project has benefited over 35,000 individuals in 5,000 households, 100 villages and five union councils. Through this collaboration, 181 Community Mobilizers (58 men and 123 women) received training on CLTS mobilization tools and techniques, enabling the initiative to: deliver 150 sessions on health and hygiene; conduct PRA meetings in the five Union Councils; sensitize 35,583 people on the effects of open defecation practices; convert 2,049 traditional latrines into improved latrines; and construct 108 new latrines. As a result of these efforts, 124 villages in the five UC were declared Open Defecation Free (ODF).

Particularly effective linkages in Baltistan region between local institutions and government/nongovernmental actors included a lack of access to educational facilities has long been a barrier to development in Union Council Gol. Moreover, traditional norms have precluded girls from attending school. To address these issues, the Gol/Sermik LSO formed an education committee and developed a successful proposal to support the establishment of a community-based school in Doro, a remote village in Sermik. With financial support from RSPN and AKRSP, the education committee oversaw construction and furnishing of a school building. Given the economic situation of the area, the proposal included Rs. 78,000 for uniforms of poor children, stationary and teachers' salaries. In this latter regard, the LSO successfully petitioned the Education Department to provide the salary for a trained teacher. As a result, during the the Shining Star with trained providing an children (21 boys



review period, School, staffed teachers, is education to 31 and 10 girls).



Another good example is the partnership developed with the Rural Support Programme Network (RSPN), whereby in 2008 12 LSOs received PKR 1 million each to revive dormant and strengthen existing V/WOs.<sup>26</sup> Partners of the LSOs state that they work with the LSOs because they are so closely linked to the communities, thereby ensuring easier access and the development of trust. Mr. Masad Ullah Baig of the Rupani Foundation stated: “For entering into the community for some work, there is dire need of organizations like LSOs, which already work directly for the community.” The LSOs knowledge about the needs and resources of the local area is of high value to potential partners when planning their development strategies. In addition, the LSOs have begun to reach out to private companies, which is a source of funding and support that remains underdeveloped.

#### ***Text Box 4: Poor Students of AL-Hujjat Public School get a Science Laboratory***

*Serving the village Shigari Kalan, Al-Hujjat Public School provides secondary level education to part of the 30,000 strong population of Union Council Shigari Kalan. The students of Al-Hujjat are dedicated and eager. However due to the abject poverty of the area, the school has been challenged to provide them with the quality education that they so richly deserve. Many students had expressed an interest in pursuing the sciences for their future academic career, but were unable to as the school lacked adequate facilities to teach them. With the lack of science curriculum, many students have become frustrated and dropped out.*

*Such trends continued until 2006, when the school’s Board of Directors submitted a proposal to Shigari Kalan LSO to help with establishing a science laboratory for the students. With funding of PKR 150,000 from the LSO, and furniture donated by the Department of Education, a new science laboratory was established for the students, complete with scales, microscopes, text books and biology models.*

*With the establishment of this lab more than 50 students have since received training in chemistry and biology, many with plans to pursue these fields in post-secondary institutions.*

*“I am thankful to AKRSP as well as CIDA for providing laboratory facilities in our school, which help me to continue science education.” Hamid Hussain – Al-Hujjat Public School student*



<sup>26</sup> AKFC. (2009). Aga Khan Rural Support Programme, Institutional Development for Poverty Reduction Program, Northern Areas and Chitral, Pakistan – Annual Progress Report, April 1, 2008 to March 31, 2009.

An interesting collaboration with the private sector, facilitated by AKRSP during the 2008-09 program period, was the project entitled Agriculture Commodity Trade (ACT) developed with Telenor Pakistan, a telecommunications company. This ongoing partnership focuses on the development of an electronic marketing system for GBC agricultural products. Partnering with LSOs across the program area, Telenor provides technical and financial support to these LSOs, to enable them to access market information from down country via text messaging, which is then shared with local farmers and businesses for free. Though having only completed the initial year of implementation, this project has been a useful mechanism for allowing local entrepreneurs to compete with down country industries, as well as to allow fairer market practices within GBC.

Many LSOs have also been fortunate to have Union or District Council members become part of their Board of Directors, which has provided them with a powerful voice within the government. Though many partnerships have been developed through official proposals and applications, it has been found that the personal relationships and mutual respect shared by government officials and LSO members have been a contributing factor in developing partnerships.

**Performance Indicator 1.2.2: Coverage/outreach of services provided by V/WOs, LSOs and other CSOs disaggregated by gender**

According to the 2004-05 Annual Progress Report, the number of households that were benefiting from the services of the V/WOs and LSOs in the first year of the program was approximately 4,100 households. The program has shown major increases over the course of the program. The outreach has increased by as much as 266% in the 2007-08 program periods. As of 2009, the program had reached some 11,635 households and benefited 48,000 men and 45,000 women. Although the numbers of women that have directly benefited from V/WO and LSO services has been slightly less than that of men, the largest variance was during the initial years. The gender gap has increasingly reduced over the program, showing an increase in access to services for women.

*“There is not any other national or international NGO working for human welfare in this area. Even the progresses of governmental institutions are meaningless and fruitless here. In all these conditions AKRSP is the only beacon of hope for poor people of the Nargacho.”*

*WO Nargacho Representative*

**Output Result 1.3: Increased capacity of V/WOs, LSOs and other CSOs to design and implement poverty targeted projects, equally accessible to women and men**

The third output result under the social development component seeks to bridge the gap between comparatively better off and poorer segments of the rural communities through special targeted projects for the poor and ultra-poor households. To achieve this, AKRSP provided targeted poverty reduction projects through local organizations would be an effective and efficient means of reaching a maximum number of people with projects that are focused on their specific needs and conditions.

**Performance Indicator 1.3.1: Number and type of poverty-targeted projects disaggregated by type of organizations (V/WOs, LSOs and other CSOs)**

As a means of ensuring that local organizations were capable of providing targeted poverty reduction projects to their constituents, AKRSP provided over 64 training sessions and workshops to representatives from VOs, WOs, LSOs, other civil society organizations and formal government social welfare institutions. These representatives were provided training and exposure to poverty mapping and reduction, project planning, and microfinancing. In addition, beginning in 2005 AKRSP facilitated an engagement with Zakat and Baitul-Maal, two formal safety net institutions, to provide LSOs and V/WOs greater access to government social welfare programs and funding to help address poverty reduction efforts.

Table 9<sup>27</sup> shows the number of poverty-targeted projects implemented by local organizations over the course of the IDPR program, whereby 237 projects were implemented by V/WOs, and 161 by LSOs. These projects focused on: Natural Resource Management, income generation, livestock rearing, agribusiness, and micro-enterprise and cottage industry development. In addition, several V/WOs and LSOs were provided support from AKRSP to develop several microfinance initiatives used to fund local entrepreneurs including in women's markets; bursaries to poor students; and fund small local infrastructure projects including the building of irrigation channels, schools, IT centers and vocational centers.

<b>Table 9 Local Organizations Implementing Poverty-Targeted Projects</b>		
<b>Program Period</b>	<b>V/Wos</b>	<b>LSOs</b>
2004	10	7
2005	29	-
2006	24	4
2007	15	13
2008	5	14
2009	154	123
<b>Total</b>	<b>237</b>	<b>161</b>

Though V/WOs were the main providers for poverty reduction projects in the beginning of the program, LSOs have gradually increased their number of projects during the course of the program, during one year even surpassing the V/WOs in the number of projects annually implemented. This indicates that the LSOs have reached a high capacity for providing poverty reduction programming, especially as the LSOs are increasing the amount of resources and training they have access to. Yet, the V/WOs are still capable of providing poverty reduction projects alongside the LSOs as they can be more effective at addressing more localized concerns. V/WOs are located in more remote areas, where both communication and transportation have been limiting factors to their access to the needed resources for implementing poverty reduction projects and/or knowledge about available services. Though both communication and transportation services are gradually reaching these areas, their limitations have yet to be fully mitigated. An example of which is provided in Text Box 5.

<sup>27</sup> This data was compiled from IDPR Annual Progress Reports and AKRSP field staff.

### ***Text Box 5: Poverty Reduction in Sog Balghar, Baltistan.***

*Mr. Sher Mohammad from Sog Balghar is a poor, deaf man of Sog Balghar Village. He has three young sons and a daughter. A chadong maker by trade, most of Mohammad's life has been one of poverty and misery, and he has found it hard to make enough money to take care of his family. Though a skilled tradesman, Mohammad was unable to afford the necessary tools of his trade and had to make do with inferior or broken tools.*

*With the help of LSO Daghoni, Mohammad was provided a loan to purchase the needed tools and to establish a chadong making enterprise. With skills developed over a lifetime and the much needed tools, Mohammad has now established a chadong business worth PKR 40,000. He has expanded this business to include the making of traditional tools and equipment needed by the local community. With such prosperity, Mohammad has been able to repay all of his creditors and loans and has now begun to save his earnings for the future education of his children.*

*Though unable to vocalize his happiness and pride, the new found sparkle in his eyes and smile on his face as he presents his newly-made wares speaks volumes.*

In Chitral, the majority of LSOs are addressing issues of ultra-poverty on a variety of fronts. They are using poverty mapping tools and processes to identify and better understand ultra-poverty in their communities. The LSOs are using the poverty scorecard method for poverty ranking and identification of ultra-poor households in their areas. In this connection, eight of 12 LSOs supported under IDPR in Chitral (BLSO, KADO, GADO ICDP, DADP, HARSO, UTDN and KLSO) provided with grants have demonstrated their commitment to and enhanced abilities in poverty targeting.

In Gilgit, as reported in the 2008-09 Annual Progress Report, AKRSP conducted a study to gauge the impact and document the lessons learned of the poverty-targeting endowment funds other mechanisms of working with the LSOs and Poverty Project Committees (PPCs) to reach the poorest. Overall, the study found a demonstrable increase in the human, natural, social and produced capital of the beneficiaries of the six endowment fund projects under review. In the selected project sites, all households that received a loan from the project have been able to generate income and have improved their lives. The study did find variations in experience: while poverty-targeting projects in Teru, Aliabad, Pinal and Mominabad demonstrated very strong results in both identifying and moving households out of extreme poverty, two (Dutch and Skandarabad) were less successful due to weaker or less regular supervision of the project by the AKRSP and PPC. Accordingly, AKRSP will apply the lessons from this study to redress shortcomings in some parts of the region and consolidate and expand the strong results achieved elsewhere.

One of the highlights from Baltistan is when AKRSP awarded one poverty endowment fund to LSOs Shigari Khurd to facilitate support for widows, provide income-generating opportunities for ultra poor households, and ensure students from poor families can acquire school uniforms and books. The LSO has committed to facilitate the most vulnerable families and school-age children with resources from this endowment fund. During the review period, the LSO drew upon the fund to provide a loan to a local man to start up a small business (general store).

**Text Box 6**  
**POVERTY-TARGETING INITIATIVES IN GILGIT REGION, 2008-09**

- *Bibi Maryam*, mother of four children with a dependent husband of village Immit, received technical support and a loan of Rs. 20,000 through the PPC to establish a ladies' shop. She purchases goods from the wholesale market in Gilgit and sells them to women in her village at competitive prices. Not only is her shop flourishing and providing her household with a steady income, she recently was able to secure a loan of Rs. 50,000 from the First MicroFinance Bank Chatorkhand to expand her business.
- Although a skilled electrician, Khalti village resident *Sayourj* did not have the tools or space to use his skills to support his family. After identifying his household in the Gupis Rural Support Programme's poverty mapping efforts, PPC Gupis provided him with a loan of Rs. 10,000 for the establishment of electrical repair shop in his home. Follow up visits by GRSP document that Sayourj has developed a strong business -- with electric appliances of worth Rs. 25,000 -- and is very much satisfied with his work.
- While *Rahim Shah* from Sultanabad had received livestock training from AKRSP and his services were in high demand, he did not have the financial resources to purchase the medicines needed to undertake his work. Rs. 15,000 in support from the Sultanabad PPC enabled him to set up a veterinary shop that stocks the medicine and other supplies he needs. In addition to veterinary services he is now also supplying agricultural inputs like seeds and equipment, earning Rs. 100,000/year – and has aspirations for future expansion of his successful enterprise.
- *Ali Mohd* of Shikong village, Gudai, had similarly received AKRSP training – in herbal medicine – but had no means of translating his skills into a sustainable livelihood. As the sole earning member of a household of 15, the Deosai Rural Support Programme identified him in its poverty-targeting work. The LSO provided him with Rs.20,000 to establish his own business. While he had to work very hard, in only three years his earnings are now Rs. 8,000/month. He is not only supporting his family but also saving a certain amount for the future.
- A resident of the village of Kanidass Gorikot, *Abdullah Shah* received Rs.15,000 through a poverty-targeting initiative to help him open a fruit and vegetable shop. According to him, his business is growing day by day and he is earning a monthly income of Rs. 9,000. For the first time, his children are enrolled in educational

**Performance Indicator 1.3.2: Number of poor households accessing support from V/WOs, LSOs and other CSOs – disaggregated by sex of the household**

Of the projects offered through indicator 1.3.1, according to the PMF it was expected that 2,000 households would access these services provided by the V/WOs and LSOs. Table 10<sup>28</sup> shows that the IDPR program exceeded this expectation by over 75% as the total number of households accessing local organization services is over 3,500.<sup>29</sup>

<sup>28</sup> This data was compiled from IDPR Annual Progress Reports.

<sup>29</sup> In the 2004-05 program period an additional 850 households accessed support from V/WOs, LSOs and other CSOs, however the division between men and women-headed households is unavailable, therefore the information was not included in Figure 1.3.2.

**Table 10 Households Accessing Support from  
Local Organizations**

<b>Program Period</b>	<b>Male-Headed Households</b>	<b>Female-Headed Households</b>
2005-06	625	153
2006-07	223	240
2007-08	1,090	208
2008-09	401	283
End of 2009	154	123
<b>Total</b>	<b>2,493</b>	<b>1,007</b>

Although the total number of woman-headed households that accessed this support is 40% of the total number of households, such a number does not account for the number of women within the man-headed households that have benefited from these services. As much of the poverty reduction efforts, especially through the LSOs were aimed at women, and not just women-headed households, the number of women that have actually benefited directly from these efforts can be expected to be greater than is shown in the figure. In addition, several of these services have resulted in indirect beneficiaries. For example in the Baltistan WO, Pion Gone, women were provided with training in vegetable cultivation. After receiving such training, these women then trained an additional 108 women and girls in vegetable cultivation on their own, thereby reproducing the services of the IDPR supported institutions at an even smaller scale below that of the community. Such occurrences are providing access to IDPR poverty reduction services indirectly to an unquantifiable number of women, and men.

However, there are issues pertaining to women's mobility, as both transportation restrictions and remaining cultural barriers have prevented women from gaining access to these services. As discussed under the previous indicator, transportation has been highly restricted to women in many of the more remote areas, especially communities located at higher altitudes, some reaching as high as 10,000 feet above sea level, which have few safe roads or pathways. Such transportation issues have also caused problems for raising awareness of these remote areas regarding the availability of poverty reduction services and training. But for those women that have accessed such services, as one representative from WO Nargacho in Baltistan stated, there is "hope in the darkness for the female population of the community." Much work is still needed on to support gender equality in the region.

## 2.1.2 WOMEN'S DEVELOPMENT COMPONENT

### **OUTCOME RESULT 2: Improved social and economic development opportunities for women in GBC**

Although gender equality cuts across all three components of the IDPR program, the Women's Development component ensures specific, contextually relevant attention to gender equality through targeted women's empowerment programming. Under this component, AKRSP built the capacity of WOs and other women's groups, enhanced women's skill development and increased the capacities and sensitization of V/WOs, local CSOs, government line departments and elected representatives on gender equality and women's leadership and empowerment.

Some of the main initiatives included the establishment of women's markets/multipurpose activity centers and shops and women's vocational training centers/institutes; development of a cadre of women master trainers on concerns of gender equality; and established market linkages between WOs and private sector providers. Moreover, a variety of training was offered throughout the program that was specifically tailored

for women based on their specific needs and demand. These trainings included but were not limited to leadership training and gender awareness workshops as a means of empowering women in decision-making roles, women tailored market and enterprise trainings such as fruit processing, photography, gem cutting/polishing and tailoring; and training surrounding information technology and computer skills.

***Performance Indicator 2.1: Number/Percent of women reporting improved social and economic opportunities***

Over the time period of the program, men and women from various grassroots organizations in GBC reported significant improvements in the socio-economic conditions for women in the area. The pace is also reported to have picked up in the past few years due to enabling changes in the political system as well as improvements in general communication, health, and education services. AKRSP expected this indicator to show an increase of 20 percent over the IDPR baseline by the end of project. The baseline data shows 32 percent of rural women reporting improved social and economic opportunities, where now 36 percent of women report improved social and economic opportunities. Although the numbers do not meet the targets, the increasing percentage is promising relative to the external socio-economic conditions facing Pakistan over the past few years. As mentioned in the background section, the national economic crisis, price inflation and global economic downturn had significant influence on the socio-economic situation of the area, particularly for women due to their increasing difficulty in accessing formal employment and government support. The upward trend is significant given the overall socio-economic context, yet the numbers prove that focused work targeting women is still greatly needed; especially programs focused on women's business development and women's access to quality healthcare services.



Regarding improved economic opportunities, 72 percent of the 2,327 women trained during 2007-08 reported that they have accessed new economic opportunities by applying their new skills. Again during 2008-09, 65 percent of the 1,170 women trained reported that they had already improved their incomes since the trainings or had accessed new economic opportunities. MTE reported even higher numbers, where 93 percent of the women's groups visited by the MTE team reported improved economic development opportunities, which they defined as increased skills among women that had translated into income saving, income generation, or full time/part time work opportunities. MTE mentioned the economic activities were substantial; however some groups still needed further support.



At the regional and individual level, case studies revealed an integral connection between skills development and expanded social, as well as economic opportunities. Notably, in December 2008, AKRSP Chitral conducted a study on women artisans who have participated in AKRSP initiatives.<sup>4</sup> This study was carried out in Garamchashma, Torknow, Mulches, and Laspur regions of Chitral with a sample size of 300 women. According to the study, women Shu producers are contributing a significant amount (an average of Rs. 5,545), towards annual household income. In addition, more than 80 percent of the women reported having control over the income they earned, improved decision making at household level, higher levels of self-confidence, improved mobility and increased participation in community affairs.

### Text box 6 – MTE Supported Results

*As shown below, the MTE results support the research done by AKRSP. Through focused group discussions using a structured interview protocol, one-on-one interviews and observations, the MTE's analysis indicates that 40% of the 15 WOs/WGs interviewed were implementing a number of projects that created social development opportunities for their members and other women in the community, while 47% were engaged in projects that were beginning to show an improvement in social development opportunities for women. And only an estimated 13% of the WOs/WGs showed little or no evidence of creating or improving social development opportunities for women.*

**TABLE 5.17: PER CENT OF WOs/WO FORUMS/WO CLUSTERS REPORTING IMPROVED SOCIAL DEVELOPMENT OPPORTUNITIES**

Classification	Definition of Ratings on Social Development Opportunities	WOs (%)
A	Organization implementing a range of projects to create social development opportunities for women in the community	40%
B	Organizations implementing or having potential to implement projects that will create social development opportunities	47%
C	Organizations that show no or very limited potential to create social development opportunities	13%

Specifically, women reported increased economic opportunities over the life of the program. Women report that this increase is not only due to investments in agriculture related activities but also due to an increased involvement in off-farm activities, particularly setting up women's shops, vocational centers, tailoring trainings, or as trained birth attendants or lady health workers. Other economic interventions include multi-purpose centers, various value added products trainings such as jam/jelly making, honey bee farming, beautician, soap making and more recently milk marketing related support in the Gilgit and Chitral regions.





Women's entry into the business sector and their mobility varies from place to place, as the cultural context of each village greatly varies. Reflecting these variations and working closely with the communities, under IDPR, AKRSP tailored its programming to fit the needs and opportunities of the different areas. For example, AKRSP recognized the potential for a women's market in Skardu. These women's markets have not only increased the income of women who have shops there, but have also brought about positive changes in gender relations within their households and for other women who visit the shops. Women interviewed in the markets report that they initially faced resistance by the community, but as their income increased so did family and community support. Most women selling at the market report that they are now supported by their husbands, in-laws and/or parents, who realize the important financial contribution from their business. Over time the perception of these spaces has evolved where now even men in the community are supportive of their establishment. Interestingly, during interviews in 2010 many women proudly stated that with this additional income they not only supported the education of their children, but the education of their nephews and nieces, who come from distant villages for education and a place to live. Below is a picture of the opening of the market in Skardu:

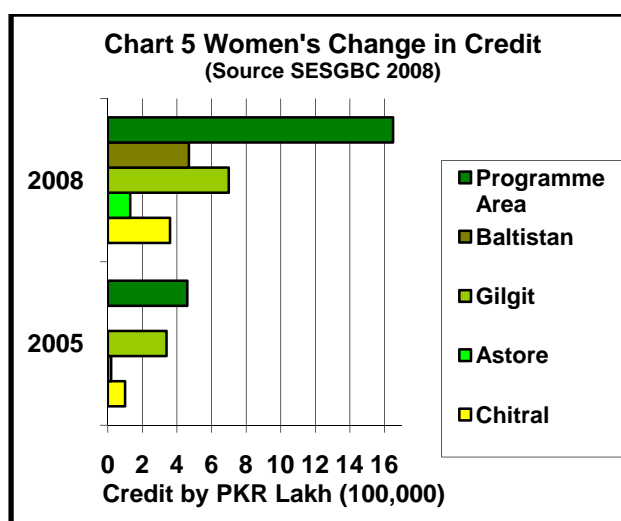


Currently, there are 29 women run markets servicing the needs of other local women and a total of 82 women's vocational training centers/institutes currently operating in the program area.<sup>30</sup> On average, these women are now making between PKR 1,000 to 6,000 per day from the income they earn at the market.<sup>31</sup> The following story of Miss Amina Mohammad Ali in Text Box 6 is an example of the changes women have experienced from these markets.

<sup>30</sup> IDPR Annual Progress Report, April 1, 2008 – March 31, 2009

<sup>31</sup> World Bank. (2010). Gilgit-Baltistan Economic Report: Broadening the Transformation.

These markets and other business activities of women have also improved community perception about lending money to women and in turn increased women's access to credit. As shown in Chart 5, in the GBC, the total amount of credit available to women has increased by 360% since 2005 to PKR 1,649,000, with noticeable increases in all regions. Women report that this increased access to credit has been vital for the development of their businesses.



These increases in women's economic opportunities have also brought increasing mobility and social change. Many women for example, feel confident to go to a bank on their own which previously was unheard of.<sup>32</sup> As a female entrepreneur pointed out, "Transport is not always the key issue of mobility, it is the mindset. Now the environment is changing but we need time to accept it culturally."<sup>33</sup> Moreover, marriage decisions were previously not a women's decision, but now women are asked for their choice. The marriage age for girls, which previously in many places used to be about 13, is now between 21 and 26.<sup>34</sup> Also examples like the Adult Literacy Centers in Chitral have shown improvements in women's social condition, where women are now able to read and write and are thus better able to help promote their children's education as well as control utility bills and household income. Through these literacy centers, women's health & hygiene awareness also improved, as this is one of the topics topically discussed at the centers.<sup>35</sup>

Women have also moved forward in community decision-making. For example, women in UC Marapi, Shigar have now joined town management committees. They have a more pronounced role in general household decision-making. This refers not only to decisions about children's education and health expenses but also about children's marriages. In some cases women also now have a say in property sale decisions<sup>36</sup> although this is an area that is still dominated by males, but is improving. Also, gender sensitization programming with the LSOs has shown positive results in the development of new leadership roles for women within the LSOs. At present, the number of female board members in the LSOs varies from 13% to 46% to the total Board, but all LSOs have women on their Board.<sup>37</sup> Yet, the role of the

<sup>32</sup> WO Oshikandas members, Gilgit.

<sup>33</sup> Focus Group Discussion with LSOs, Individual entrepreneurs in Skardu.

<sup>34</sup> Discussion with WO members Biasin, UC Marapi, Shigar

<sup>35</sup> Haseena, K, Sartaj G, Study on Impact Assessment of Adult Literacy Program, AKRSP Chitral.

<sup>36</sup> Ibid

<sup>37</sup> Refer to LSO individual profiles, Appendix III.

majority of female board members is still confined to WO related re-activation and other women focused activities and women still state that it is difficult to fully participate in decision-making. However, with the entry of more educated women as board members, it is expected that women's active involvement in LSOs general decisions and in public dealings will also increase. For example in Chitral, almost 90% of the women board members have a higher education.

Furthermore, the increased empowerment and awareness that women have through WO activities has increased their desire to understand and pursue their rights. Women's forums have formed throughout GBC to meet the rights-based needs of women. Many of them have proven highly active in traditionally conservative areas, especially in Chitral and Baltistan. Many have even introduced women candidates for election or have formed Citizen Community Boards (Cobs) thereby increasing the political aspirations and strength of women.<sup>38</sup> Through such developments women have now been introduced to another potential form of employment through politics.<sup>39</sup>

However, with more women engaged in productive activities, child care and household management can add to their burden of work. As various case studies have shown, changing income patterns has also meant a changing gender division of labour at home, whereby women now need more support; not only from husbands but also from other family members. Yet, in these more traditional areas many men still report that social pressure does not allow them to help women with domestic chores.<sup>40</sup> Therefore, in the short-term women in GBC are in need of enabling mechanisms that can support them in their economic empowerment and multiple responsibilities such as child care programs and further gender sensitization trainings with men, family members and women alike. Moreover, although the women's markets have enabled significant increases in women's economic empowerment, these markets are still limited in their services and accessibility, so women continue to lack efficient and assessable marketing channels for their products and services.

***Performance Indicator 2.2: Number of women employed in formal and informal sectors and/or in business***

The results of the SESNAC 2008 survey indicated that the percentage of women employed in formal or informal sectors increased to 23 percent, from 6 percent at the start of the IDPR program.<sup>41</sup> Linkages have been developed between the First Microfinance bank, local government bodies and with the government's livestock program, and provide access for women to the formal sector market, if not direct employment. Women's entry into the formal sector, though improving, still requires attention as cultural barriers still inhibit women's ability to join the formal workforce. At the same time, more options for formal employment are gradually opening up for educated women in roles as teachers, running Early Childhood Development centers, health care professionals, lawyers and policewomen.<sup>42</sup> With the expanded government budget expected for Gilgit-Baltistan, it is also hoped that through further dialogue with the government, more positions for women will be created over time.<sup>43</sup>

As pointed out by the IDS 2008 survey, most women are self employed. Therefore, IDPR's major support has focused on supporting women's income generation in the informal sector and helping to link women up to the mainstream economy through skill development and information dissemination. For example, in

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38 Refer to the next section for more information on CCBs.

39 In 2002, all women seats in Chitral local governments were filled through selection. In 2006, they were all contested by multiple women.

40 VO members from Koragh.

41 IDPR Annual Progress Report, 2007-2008: 23, AKRSP

42 Discussion with Chitral staff.

43 Discussion with the Women's Development Directorate staff, Gilgit

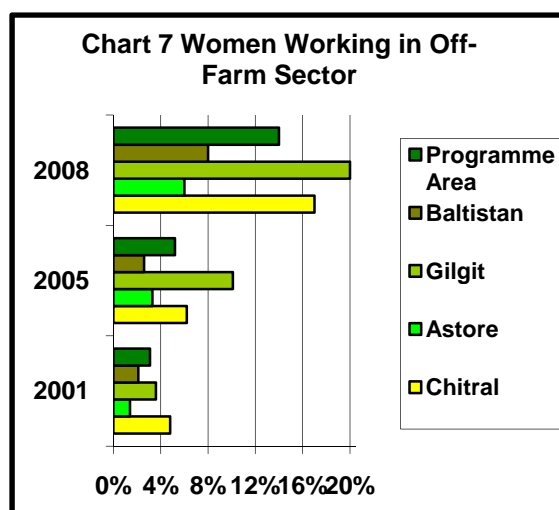
Chitral AKRSP through its collaboration with the government on the 'Jafakash' project helped to train between 7000 and 8000 women, primarily for honey production and marketing in four valleys.<sup>44</sup> As also mentioned in the MTE evaluation, honey production is a very popular activity which has provided income support to thousands of women across the program area.<sup>45</sup> This is an activity was initially supported by AKRSP, but now many other organizations such as Asia Foundation and Hashoo Foundation provide training to women in honey production, so AKRSP has evolved its programming into other markets. This activity alone has helped to raise some women's income substantially. One female entrepreneur in Chitral stated in an interview that she earned Rest. 170,000 in one season!<sup>46</sup>

The Self Employment Project for Women (SEPW), implemented with the financial assistance from Planning and Development Department of the Gilgit-Basltistan was another project which was facilitated by AKRSP under IDPR. This program helped establish Women's Multipurpose Activity Centers. Most of the female entrepreneurs who used these centers report to have supplemented their household income and consequently gained more respect within their families. The centers also provide them space to come together and exchange ideas.<sup>47</sup>

Other activities supporting women's employment in the informal economy under IDPR included poultry farming, livestock and other agricultural-related activities through partnerships between the LSOs, WOs, and the Agriculture Departments. Also facilitated were the establishment of multi-purpose centers and various value-added marketing efforts identified by the communities like training in jam and jelly making, soap making, honeybee farming, dried fruit processing, dairy processing, cosmetics, hairdressing, embroidery, weaving, tailoring, midwifery, and healthcare.

IDPR activities also resulted in women entering into formal sector employment. Though livelihood and skill development training, women have enhanced their competitive skills and been better able to land formal employment positions. To support this, LSOs and V/WOs provided scholarships and education loans to women and girls to attend university or college. Linkages were developed with the Education Department and AKES, and other donors increased school construction with women friendly facilities like women's hostels and school housing. In addition, the establishment of early childhood development centers and training has provided increased employment for teachers, while also allowing women in the community to access these services and pursue economic interests.

According to data collected by the 2005 SESNAC study, 5.2% of women were employed; the PMF indicates that this was expected to rise by 20% by the end of the program. As shown in Chart 6, women with off-farm employment, therefore paid employment, has reached 14% of women in GBC becoming engaged in off-farm employment.<sup>48</sup> Although not as estimated by the PMF, this number is nearly triple the amount of women employed in the off-farm sector in 2005. These changes can be seen in each region of GBC, where a high of 20% of women in Gilgit have off-farm jobs.



<sup>44</sup> Discussion with Chitral staff.

<sup>45</sup> IDPR Mid Term Evaluation, 2009:66, CIDA – Pakistan Program.

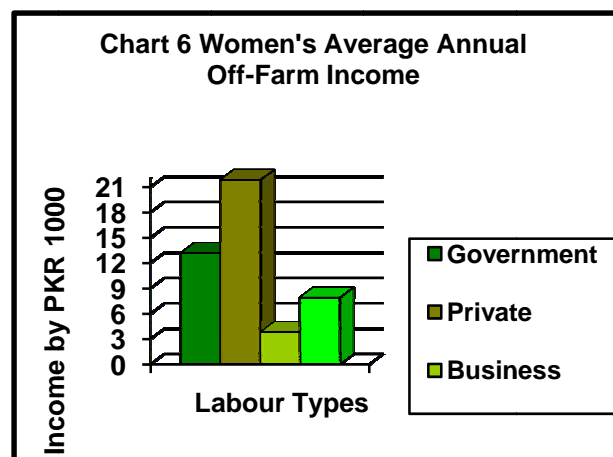
<sup>46</sup> Focus group with LSO members and other VO/WO activists in Chitral.

<sup>47</sup> Naeema, *A Study of Women Multipurpose Activity Centers/Women Market Clusters*, pp: 9-10, AKRSP Gilgit

<sup>48</sup> Data collected through SESGBC 2008 survey.

Chart 7 shows that employment with government and private sectors has the highest average annual income for women at PKR 13,000 and 22,000 respectively; however the number of women working within the government has actually decreased from 22% in 2005<sup>49</sup> to 18% in 2008, and has only increased by 1% in the private sector from 23% in 2005.<sup>50</sup>

The above data parallels an increase in women owning their own businesses, which increased from 4% in 2005 to 14% in 2008, may explain these changes as self-employment may be perceived as a more immediate and preferred form of employment for women in the area and possibly reflecting the scarcity of government jobs available and its subsequent higher competition for positions. The establishment of women's shops, vocational centers and IT centers, has also provided women opportunities to pursue formal entrepreneurial enterprises within local and regional markets. As an example of self-employed women, the case of Mrs. Khair-Un-Nisa is described in Text Box 7.



#### ***Text Box 7: Mrs. Khair-Un-Nisa***

*Mrs. Khair-Un-Nisa (36) is married with 5 children and a member of 2 Gilgit WOs: Shining Star and WO Golden Jubilee. She never wanted to become a working woman; she was a simple housewife and wanted to remain that way. But after a disabling injury to her middle daughter's spine, her family found themselves owing PRK 4 lakh and unable to pay as her husband's chemist salary couldn't afford the treatment. It was then that Khair-Un-Nisa decided to help her family and join the workforce.*

*Supported by Shining Star, she received PKR 10,000 from LSO Danyore's Community Revolving Fund (CRF) to begin a small poultry farming enterprise. Paying off her debts and the CRF, Khair-Un-Nisa has continued with her poultry business making PKR 6,000 per month; her business is now worth PKR 33,000. Part of this money has been used to finish their home, complete with washrooms, a kitchen and enough bedrooms for them and their children. Also, to ensure her families prosperity, she has invested this money into her children's education, with her elder daughter now studying for her bachelors' degree at the Aga Khan Academy, Hunza Karimabad, while the others are studying in the lower grades. As an added benefit, she has now become a local expert in poultry medication and has been asked numerous times to consult in the treatment of chickens for fellow poultry farmers.*

*Khair-Un-Nisa has experienced a change in her social status as her prosperity has inspired respect from her family and the community, which did not exist before. When asked how she felt about this, she said: "I am very happy. I am proud."*

In addition, with the economic downturn in the rest of the country, increased unemployment, especially amongst young educated men, is increasing in GBC. As less employment is available, and there is greater competition between men and women for that employment, there is a threat of increased friction and a possible regression on gender roles and values. To prevent this, focused gender efforts for employment

<sup>49</sup> See Jabeen. (2007). Socio-Economic Status of Women in NAC: Evidence from AKRSP's Socio-Economic Survey of the Northern Areas and Chitral (SESNA) 2005.

<sup>50</sup> SESGBC 2008 study

generation are needed, especially for youth populations. This situation is further discussed in the gender analysis section below.

## **Output Results**

Collective action and social capital have been driving forces for change, especially for women in conservative communities. In the program area, collective forums are particularly important as sectarian and cultural pressure present constant challenges to women's empowerment and mobility. The three output indicators that measure the extent to which women have been able to derive benefits from WOs, VOs, other women forums and LSOs as well as support from the government and other elected representatives.

### **Output Result 2.1: Improved capacity of Women's Organizations and other women's groups to be representative and effective service providers and/or facilitators**

Through the formation and reactivation of women's organizations, facilitating linkages between WOs and public or private service provider institutions, and training and technical support in organizational management, program design and service delivery, AKRSP seeks to improve the capacity of WOs and women's groups to be representative and effective service providers or facilitators. As noted in the 2008-09 Annual Work Plan, a key change to this strategy was for AKRSP to gradually shift responsibility to the LSOs.

#### **Performance Indicator 2.1.1: *Number and percent of WOs and WGs with increased management skills and outreach***

Since the inception of IDPR with a baseline of 900, AKRSP reached a total of 1,804 WO and WG members with targeted training in a range of organizational management and leadership skills! In addition, well over 50 percent of the trained members are reported to have shown improved skills in management. A main shift in the program direction has been the gradual decentralization of WO re-activation and formation responsibility to the LSOs. This in turn has encouraged a more active and pronounced role of new women activists through the LSOs.

To achieve this outreach, AKRSP built the capacity of existing organizations as well as working with the formation of new organizations and the reactivation of others. Table 11<sup>51</sup> shows that a total of 294 WOs and WGs and 57 women's clusters were formed under IDPR. In addition, 190 WOs that had become dormant have been reactivated through support from AKRSP. These new and/or revived organizations have helped give voice to the needs and concerns of women in once underserved areas. In 2008-09 alone, AKRSP formed 57 WOs, covering 1,963 households with a membership of 2,022, and eleven clusters, covering 1,286 households with a membership of 1,286.

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<sup>51</sup> This data was compiled from IDPR Annual Progress Reports.



Table 11 Women's Institutions Building and Linkages				
Program Period	WOs/WGs Formed	Clusters Formed	WO Reactivations	Linkages Formed
2004-05	38	9	30	56
2005-06	58	14	96	74
2006-07	71	14	-	47
2007-08	70	9	38	36
2008-09	57	11	26	263
<b>Total</b>	<b>294</b>	<b>57</b>	<b>190</b>	<b>476</b>

The WOs across the program area have shown that with some additional support they can reach out to other organizations to meet each community's specific needs. It is indeed impressive to note that against the anticipated goal of 400 WO/WGs forming satisfactory linkages at the beginning of the IDPR; the end result was that the pre-existing WOs benefited from 476 linkages with government and non-governmental actors facilitated by AKRSP.<sup>52</sup> Such linkages have included the Agriculture Department, the Ministry of Women Development, the First MicroFinance Bank, AKPBS, and AKES, which have helped provide support in terms of funding and partners in project implementation. For the WOs, links are strongest with the local government and still limited with the district government due to constraints on women's mobility. In this regard, newly established women councillors at the UC level are expected to play a more prominent role in the future, especially as the LSOs build their capacity working with the public sector.

### Text box 8 – MTE Supported Results

*The MTE data supports AKRSP's own evidence, where of the 15 WOs visited, 87% had established at least two or more links with organizations other than AKRSP. They reported that these links generated resources for skills training, access to funds for establishment of a facility (e.g. vocational training centre, BHU, and pump), access to equipment or raw material, setting-up an adult literacy centre, establishing a vocational training school, etc.*

*These women's groups had established linkages with AKESP, IUCN, KADO, Government departments such as the Planning and Development Department, Agriculture Department, Sustainable Livestock Support Program (SLSP), Forestry Department, District Council, Pakistan Baitul Mal (PBM), First Microfinance Bank, Ismaili Local Council, Northern Area Legislative Council, Livestock and Dairy Department, NORAD, Agri-business Support Fund (ASF), local area CBOs and NGOs, WWF, Allama Iqbal Open University, Health Department, Hashoo Foundation, National Centre for Human Development (NCHD), Troicaire, Social Welfare Department.*

TABLE 5.22:  
NUMBER AND PER CENT OF WOs WITH INCREASED OUTREACH TO OTHER ORGANIZATIONS

Classification	Definition of Ratings on Outreach	WOs (%)
A	Organizations having interactions with more than two support organizations (other than AKRSP)	87%
B	Organizations having links with 1 to 2 support organizations (other than AKRSP)	0%
C	Organizations having links with no support organization (other than AKRSP)	13%

Source: MTE field data

<sup>52</sup> Ibid.

Despite these gains, dependency on AKRSP continues to be an issue for many WOs. Being smaller units with less available opportunities, it is difficult for these grassroots organizations to lobby for funds independently, unless well connected. They have not yet fully reached out to other organizations and projects with the government typically are delayed and difficult for the WO to hold them accountable. However, WO forums and clusters, often with the support of LSOs are beginning to reach out to particular government departments, councillors or other organizations for small scale projects. In addition the LSOs, as representatives of the larger community, are beginning to act as role models to the WOs by providing examples of strong female management and have also had begun to assist the WOs in accessing funds from the government and advocating for their needs. Text Box 9 below provides an example:

### ***Text Box 9 Innovative Management and Gender in Hunza***

*A WO called Ganish Development Organization (GDO) has made great efforts to ensure that the leadership of the LSO is gender equal in participations and decision making. They have done this through a unique set of management strategies with their Board of Directors.*

*The WO found that having women and men making decisions together at Board meetings was not effective through a gender equal lens as women were consistently not vocal and left out of the decision making process. Also, the male members only came to the meetings when more important decisions needed to be made, making day to day decisions needed to be delayed until they could bring everyone together.*

*Therefore, GDO helped the LSO figure out a way to streamline the decision making process and make it more gender equal. They did this by splitting the BoD into two groups of women and men. The women's groups remained the official BoD since they were able to attend more frequent meetings and could help make decisions on a day to day basis. The men's group is now called an Advisory Committee (AC) to the LSO. The AC is now only contacted when higher level decision making is needed typically regarding strategy, finances, or policy concern. When these concerns come up the two groups come together as one group and discuss ways forward.*

*Since the implementation of the new strategy, the LSO have reported that operations are timelier and run more smoothly. They also report that women board members are much more actively involved and are more confident to make decision without relying on the men. Also, when they meet up with the men's group for higher level discussions they are more confident to speak up due to their high knowledge of the day to day decisions making and confidence in decision making.*

### **Performance Indicator 2.1.2: Number and percent of WOs and WGs implementing self-initiated and collaborative projects specifically targeting women's practical needs**

The WOs have shown that with some additional support through the LSOs, they can reach out to other organizations to meet their specific needs. Against the anticipated goal of 400 WO/WGs implementing projects at the beginning of the IDPR, as shown in Table 12,<sup>53</sup> over 560 WOs and WGs have implemented 957 projects benefiting 33,697 women in the program area.

<sup>53</sup> This data was compiled from IDPR Annual Progress Reports.



**Table 12 Projects of WO/WGs During IDPR**

<b>Program Period</b>	<b>WO/WGs Implementing Projects</b>	<b>Projects Implemented</b>	<b>Beneficiaries</b>
2004-05	56	40	2,000
2005-06	74	396	10,000
2006-07	-	280	7,500
2007-08	102	102	7,193
2008-09	328	139	7,004
<b>Total</b>	<b>560</b>	<b>957</b>	<b>33,697</b>

Both self-initiated and through collaborative efforts, these projects have been designed at local levels to best meet the needs of local women. Projects have included health-based, the construction of vocational, IT, and ECD centers, school building, and various training opportunities. However, the contextual diversity of the regions resulted in certain types of projects given a predominate focus in each region; in Chitral education and marketable livelihoods skills; in Baltistan agriculture and livestock; and in Gilgit the establishment of women's markets and activity centers have been a focus. Many of these projects have been the direct benefit of self-initiated linkage efforts, as well as the linkage facilitation efforts conducted by AKRSP and the LSOs.

In Baltistan, WOs and WGs have initiated a range of projects focused on expanding economic opportunities. While agriculture and livestock remained the focus of most projects, women in Baltistan have also initiated projects that bring vocational training centres to their localities, which have been important for expanding women's income-generating opportunities through enhanced skills like sewing – and also for the social opportunities these centres provide to many women for whom mobility outside the home is restricted. In Gilgit Region, in addition to facilitating linkages, the IDPR program has helped WOs and other WGs establish women's markets and multi-purpose activity centres, which have become an effective platform through which WOs and WGs can address the practical needs of community women, and serve as a rare forum for social interaction. In Chitral the main focus for the WOs has been on education initiatives and livelihoods.

The MTE team found similar evidence of results where “in addition to mobilizing resources from other sources, an encouraging trend among some WOs/WGs is that of initiating projects using their own or community resources. The Evaluation found evidence of self-initiated projects among 60% of WOs/WGs visited. Both self-initiated and collaborative projects were targeted on improving women's quality of life and supporting them in their current gender roles, e.g. enhancing their access to water, providing women with options to grow better, store and preserve their farm produce, look after their children's health and education, etc.”<sup>54</sup>

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<sup>54</sup> MTE, p. 71.

**Text Box: 9 WOs IN GILGIT ADDRESS A DIVERSITY OF WOMEN'S DEVELOPMENT PRIORITIES**

**Improved Health and Hygiene** – LSO Taus organized a five-day Training of Trainers session on health and hygiene for 10 females and 9 male members of V/WOs. On the final day of training, participants determined to focus initially on a village, which was suffering from adverse hygienic conditions. The newly trained individuals helped form three committees, with a health worker in each group. One key result has been that the women of the area are now disposing of their waste by digging small pits (since there was no sewerage system) -- and more surprisingly -- there have been no cases of diarrhea or pneumonia since the committees began working with the village.

**Increased Income** – In order to reduce post-harvest losses of fruit in Ghizer district, which is famous for its fruit, LSO Hatoon developed a linkage with Hashoo Foundation for a seven-day training on fruit processing for 25 female and one male fruit growers from Punial Valley. The training participants prepared pulp on an individual bases sent the products to Hashoo Foundation Islamabad. Initially the trainees earned Rs. 4,956 from fruit pulp. The Foundation has also taken the responsibility of marketing the finished products.

**Enhanced Education Opportunities**—With support from AKRSP, Paspan Women Forum helped the first Early Childhood Development school (Credo Children College) in Municipal Area Ghakuch to purchase materials, furniture, toys, blocks and tape recorders. Moreover, the forum also identified five poor children and on the request of the forum, and the school management is providing free education to these five children.

## **Output Result 2.2: Enhanced skills of women in the target areas**

AKRSP designs and implements several initiatives to equip women with a range of skills relevant to diverse economic and social needs. These initiatives include short-term technical and vocational trainings, long-term trainings for young women in emerging sectors, and internships for female university graduates to build their professional capacities. AKRSP's also organizes awareness-raising and capacity-building programs to increase participation of rural women in the political process.

### **Performance Indicator 2.2.1: Proportion of trained women utilizing their skills in a range of areas**

Over the years, the types of trainings offered have evolved, in line with the changing needs of men and women. Hence from basic vegetable and poultry trainings, the organization has moved on to advanced fruit processing and tailoring, computer training, photography, beautician training, gems cutting and polishing, Early Childhood Development training, health and hygiene trainings, political awareness and gender awareness trainings, to name a few. These new areas have opened up new possibilities for women of the program area and set up good inspiring examples for other women at the grassroots level.

Annually, an average of 2,176 women received livelihoods training during the program. Though peaking at 80% in 2005-06, on average 60% of the women trained per year reported that they have begun to utilize their new found skills in a range of employment activities,. Table 13 provides details on the skill enhancement efforts initiated under the IDPR program.<sup>55</sup>

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<sup>55</sup> This data was compiled from IDPR Annual Progress Reports.

**Table 13 Women’s Skills Enhancement Efforts**

<b>Program Period</b>	<b>Livelihoods Training Participants</b>	<b>Internships</b>	<b>Scholarships</b>
2004/05	1,117	5	0
2005/06	3,057	12	0
2006/07	3,200	18	390
2007/08	2,337	21	0
2008/09	1,170	10	50
<b>Total</b>	<b>10,881</b>	<b>66</b>	<b>440</b>

Some highlights from 2008-09 women’s livelihoods trainings include: 1,170 women with targeted training in literacy and numeracy; health, hygiene and nutrition; vocational skills (basic and advanced), technical skills (gems cutting and polishing, photography, computer training, beautician training, electrician training, mobile phone repairing training and driving training for professional women); and agriculture, business management, and cooking.

For example, Minumureg is one of the remote areas of Astore District. The village has a very harsh climate and remains cut-off from the outside world for up to seven months a year – making access to health care extremely difficult. Moreover, the isolation has limited community members’ health and hygiene awareness, increasing their susceptibility to illness. To address this pressing problem, AKRSP conducted trainings on health and hygiene for 27 women of the area. Follow-up visits revealed that the 22 women had completely changed their ways of cooking and were using more hygienic methods of preparing and storing food. Fifteen of the women had convinced their male household members to keep animals away from house. During one follow-up visit, the WO passed a joint resolution asking AKRSP to conduct more such trainings as they found it very useful in mitigating the health-related risks.



Another example are the ECD trainings of 30 ECD specialists have been trained<sup>56</sup>, all of which have found employment within ECD centers or Montessori schools throughout GBC, including the 4 model ECD centers established by AKRSP; one specialist was hired on as the principle of an ECD center in Chitral.

The 66 internship opportunities provided by AKRSP have been a high value means of building up a pool of professionals within GBC. Many of these interns have been placed within AKRSP's various sections, and have learned about rural development practices from hands-on experience; many of these interns have now found employment within AKRSP or other rural development organizations throughout Pakistan.

Of the 440 women provided financial support or scholarships, many have been able to graduate university and pursue careers within the various professional fields. Many of these graduates, along with women activists, have also benefited from political awareness and leadership workshops provided under IDPR. After the training, several of these women have been empowered to pursue a career in politics. For example, in the Union Council Thalay, Baltistan, received an AKRSP facilitated training and afterward for the first time two women candidates came forward to fill the UC seats, and another woman has contested a district seat. With trainings like these women's confidence is increasing and allowing them to consider politics a viable employment option that didn't exist prior to IDPR. In addition, women that enter politics are able to act as role models for further women considering public office. An example is Dr. Shama Khalid, the new Governor of Gilgit-Baltistan, who is the first woman in Pakistan to assume governorship of a province.

*"Initially, I just came with my face covered. Now I can discuss and debate and fight for the needs of women in my community."*

*Lower Chitral Woman District Councillor*

However, it should be noted that women entering into politics is still very difficult given the cultural contexts of the areas. Also, many women politicians still require additional capacity building as many are limited by their education levels and need support. Moreover, income generating alternatives for women are increasing; however, many women in remote areas still heavily rely on agriculture production and sales of farm-based products. Marketing of farm-based products have not achieved the same success everywhere and women still need support to cross cultural barriers and link to markets. For example, women in Koragh complained that they had too much honey and not enough people to buy it. Handicraft production or ready-made garments/embroidery is another area where proper quality control and marketing links continue to be required.

**Output Result 2.3: Increased capacity and sensitization of VOs and other local CSOs, and increased awareness of line departments, and elected representatives, on gender equality**

To increase the awareness and responsiveness of government, local organizations, communities, and individuals to the issues of gender equality, AKRSP designed and conducted gender sensitization workshops, coupled with capacity building in gender analysis and gender-responsive planning and budgeting for targeted civil society institutions throughout the program area. Here, AKRSP engages with a range of actors within GBC – including religious leaders, community leaders and government – and integrates its gender equality agenda with other community interventions. Some of AKRSP's efforts to increase the

<sup>56</sup> This data was compiled from the IDPR Annual Progress Reports.

capacities of public, civil society, and elected institutions on gender equality have a long time horizon – as changing traditional attitudes requires patience and flexibility – but AKRSP continues to demonstrate that progress toward gender equality is possible.

**Performance Indicator 2.3.1:** *Level of awareness on gender equality among VOs, line departments and elected representatives of local government.*

Of the 92 total initiatives provided, 3,375 community members directly benefited from IDPR gender awareness efforts. This strategy was designed to engage a variety of actors within GBC, including religious leaders, community activists, and elected representatives, as a means of integrating gender equality within community development interventions. Table 4.4 shows the number of gender awareness and sensitization initiatives and the number of direct beneficiaries for each program period.<sup>57</sup>

<b>Table 14 Gender Awareness Raising and Sensitization Initiatives</b>		
<b>Program Period</b>	<b>Initiatives Provided</b>	<b>Participants</b>
2004/05	18	500
2005/06	27	906
2006/07	6	350
2007/08	32	1,016
2008/09	9	603
<b>Total</b>	<b>92</b>	<b>3,375</b>

Gender concepts are gradually becoming familiar among key activists within civil society. There is a strong recognition by the community that now more women are taking on various non-traditional roles, especially in politics. VO members are increasingly supportive of women's participation in community decision making and politics. Unlike previous years, the VO members now state that they are supportive of special quotas for women within the government system as they think it will provide women with more opportunities. These types of changing perceptions and understandings are also seen in other issues surrounding women's empowerment and gender equality. For example, in Gilgit region, as reported in the 2008 six month report, AKRSP conducted a study to gauge the impact of gender awareness workshops supported through the IDPR program.<sup>6</sup> A key finding of the study was that 29 percent of past participants expressed high satisfaction with the workshops and demonstrated a clear understanding of gender equality concepts; and another 47 percent were found to have a good level of satisfaction and understanding.

Other examples include:

- In Gilgit, in response to a request from the police department, AKRSP organized a workshop on gender sensitization. In the closing ceremony of the workshop, the Deputy Superintendent Police promised that he would develop a gender policy for the police department. He acknowledged that he was unaware of the importance of such a policy before this training. To assess the impact of the training, AKRSP GAD staff conducted follow-up interviews with female constables in the department. Those constables reported that the behavior of male colleagues and officers in the work place has changed, and they have become more gender sensitive. Not only has this improved the job satisfaction of the female constables,

<sup>57</sup> The data in this figure is based upon data compiled from the IDPR Annual Progress Reports.

but – according to them – has increased the number of women in the community willing to come to the police station for the registration of cases.

- International Women’s Day was celebrated in Ghizer district, jointly organized by Government Women Directorate, Aga Khan Rural Support Programme and Sangam Local Support Organization under the theme of Reduce Gender-based Violence and Encourage the Participation of Women in Political Process. The celebration was attended by Secretary Planning and Development, Advisor for Education, religious leaders, social activists, heads of government line departments and V/WO members. A total of 150 participants were present to mark the day.
- In Baltistan, AKRSP sensitized 40 members of 12 WOs of LSO Shigri Kalan by organizing a day-long workshop. Post-workshop evaluations suggest that 50% of the participants showed improved levels of understanding gender concepts. Also during the current reporting period, AKRSP organized a one-day training workshop concerning gender analysis for 9 women and 24 men, given by AKRSP staff under the themes of root causes of gender discrimination, gender analysis tool.
- In Chitral, increased awareness on gender equality amongst local government actors at all levels was reflected in multiple ways, including special consideration to gender issues during the preparation of the Annual Development Plan; strengthening participation of female elected representatives on various committees and district assembly sessions, and the implementation of a range of gender-focused initiatives.

The inclusion of female elected representatives at the district level monitoring committees is a discernable change. Fifty percent of Zilla Monitoring Committees of the local government now have female representation – with the percentage of women on individual committees ranging between 9-38%. Moreover, female elected representatives have also been selected as chairpersons of monitoring committees, including ones for women’s development and education.

Also, the Integrated Chitral Development Programme (ICDP), an LSO in Chitral, has begun working on addressing women’s rights and trafficking of women. The issue of trafficking in GBC has been of growing concern for the civil society in Chitral. Now, with the gender sensitization training from AKRSP and the support of a Trócaire International, ICDP has partnered with a local lobbying CSO, Dawat-e-Azeemat’ to address this issue.



#### ***Text Box 10***

*Karakorum International University (KIU) is an example of an institution that received support from AKRSP in gender equality and sensitization. A few years back, KIU in consultation with AKRSP began to address the needs of women who are constrained by limited mobility but were still seeking higher education. Since then, KIU has become a model institution for the area in gender equality programming and is one of the only two higher education institutions with a female Vice Chancellor.*

*Currently, about 40 percent of the students are women and about one third of the faculty comprises of women lecturers. The presence of a higher education institution within the Gilgit-Baltistan region allows women to go to school where before they would not go to school because they could not leave the region. Also the program has proactively encouraged women to enroll in school and post-graduate courses. The university feels that this outreach has had direct bearing on future opportunities for women as more and more women in the areas of Education, Bio-science and Business – most popular among female students – are joining the program. It also directly contributes to creating more vocal and prominent female role models for the future that will have direct links to AKRSP's other initiatives on encouraging women's leadership and empowerment.*

*KIU feels that gender equality is not just about raising awareness but about putting that awareness into concrete policies and plans. They believe that this is an area where more concerted lobbying is required through the grassroots institutions and political representatives. Women need support to play a more prominent role in higher positions, whether in the government departments or as political representatives. To address this need, KIU is planning to launch a Political Participation School with the technical support of NGOs. If this plan materializes, then there is an enormous opportunity for AKRSP to further contribute to women's political and leadership development. And as AKRSP's GM is part of KIU's governing body and there will be a strong opportunity for AKRSP involvement.*

#### **Performance Indicator 2.3.2: Number of VOs and local CSOs with gender equality objectives and initiatives**

According to the 2009 IDS, over 42% of women have access to services provided by VOs, which indicates that VOs have not only begun to recognize the importance of providing services to women, but have also begun to initiate such services for them. Such value has been shared within the LSOs where gender equality strategies have a greater reach throughout the represented communities. Though many LSO are only two or three years old, many are already seriously working on gender policy formulation, which has taken some other well established organizations years to formulate and put into practice. For example Al-Karim LSO has organized social awareness workshops on female depression and suicide, excessive marriage expenses and dowry rates. LSO Shagari Kalan's work with a savings program is another example. Others have made the socio-economic empowerment of women a cornerstone of their programming; Text Box 10 describes the Village and Women Development Organization Danyore's efforts.

### ***Text Box 11 Women's Empowerment in Gilgit***

*Through training initiatives in beekeeping, livestock management, poultry farming, dairy farming, tailoring and cosmetics, the LSO Danyore has strived to increase the economic potential of local women. Before the inception of IDPR, such training had been very difficult to provide to local women as the nearest training facilities were kilometres away in Gilgit Town. But with the founding of the LSO's office through IDPR, this training is now readily available and ongoing to all those that desire it. This training has been supplemented with a Community Investment Fund (CIF), which LSO Danyore has used to fund women that have received this training to generate their own business enterprises. These enterprises have been a major factor in providing women with a sense of empowerment and confidence that they did not have beforehand.*

*However, these trainings have only been the initial step by-which LSO Danyore has demonstrated movement towards empowering women. The confidence that was first developed through the entrepreneurial training has grown to challenge the very social norms that once dictated the lives of these women. Now they see men as equals, and more importantly they act as they are equals. Their confidence has been demonstrated in their increased, active participation in meetings and decision-making within the LSO. Whereas, ten years ago "women used to sit in the back and there was a majority of men who used to talk and the women had to keep silent. But now it's vice versa. Women are more talkative, more outspoken." Describing their increased participation, one woman BoD member jokingly stated that "in the next ten years you won't see men at meetings." Such a sense of confidence has even inspired plans to run a woman representative in the next GBLA election.*

As also validated in the MTE, all of the VOs and LSOs visited stated their commitment to women's development, both in their presentations and in the discussions. However, the MTE also noted that what was meant by women's development, varied.<sup>58</sup> Male dominated organizations typically were willing to take steps to meet women's practical needs such as access to water, better health and hygiene, sanitation or even literacy. Not everyone, however, had the same ideas when in relation to women's mobility, their interactions with, for example, markets, other stakeholders, including men, and women's decision making. And although the MTE team and AKRSP note that the situation is positively changing, women's roles and responsibilities in relation to the relative position of men continues to need attention.

### **2.1.3 POLICY DIALOGUE AND PARTNERSHIP COMPONENT**

#### **OUTCOME RESULT 3: Effective local policies/programs and governance practices are in place that respond to the needs of women and the poor in GBC**

Under this outcome, the IDPR program aimed to improve local policies/programs and governance practices that respond to the needs of women and the poor in GBC. It was expected that changes would be made to public sector policies and programs related to gender equality and poverty reduction and practices would be enhanced on participatory methods to ensure grassroots participation in the governance process. By enhancing these methods of governance the program sought to increase the responsiveness of the government to community demand and need.

Coupled with engagement of public sector counterparts at the national, regional and local level, AKRSP's policy efforts focused on sectors in which AKRSP has substantial experience and/or longstanding partnerships: mainly in participatory rural development, social sector service delivery, natural resource

<sup>58</sup> MTE, p. 77.

management, microfinance, and gender. Throughout the life of the program, specific activities included policy dialogues with government functionaries and elected representatives, facilitation of public/private partnerships and linkages, joint policy research, capacity building of government officials, and establishment of Multi-Stakeholder Fora (MSF) at district and LSO levels.

***Performance Indicator 3.1: Changes in public sector policies and programs with respect to gender equality and poverty reduction***

As the MTE reminds us, AKRSP's influence in this realm evolved over time, where AKRSP is now respected by the local and national government as well as the international development community as an "innovator, partner and spokesman on community-based and broader development issues in the Northern Areas and Chitral."<sup>59</sup> This component of IDPR proved to be especially timely as the LSOs have now begun to play an instrumental role in facilitating dialogue between the community and government along with changes in the governance structure of the area made AKRSP and IDPR well placed to support, strengthen and ensure the sustainability of this critical transformation.

Efforts of AKRSP under the PDP Component have resulted in bringing progressive changes in public sector policies and programs. This is evident from the fact that local government and government line departments are now working actively and extensively with AKRSP's fostered local organizations. AKRSP's investment in building the capacity and sensitizing of public sector representatives has resulted in narrowing the gap between state and non-government institutions. The decision to utilize public sector development funds through community participation and the agreements between Union Councils (UC) & LSOs for future collaboration on planning & implementation are examples of major shifts in the state policies.

According to the PMF, 5 policies and 5 programs were to show improved responsiveness to the poor and women. AKRSP is proud to report that over the life of the program over 13 notable changes occurred regarding changes to public policy and programs' responsiveness to gender equality and poverty reduction. And although these changes do not reflect the amount of internal dialogues and behavioral change that took place over the life of the program, the following examples highlight AKRSP's influence in public sector transformation. All examples listed below in chronological order received support from AKRSP under IDPR.

1. Evidence from 2004-05 suggests that AKRSP's efforts of sustained dialogue and active engagement contributed to the seats being won by 33% women in all tiers of local government within the Northern Areas (now Gilgit-Baltistan), resulting in the guaranteed 288 elected seats for women in the NA.
2. In Chitral during the 2004-05 reporting period, the NWFP Local Government Ordinance 2001 was changed to clearly describe the roles and responsibilities of women in local government, and to allocate development funds to women members of local government, which was supported by AKRSP.
3. In 2006-07 and on, AKRSP became a permanent member of 12 district-level policy monitoring and review bodies including Zakat committees, district rehabilitation committees and district roundtables. These bodies have adopted AKRSP research and monitoring techniques, including the use of the SESGBC and its SESNAC predecessors into their decision-making process.

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<sup>59</sup> MTE p. 79

4. In 2006-07 with the support of AKRSP, the Northern Areas Legislative Council (now the Gilgit-Baltistan Legislative Authority (GBLA)) was formally included into the Pakistan Institute of Parliamentary Services, giving the NALC access to resources, knowledge and networks that had previously only been accessible to other provinces.
5. Efforts from AKRSP contributed to the establishment of the Women's Directorate and the Department of Tourism, where they became fully functional within GB, thereby providing GB with direct access to the gender and development efforts of the Women's Directorate, as well as the knowledge, support and funding needed for developing GB's tourism industry.
6. Public sector funds, notably through the Prime Minister's Initiative for Livestock Development, the Socio-economic Empowerment Project for Women, and the Agri-Business Project have been applied to the socio-economic development of the NAC (now GBC), with special focus on the economic development of marginalized groups, particularly women and the poor.
7. In 2008, the Tehsil Municipal Administration Chitral the NWFP government changed its policy of use of contractors for development initiatives, to providing support and funding through formal public-private partnerships with community organizations.
8. In 2008, the Tehsil Municipal Administration Chitral passed a resolution to use 20% of its annual development plan funding for public-private partnerships.
9. In Baltistan during the 2008-09 review period, the elected representatives agreed to allocate 33% of their annual development fund for women's development programs.
10. Both the Tehsil Municipal Administration Chitral and Mastuj unanimously approved a resolution to allocate 25 percent of the Citizen Community Boards (CCB) budgets for women-headed CCBs and activities focused on women's development.
11. In Chitral with AKRSP support, Union Council Ayun launched a five-year livelihoods program in partnership with Inter-Cooperation, a Swiss NGO to facilitate the economic development and poverty reduction of the communities within the Birir Valley.
12. A local level policy to monitor and prevent women trafficking in the region has been instituted by Chitral Union Councils that was supported by AKRSP.
13. In 2009, the Benazir Income Support Program was initiated by the government to provide income support to those in need, especially to women and the poor. Many LSOs in GBC have been actively involved in identifying the poor for this program through the facilitation of AKRSP.

*"Over the last two decades many NGOs have worked for socio-economic development of the locals but no organization has ever tried to take the local government on board and bridge the gap between the public sector and the community. It was AKRSP who realized that without bridging gaps between key stakeholders, holistic development is not possible and through IDPR they intervened to address this issue."*

Razdan Area Development Organization, BoD

Moreover, there are many examples of public and private partnerships that have led to further government responsiveness. These partnerships were discussed in the social development component, but also had a major impact on the results of this component.

Worth noting are the challenges AKRSP faced over the program period in Chitral regarding this component. Although AKRSP supported many changes in the public sector in Chitral, there have been obstacles, as Chitral is part of the NWFP and mainstream Pakistan government. As AKRSP does not operate within all of the NWFP, it has at times proven difficult to gain provincial support on initiatives.

It should also be noted that although there has been recent movement to devolve greater powers to the GBLA, these government departments still face challenges in terms of capacity in technical knowledge, human resources, participatory institutional mechanisms and the financial capacity to plan and implement the programs and projects presented. As Gilgit-Baltistan still does not have full provincial powers, many PDP efforts will still be implemented at the federal level and addressed by the Gilgit-Baltistan Council, chaired by the Prime Minister of Pakistan. Due to AKRSP's programs remoteness to the rest of Pakistan, developing linkages and awareness in Islamabad will prove logistically and politically important.



***Performance Indicator 3.2: Changes in public sector practices that enable greater participation of grassroots institutions, particularly local elected representatives***

AKRSP efforts to change public sector practices that enable greater participation of grassroots institutions, particularly local elected representatives have resulted in bringing critical changes in the public sector in this regard. This is evident from the remarkable growth in the level of grassroots participation in public practices and in the high number of partnerships between government departments, AKRSP, the LSOs and other community groups. Furthermore, the numerous exposure visits, complemented by 27 Multi-Stakeholder Forums (MSF) and two LSO Conventions, have provided a means of facilitating grassroots participation and changing public sector practices.

According to the PMF, at least 3 precedents of greater involvement of grassroots institutions and elected representatives were expected by the end of the IDPR program. Below is a listing of highlighted initiatives facilitated by AKRSP and their complimentary results changing public sector practices:

- Important to note was the public sector involvement in the first ever, three-day LSO convention during the 2008-09 reporting period – with the theme of *Joining Hands Today for a Better Tomorrow*– which was hosted by AKRSP. The convention led to further partnerships and linkages between public and private sector institutions, which resulted in at least eight joint projects of local organizations, government and AKRSP. The women’s empowerment focus of the public-private projects created continues to underscores the increased sensitization of key stakeholders including the public sector regarding gender equality. A second convention was held a year later and was equally as successful.
- MSFs were held at the district level, where multi-stakeholder task forces were formed to develop Action Plans (AP) to address the socio-economic, political and cultural development needs of an area or valley based through PPPs. Based on the learning from these district MSFs, Union Council level forums were organized. Referred to as Dialogue, Development and Democracy (3D), these forums were broadcast by the local cable networks and were instrumental in sensitizing local people and the government to address and prioritize local needs.
- Since 2004, the formation of Citizen Community Boards (CCB) in Chitral under the local government system has provided central bodies responsible for the planning, implementation and management of development projects and services in their respective constituencies. CCBs are entitled to seek funding from the government and government-sponsored initiatives such as the Khushal Pakistan Program. At the end of IDPR, 66 active CCBs have been established in Chitral. Though the Local Government Ordinance, 2001 made it mandatory to use 25% district development funds through CCBs, in 2003 none of the funds were provided to CCBs, however by the end of IDPR, 100% of district development funds are now funneled through CCBs in Chitral. Such a change can in part be credited to AKRSP’s PDP efforts.
- As a means of increasing market development and poverty alleviation in Gilgit-Baltistan, 7 business associations were created. These associations include producers, marketing agents, and government officials responsible for regulating markets, thereby creating direct relationships between all business development stakeholders. It was reported that these business associations have given a direct voice to community entrepreneurs with the government officials responsible for addressing their needs and demands.
- In 2009, the Chitral Integrated Area Development Program (CIADP) was finalized with the Royal Norwegian Embassy. This program focuses on the socio-economic development of Chitral and the strengthening of local governance systems. Developed through consultation from district elected officials, currently, the CIADP shows a much stronger understanding and practice of grassroots participation in its implementation as it is governed by a steering committee comprised of district government, local NGO and civil society representatives, thereby giving local representatives direct control over the program.

Finally the IDPR program has been fortunate to achieve a high level of influence with the local governments as many LSO, V/WO, and former AKRSP staff have been elected representatives within the



various levels of government. In Gilgit-Baltistan there is now 3 former AKRSP staff elected members of the GBLA, one being the Speaker. These staff have shown a continued high level of commitment to development in general and AKRSP principles. Also 50 LSO BoD members now hold office in the District or Union Councils, and 229 V/WO members are in the District or Union Councils. In Chitral, 4 LSO BoD members are in the District Council, and 120 V/WO members are in the local government.<sup>60</sup> The inclusion of elected representatives within government institutions has provided a strong voice for advocating for the needs of women and the poor and changing the practices of the public sector as these people come directly from the communities that IDPR serves and all share similar values relating to community development as exemplified by Text Box 11.

***Text Box 12: Mr. Ibrahim Khan, Union Council Teru, Chairman***

*Mr. Ibrahim Khan (48) from Teru Village within the Union Council (UC) Teru, Ghizer district. is a farmer and has studied up to his matric level of education. Since 1978, he has held many voluntary positions including a VO manager, cluster representative, chairman of the Aga Khan Health Committee, and a former president of Shandur LSO. Currently he is the chairman of Union Council Teru.*

*As UC chairman, Ibrahim has successfully achieved such projects as: constructing a wheat store; establishing a government middle school in Teru; introducing electricity to the community of Barswat; and constructing community water channels. He credits such success to practicing honesty, fairness, devotion and politeness with all stakeholders, regardless of status, gender or religion. Such characteristics can be credited to over 25 years of working within civil society, many of which was through AKRSP. He feels that the objectives of V/WOs, LSOs and UCs are common in their goal for community development, and integrating their efforts is vital. Seeing the value of such partnerships, Ibrahim views them as a long term investment to ensure the sustainability of the communities that requires continued attention and care.*

*When asked of development through local community-based institutions: “The planted plants will be ever giving fruits and will continue.” – Ibrahim Khan*

However, challenges still exist to fostering grassroots practices with the local government. During focus group sessions with the local community, concerns over favoritism in several government bodies and departments were raised as certain projects continue to be given to people not based on a merit system. Some focus group members mentioned ‘cultural barriers’ still exist, especially against women and the poor. Such issues continue to hamper the level of responsiveness to marginalized people. In addition, there were concerns raised that governments have put too much focus on infrastructure development projects and not enough on education, health and economic development, which is equally important for the long term socio-economic development of GBC.

***Performance Indicator 3.3: Community perception of local government responsiveness, disaggregated by gender***

According to the PMF, it was expected to see positive changes in the perceptions of the community of local government responsiveness. For many LSO and V/WO members, they have found the different governments to be more responsive to their needs as a community. Many of them credit this increase to the formation of the LSOs as these institutions have helped increase community dialogue and projects with the public sector. The community has also reported that these organizations have helped their communities develop a greater sense of empowerment and confidence, which have increased their ability to express their

<sup>60</sup> These figures have been compiled from AKRSP databases.

needs and concerns through a variety of interventions such as their partnerships, dialogues and consultations with various government entities.

*“The establishment of LSOs has given a voice to the community and now the community can better communicate their concerns to the decision makers”*

Imaduddin – Chair, QASADO

Moreover, a study conducted in Gilgit and Baltistan conducted by AKRSP called “Opinion Polling on Local Government and its Progressive Initiatives” sought to review the practicability of basic themes of local government in NAs while measuring the capacities of local government to plan, implement, monitor and manage development initiatives relevant with the needs of women and poor. It also sought to document the perceived impact of development initiatives led by local government on the lives of poor, especially women. Most of the people surveyed were active participants in community organizations.

The study found that the communities of NAs considered Union Council, District Council and LG&RD part of the same set of institutions and ranked their existence and development activities almost equal, with an average variation of 3%. The respondents from Baltistan region rated the processes, practices, capacities, and competencies of their elected representatives and the impact of their initiatives, particularly on the lives of women and poor, quite highly – with almost 65 percent positive response in this regard. In Gilgit region the scores were a bit lower where only 40 percent of the respondents expressed satisfaction with the responsiveness of UC, DC and LG&RD. As well, the study highlighted significantly positive perceptions of the inclusion of women representatives in local government in terms of enhancing the responsiveness of local government on the lives of poor women.

Though the PDP efforts have been successful at generating greater public-private partnerships and mechanisms for grassroots participation at the government level that have proven beneficial to the communities, a lack of awareness or interest in public sector activities has prevented the general community from knowing more about what has been done in their benefit, which deserves further attention. Notably, there is a greater level of satisfaction at the local level, which indicates that the more distant government bodies are less directly involved with local communities. In addition, some perceptions about government responsiveness were found to be motivated by partisan politics, whereby regardless of the actual work being done, many respondents have expressed dissatisfaction of elected representatives because they are from a different party.

*“There are many issues but the system truly represents the local communities and address their needs and it needs to be continued”*

Hindukush Area Rural Support Organization, BoD

### **Output Result 3.1: Increased capacity and sensitization of public sector policy makers to improve and formulate development policies that are more responsive to the needs of women and poor.**

Though training, research and dissemination activities, AKRSP has sought to increase the capacity and sensitization of public sector policy makers to support policies and development practices that provide for the needs and concerns of women and the poor. Such efforts have been hoped to provide government and elected representatives the tools necessary to become partners with the communities in striving for gender equity and the eradication of poverty in GBC. Activities under this output have included organizing workshops around the themes of participatory development and good governance for representatives of line

departments and local government; conducting opinion polls on public perception about local government; and facilitating the development of networks for policy influencing and advocacy.

**Performance Indicator 3.1.1: *Level of understanding of participatory development practices and needs of women and poor among policy makers***

AKRSP aimed at developing at least a medium level of understanding amongst elected representatives, bureaucrats and government officials about IDPR's main beneficiaries. Towards this result, AKRSP organized and facilitated several workshops around the themes of participatory development, good governance, pro-poor policymaking, gender and development, devolution, and conflict resolution. Table 15 shows of these workshops, a total of 827 government functionaries and politicians from all levels of government were provided with trainings to enhance their awareness of the needs and development issues surrounding women and the poor. Though unrecorded in the initial program years, the final three program periods tracked the results of the trainings and saw a higher level of understanding ranging between 70-100% of the workshop participants regarding participatory development practices and women's and the poor's development needs. These high percentages exceed the requirement expected by the PMF and shows that AKRSP has increased this level of understanding among the targeted stakeholders.

**Table 15 Responsiveness-Based Workshops During IDPR**

Program Period	Participants	Understanding Level
2004-05	117	-
2005-06	142	-
2006-07	249	70%
2007-08	175	70%
2008-09	144	100%

These workshops were supplemented with four major exposure visits facilitated by AKRSP during the IDPR program. Participants including government representatives, local and federal politicians, NGO representatives, and community leaders, visited their peers in other parts of GBC and in Islamabad to learn from, discuss, and develop responsive and participatory development strategies for women and the poor of GBC.

An exposure visit during the 2006-07-program period was an especially significant development for IDPR goals. During a ten-day visit to Islamabad and Azad Jammu and Kashmir, 22 members of the then-Northern Areas Legislative Council received training from the Pakistan Institute of Parliamentary Services (PIPS). They met with key federal government officials and AJK counterparts to develop their skills in policy formulation and parliamentary processes. Increased levels of understanding and awareness were reported after the visit and subsequent relationships between the different levels of government developed. It also brought about immediate tangible results including: the construction of a new highway linking Skardu to Islamabad; special quotas for Northern Area youth to attend AJK University; the inclusion of NALC into PIPS; and, the unprecedented participation of the NALC Speaker in the Speakers' Forum. Such benefits have provided the present GBLA with greater linkages to influential and key policy makers, and greater access to the resources, knowledge and experience of Pakistan's provincial and federal governments, whereby through the aforementioned awareness raising efforts, GBC politicians can pursue and advocate for the needs of women and the poor.

Similarly, the active participation and support of public sector departments in the July 2008 roundtable convened by AKRSP on the theme of ‘the food crisis and its impact on food security in the Northern Areas’ is an important demonstration of increased levels of understanding and interest amongst policy makers. The roundtable brought together experts, public sector policy makers, practitioners and farmers to discuss the food security issues and review policy options and various strategies to reduce vulnerability. The workshop ended with some valuable recommendations to address food security concerns in Northern Areas, including institutional strengthening, capacity building of manpower, policy development, and infrastructure development. The Government Agriculture Directorate, Secretary Food and Agriculture and other Government representatives – whose representatives joined counterparts from LSOs in Gilgit and Baltistan – assured the roundtable of their full support in implementing all the proposed strategies.

### **Text Box 13 International Year of Sanitation and Raising Awareness**

*An event marking the International Year of Sanitation under the CLTS was organized in May 2008 jointly by AKRSP and the Local Government and Rural Development (LG&RD) in Danyore. More than 242 representatives from UNICEF, Tourism, Environment, Planning and Development (P&D), IUCN, WASEP, LSO Danyore, AKRSP, Town Management Committee (TMC), District Council Gilgit, and local media participated in this event. The event raised awareness of participants about national sanitation policy and strategy. The event also provided the opportunity for public sector representatives to sit together with the target communities and discuss the sanitation issues, projects, problems, lessons learnt, etc. so that effective and need- responsive development planning could be carried out by their respective departments.*

### **Performance Indicator 3.1.2: Policy research documents disseminated and used by various stakeholders**

The first two years of IDPR were spent establishing a foundation of strong policy research capacities which enabled the final years of the program to produce several studies and papers on policy issues within GBC that were disseminated to various stakeholders. The PMF indicated that 8 research documents were to be completed by the end of the program; however this number was underestimated due to AKRSP’s changing role into a strategic facilitator, where AKRSP found it highly useful to produce studies to help inform their various stakeholders. These numbers in previously reports were lower because they did not list the region studies separately as there are provided below. AKRSP released 30 research documents over the life of the program. These studies included:

- 1) Effectiveness of District Government and Women Councillors in Chitral (2006-07);
- 2) Impact Assessment of Lowari Tunnel Development in Chitral (2006-07);
- 3) Public Policy Changes Targeting the Poor and Women in Gilgit (2006-07);
- 4) Public Policy Changes Responding to the Needs of Women and Children in Gilgit (2006-07);
- 5) Responsiveness of Public Sector Policies and Practices in Gilgit and Baltistan (2007-08);
- 6) Effect of AKRSP’s Capacity Building Efforts in Chitral (2007-08);
- 7) Effect of AKRSP’s Capacity Building Efforts in Chitral (2007-08)- Follow-up Study;
- 8) District Monitoring Committees in Chitral (2008-09); and
- 9) Post-SESNA Report on Socio-economic Conditions in Ghizer (2008-09).
- 10) Socio Economic Survey Northern Areas and Chitral (SESNA 2005).
- 11) An Assessment of Institutional Development of Village and Women Organizations (2006).
- 12) Socio Economic Survey Gilgit Baltistan and Chitral (SESGBC 2008).

- 13) An Assessment of Institutional Development of Village and Women Organizations (2009).
- 14) A Critical analysis of the Management& Impact of Endowment Fund in Gilgit (2008)
- 15) Socio-Economic Trends of women in NAC (2006).
- 16) Impact Study on AKRSP Gender sensitization workshops, Gilgit (2008).
- 17) The process and progress of Gender sensitization programmes in Baltistan (2007).
- 18) Mid year report research and development in organic farming (2005).
- 19) Socio-economic conditions and changes in village Nasirabad Hunza (2004).
- 20) Institutional Development Survey Gilgit (2007).
- 21) Opinion polling report on public perceptions in Gilgit (2006).
- 22) Findings of Opinion poll, Chitral (2006).
- 23) Effectiveness and Relevance of Local Government Initiatives, Gilgit Baltistan (Opinion Poll 2008).
- 24) The skill enhancement programme and its impact in women organizations in Northern Areas (2008).
- 25) Level Of Political Awareness Among Women In Baltistan Region (2008).
- 26) Gender Analysis LSO Danyore and Lift Irrigation Project Sultan abad (2008).
- 27) Socio-economic And Political Marginalization Of Women In Chitral (2006).
- 28) Gender Analysis of Dry fruit Project Gilgit (2008).
- 29) Potato Single Cash Crop - A Case Study On Potato Production In Khayber Village, Gilgit (2006).
- 30) A Baseline Survey On Trends of Wheat Production in Northern Areas (2009).

All of the documents listed above have been widely circulated, and discussed with the relevant government agencies and elected representatives. In addition, more than 200 university scholars and researchers benefited from these studies on the yearly bases in the AKRSP library and resource center.

An example of a research document is the SESNAC report, which measured the socio-economic conditions of GBC, AKRSP released the Socio-Economic Survey for Gilgit-Baltistan and Chitral (SESGBC) for 2005 and 2008;<sup>61</sup> in 2007 a companion study, the Socio-Economic Survey for Women of the Northern Areas and Chitral (SESWNAC) was also produced to provide a more in-depth look at the socio-economic status of women in GBC. In addition to SESGBC, AKRSP continued the Institutional Development Survey, which measured the strength and capacity of local civil organizations within the GBC; two GBC-wide IDS reports were completed for the 2006 and 2009 reporting periods, and two studies were specifically released for Gilgit and Baltistan in 2008. These surveys have proved to be in high demand from policymakers and development practitioners throughout GBC as they continue to provide much needed development data that is currently unavailable from any other source. It should be noted that both IDS and SESGBC are currently undergoing revisions to their robustness through an international consultancy, which will further increase their value and accuracy of describing the ever-changing situation of GBC.

In addition, AKRSP has published three case studies, one for each region, on an elected representative active in community and participatory development.<sup>62</sup> Though not directly related to influencing specific policies in GBC, these studies provide AKRSP and the LSOs with an in-depth profile of the personalities, values, history and accomplishments of locally elected officials, which has proved useful to have available when planning partnerships and linkages. Furthermore, they can be given to other elected representatives as examples of responsive and participatory governance.

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<sup>61</sup> The 2008 survey is currently undergoing finalization and will be released to CIDA upon completion.

<sup>62</sup> Please see “Amin Beg (2010). Social and Political Governance: Perceptions and Experiences from Gilgit/Baltistan/Chitral Region.” AKRSP

Finally, beginning in 2006 AKRSP began publishing the quarterly Urdu newsletter “Ujala” as a means of spreading success stories and lessons learned from AKRSP’s programming to other rural support organizations throughout Pakistan. With 12 issues published, Ujala has acted as an awareness-raising tool for depicting issues of grassroots development that can be used as examples for motivating community leaders and elected representatives.

### **Output Result 3.2: Increased partnerships/linkages between public and private sector that are effective and responsive to the needs of women and the poor**

#### **Performance Indicator 3.2.1: *Type and Number of partnerships/linkages fostered by AKRSP that effectively address the needs of women and poor***

By encouraging a variety of partnerships and linkages between the wide range of development stakeholders in the program area – including government departments, local government bodies, village-based institutions (VOs, WOs), LSOs, other civil society organizations (NGOs, associations), and the private sector – AKRSP has sought to increase the mechanisms through which the development needs of the women and poor can be met. Over the life of the program, AKRSP efforts in this regard have revealed that both public and private sector institutions are increasingly interested in forming public private partnerships development initiatives with the institutions of civil society fostered by AKRSP.

Table 5.2<sup>63</sup> shows the total number of efforts made to develop partnership-building mechanisms. The 23 trainings and workshops covered several useful areas to partnership development including: public private partnership building, product and financial marketing, the commercialization process, and social enterprise and entrepreneurship development. These trainings acted to inform and raise awareness of key stakeholders, while at the same time providing the added opportunity for public and financial sector representatives to directly engage with community activists, private sector representatives and youth. These trainings complemented IDPR efforts to build and facilitate 29 professional associations and networks for businesses and entrepreneurs, and social workers, which created organized and united representatives capable of engaging with service providers and market representatives. Other endeavors focused on youth mobilization and development, and market development mechanisms.

According to the PMF, 20 new partnerships were expected to be formed between public, private and civil society organizations. By the end of the program a total of 298 public private partnerships have been developed under this component! The PMF underestimated the demand for credible local partners amongst private and public sector entities. Moreover, the PMF was not designed with LSOs in mind and it was unexpected just how successful the LSOs would be at creating partnerships. To note, some numbers in previously reports were lower than the numbers presented below because AKRSP revised the mode of collecting this information, which is now more accurate. Table three shows the number of partnerships by region and Table 4 shows types of linkages facilitated by AKRSP and developed between V/WOs, LSOs and CSOs and other partner organizations between 2004 and 2009.

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<sup>63</sup> Data compiled from IDPR Annual Progress Reports.



<b>Table 16 Number of linkages and partnerships fostered by AKRSP(2005-09)<sup>[2]</sup></b>				
<b>Years</b>	<b>Programme</b>	<b>Gilgit</b>	<b>Chitral</b>	<b>Baltistan</b>
2005-06 <sup>[3]</sup>	145	81	7	57
2007	60	25	11	24
2008	65	43	11	11
2009	47	19	8	20
<b>Cumulative (2005-09)</b>	<b>298</b>	<b>155</b>	<b>31</b>	<b>112</b>

<b>Table 17 Types of linkages and partnership fostered by AKRSP(2004-09)<sup>64</sup></b>		
<b>Year</b>	<b>Types of linkages and partnership</b>	<b>Type of Partners</b>
2004-05	Poverty projects, construction of bridge, and health	District government, district and union council and government health department
2005-06	Adult literacy, infrastructure projects with computer centers	Government education department, district council and union council
2006-07	Water supply projects, gems cutting and polishing centers, trout fishing (tourism development), vocational centers, IT centers and green houses.	Rupani World Gold and Diamonds Inc. USA, IUCN, Government fisheries department, local government, Aga Khan Planning and Building Services-Water and Sanitation Extension Programme and Government Agriculture Department
2007-08	Lift irrigation, construction of school, sanitation projects, agree business support, training to farmers in the agriculture development	Government agriculture department, Rupani foundation, district council, N-Sat Nepal, government education department, RSPN Pakistan and government forest Department
2008-09	Link road, construction of community centers, gems cutting and polishing centers, agriculture development activities, rangeland conservation, agribusiness support, sanitations projects, livestock initiatives etc.	Government departments, local government bodies, private sector institutions, non-governmental organizations and associations etc.

Such diversity in partners, sectors and types of activities undertaken through these partnerships has helped build a critical mass of public private partnership initiatives across the program area. They demonstrate the benefits of such partnerships to public sector policymakers and elected representatives, to private sector concerns, and to local organizations and communities, thereby increasing the potential for IDPR objectives to be reflected or adopted in local policies, programs and practices. Many of these partnerships have

[2] Data source AKRSP annual reports: Biennial Report 2005-2006 p/51, Annual Report 2007 p/54 and Data collected for Biennial Report 2008-2009.

[3] This includes two years data and taken from the AKRSP Biennial Report 2005-06 p/51

<sup>64</sup> Data source, IDPR Annual Progress Report 2004-09

created strong relationships between communities, the government and elected representatives. Many of which, over time, have become more personal, which has benefitted the local population; one such example is described in Text Box 12.

#### ***Text Box 14: Identification Cards and Government Responsiveness in Ghanche***

*Within Pakistan, the identification card is a necessary form of documentation for anyone aged 18 or older. This card allows access to government social welfare programs and is needed in order to vote in elections. However, a limited number of people of Dagboni Balghar, Baltistan were in possession of the identification card. In order to get the card, people had to travel great distances and at great expense to reach the nearest National Database Registration Authority (NADRA) office. They were faced with a complicated set of forms and documents that, if not complete would result in the person being turned away and sent back home empty handed, to make the costly journey for a second, third or fourth time.*

*Responding to the needs of their members, LSO Dagboni partnered with NADRA to establish a temporary NADRA field office within the LSO office to help give people access to obtaining these valuable cards. In February of 2009 the field office was opened for a 24 hour period. During this time local community members were assisted with the documentation, had their photos taken, and their identification card issued. In one day over 600 people, 10% of the community, were registered and given their identification card. LSO Dagboni facilitated the logistical and transportation needs of 20 NADRA staff members, covering all of their costs, which were recuperated through a PKR 30 fee charged to each individual that registered. Though the project was implemented for only one day, LSO Dagboni plans that future registration days can be planned if more community members voice a desire to receive their cards.*

*When asked how the LSO had been able to convince NADRA to come to the community, the response was, “We asked them to.” The LSO is fortunate to have 11 Union Council Dagboni Councillors and one Ghanche District Councillor as members of the LSO. The benefits of such a relationship can be summed up by the words of one LSO BoD member: “There are uncountable benefits.”*

### **Output Result 3.3: Increased opportunities for community participation or involvement in public planning and management**

As part of the IDPR strategy for improving governance, the program aimed at promoting community participation in planning, implementation and management of public sector programs. By doing such the community would have a greater sense of ownership over local development initiatives and help provide government officials and elected representatives’ access to and understanding of the communities they serve. In addition, by enhancing the inclusiveness of the larger community into the decision-making process, stronger ties between the government and communities were developed.

#### **Performance Indicator 3.3.1: Type and number of mechanisms/processes for community/citizens involvement in planning and management of public sector development programs**

Through IDPR, AKRSP introduced the Multi-stakeholder Forum (MSF) as a principal mechanism to maximize community participation in public planning and management. This mechanism has been well received across the region, with broad participation by members from civil society organizations, the public sector, the private sector, and religious institutions.

According to the PMF, was expected to facilitate 30 Multi-Stakeholder Forums (MSFs); by the end of the program, 27 MSFs were completed. This variance was caused in part by natural calamities, including the 2005 earthquake in AJK, and seasonal flooding, especially during the 2006-07 program period, which

disrupted efforts to facilitate MSFs as the attention and resources of government agencies, politicians and many community groups was focused on relief and rehabilitation efforts. Incidences of sectarian violence in Gilgit-Baltistan also placed temporary restrictions on mobility that disrupted planned MSFs.

However, the MSF initiatives were considered highly successful as they were well attended by civil society organizations, public sector, private sector, and religious representatives. Every MSF resulted in the establishment of Action Plans for development within the participant areas and valleys which were designed specifically to fit community need. The MSFs helped to create integrated development plans that have provided a comprehensive learning tool about development for its community. Such forums have also been a strong mechanism for creating partnerships and linkages between the participating stakeholders. As an unexpected benefit, MSFs have also acted as a forum for addressing sectarian conflict and civil unrest within the community, as was exemplified by the MSF held in Gilgit Town during the 2005-06 program period which acted as a reinforcement to other peace efforts including the Peace Jirga.

Complementing the MSFs, AKRSP also initiated 2 LSO Conventions during the final two years of IDPR. These conventions brought together political representatives, government officials, V/WO representatives, LSO representatives, community leaders and other civil society organization representatives. These conventions were a chance for all stakeholders to interact with each other and discuss the progress of LSO efforts from the previous year as well as to develop future strategies for the overall sustainability and growth of LSOs in GBC. The convention in 2008-09 was entitled 'Joining Hands Today for a Better Tomorrow' and brought together over 300 men and women, representing 38 LSOs and 200 V/WOs as well as a variety of public and private institutions. The success of this convention was followed up in November 2009 with the second convention entitled 'Fostering Institutions of the People by the People,' which brought together 120 stakeholders, including representatives from 44 LSOs. This convention was particularly important as it introduced AKDN's new Multi-Input Area Development (MIAD) strategy to the participants as well as stressed the importance of ongoing efforts for good governance and the inclusion of government officials, politicians and religious leaders in grassroots development. In addition, this convention's LSO Declaration introduced the importance of youth and market development for future LSO sustainability. By being part of the conventions, elected representatives and government officials took part in establishing the direction of the LSOs, and thereby the development of their constituent communities.



### *LSO Declaration 2009*

- 1. Promote and sustain peace, pluralism and social harmony between various segments of the society and create awareness and strengthen capacities in conflict prevention at local levels, and by involving religious leaders in the development process;*
- 2. Promote network of LSOs at district and regional levels for knowledge and experience sharing and effective policy dialogue and advocacy with government;*
- 3. Promote active partnerships with public and private sector agencies, especially with elected institutions for development coordination and integration;*
- 4. Adopt Multi-Input Area Development (MIAD) approach to aggregate demand for development inputs and services available from AKDN, government and other agencies to improve quality of life and mediate all products and services through LSOs and LSO networks at local levels;*
- 5. Development inclusive and participatory mechanisms at local levels involving LSOs, Union Councils and other civil society organizations to promote local governance, transparency, accountability and participatory democracy,*
- 6. Develop and implement youth policies and plans and mainstream youth in LSOs, development and political processes as activists, leaders and change agents;*
- 7. Promote micro-economic activities through agriculture, cottage industry development, services sectors development and entrepreneurship development at local levels to address issues of food security, poverty reduction and joblessness, focusing on youth;*
- 8. Promote policies, processes and plans to mainstream women into development and political processes, especially focusing on young, educated women as development, political and business leaders, and social protection of the poor and the vulnerable groups;*
- 9. Develop mechanisms and actions to make LSOs financially sustainable and their products and services relevant, efficient and effective through collaboration and resource sharing with local government; and*
- 10. Develop mechanisms and actions to follow-up and monitor the implementation of the LSO Declaration 2008 and 2009 through pooling resources and creating advocacy groups to meet and report against progress bi-annually.*

**Performance Indicator 3.3.2:** *Level of participation of elected representatives, particularly women, in public planning and management*

In the beginning of IDPR it was determined that elected representatives were in need of strong capacity building measures regarding their knowledge, skills and confidence in planning and managing local development initiatives. This was a severe limitation to their active participation in public planning endeavors, especially women. Over the course of IDPR, AKRSP facilitated 35 training workshops and conferences on planning, policy making, program management, human rights, participatory development and good governance, which benefited 819 men and 560 women elected representatives. These activities were designed to not only provide elected representatives with much needed practical skills, but more importantly to build their confidence in this regard. This was especially important for women elected representatives, many of whom had only had just begun their careers in politics, and being in a male dominated field, were in critical need of AKRSP's support.

**Table 18 Skill Development and Confidence Building  
of Elected Representatives**

Program Period	Workshops/Conferences	Participants	
		Men	Women
2005/06	9	121	82
2006-07	12	255	186
2007-08	11	103	78
2008-09	3	340	214
<b>Total</b>	<b>35</b>	<b>819</b>	<b>560</b>

As reported through annual progress reports, self-evaluations after the events indicated that participants, both men and women, had a greater level of understanding of the public planning and management process, and felt more confident to participate in such endeavors. Though the number of women and men that participated in the events was not equal, these efforts are but one step towards increased active inclusion of women politicians in local development. These efforts have also been complemented by AKRSP's facilitation efforts in the formation of CCBs in Chitral, which have included several women politicians as members and/or supporters. In addition, external efforts, such as the creation of the Chitral Integrated Area Development Program with the Royal Norwegian Embassy, which focuses on district development and strengthening local governance systems, have provided alternative forums for government representatives, elected representatives and civil society to come together for planning and implementing local development initiatives.

### **Text Box: 15 Gilgit Workshop for Female Representatives**

*In Gilgit, a conference/consultation workshop was organized for the female elected representatives of Hunza/Nagar on confidence building. The objectives of the workshop were to provide the female Union Councilors and elected representatives with necessary skills and knowledge about confidence building, leadership, management skills, good governance and partnership building, in order for the participants to contribute in achieving institutional goals.*

*Thirteen female elected representatives from different union councils of Hunza and Nagar participated in this workshop, which employed participatory learning techniques and adult learning tools. Discussions topics included the roles and responsibilities of Union councilors, leadership, management skills, good governance and partnership building partnerships, merits and demerits, pooling of resources and the development of synergies. The female Union Councilors and elected representatives for District Hunza/ Nagar mentioned that they gained valuable information the inputs and suggested to arrange another seminar for the male elected representatives as well.*

## **2.2 CANADIAN COMPONENT**

AKFC provides both regular, ongoing support to AKRSP and undertakes special activities to work towards the achievement of two output-level results under the Canadian Component of IDPR: improved capacity of AKRSP to meet program objectives; and increased awareness within targeted Canadian audiences about lessons learned and best practices from AKRSP's experience. However, under IDPR there was no budget allocated for the second output on Canadian development education, yet the list below shows programs that were funded by AKFC that used the lessons learned from IDPR for its Canadian programming. Moreover, CIDA declined to support the proposed Development Education Roundtable on AKRSP and IDPR's experience and its relevance to the region through the dedicated budget line for this activity, AKFC requested the reallocation those funds (\$15,000) to the field in the 2009-10 Annual Work Plan and Budget.

In terms of overall program management and capacity building, ongoing support included monitoring and supervision of IDPR through regular contact with AKRSP and AKF(P) and field visits. In addition to assistance in preparation for the project steering committee meeting and the finalization of annual work plan, financial reports and progress reports, AKFC worked with AKRSP on the finalization of the SESNAC and IDS reports and on the coordination of reviews and consultants. From the various forms of assistance completed, AKRSP reported that their capacity had improved, especially in the areas of monitoring and evaluation and program management. Some key highlighted trainings and expert consultancies that led to this result included:

- In 2004-05, one AKRSP staff continued his diploma study in rural development and planning at the University of Guelph and completed his study in 2005 to again join AKRSP.
- In 2006-07, AKFC engaged Ms. Susan Abs, of Eclipse Environmental Consulting Ltd. to design and conduct a two-day workshop on the CEAA-equivalent Environmental Policy and EA process developed by AKFC.
- At the start of the 2007-08 operating year, AKFC coordinated a training to provide technical assistance to AKRSP in the areas of M&E and reporting. Mr. Mark Stiles reviewed and provided

feedback on the initial drafts of the two survey reports prepared by AKRSP, and designed and conducted a four-day training session in Gilgit on RBM and reporting.

- The field component of the CIDA-commissioned, independent mid-term evaluation of IDPR was undertaken in April-May 2008. AKFC coordinated the MTE process with the evaluators and AKRSP and provided extensive inputs on the ToRs and in finalising the sampling frame for selection of VOs, WOs, LSOs. Both AKF-P and AKRSP extended support to the evaluation team to prepare for and provide the additional logistics necessary to ensure a productive and comprehensive visit to the program area and to facilitate interviews with key interlocutors in both NAC and Islamabad.
- In 2009-10, AKFC engaged a team of consultants from Oxford Policy Management of the UK and their Islamabad office to provide expert advice to AKRSP on monitoring and evaluation that specifically focused on improving the methodology and finalization of the SESNAC and IDS surveys and report. During the same year, AKFC coordinated a young Canadian professional to join the AKRSP team to help work on monitoring and evaluation and compile information for the end of project report.

In terms of increasing awareness in Canada about lessons and best practices from AKRSP's experience, the following highlights helped achieve the intended result although these activities were not funded under IDPR, but directly funded by AKFC from the lessons learned of IDPR:

- In 2004, AKFC's communication section contributed two articles to *The Ismaili Canada* (December 2004 and March 2005 issues).<sup>65</sup> The article published in the March issue focused on AKRSP's receipt of a Green Oscar award in 2004 for its experience in the energy sector and its connection with Canada. In the December 2004 issue, the AKRSP experience and CIDA's support since 1983 – including the most recent contribution signed in 2004 – were discussed within the wider context of partnerships for development and AKF's rural support program.
- In 2005, a feature article on the impact that CIDA's historic and current support for AKRSP in northern Pakistan is having in terms of improved governance not only in NAC but, more recently, in Tajikistan and Afghanistan –entitled “Good Governance Ensures Every Voice Counts” – formed the centrepiece of a special supplement section in the Saturday, May 14, 2005 edition of *The Globe and Mail*. Also in 2005, *Aga Khan Foundation Canada Review*, published in 2005, under the headings “Sowing Seeds of Hope: AKFC's Rural Development Programs” and “Northern Pakistan: ‘Laboratory for Rural Development’” and a range of print materials and presentations volunteers, donors and participants in the 2005 World Partnership Walk were produced focused on the theme “Enhancing Livelihoods: From High Mountain Societies to Coastal Communities” – again focused on Canada's support for AKRSP.
- In 2006, AKFC created a display that included two panels describing the impact of CIDA's historic and current support for AKRSP on the quality of life and opportunities for people in northern Pakistan as well as for communities elsewhere in Asia and Africa that have benefited from the adaptation of the AKRSP model – all with support from CIDA.

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<sup>65</sup> *The Ismaili Canada* is published three times a year by Insha Canada Inc. on behalf of the Ismaili Council for Canada.



- In November 2008, AKFC's Co-Director of Programs gave a presentation on "Decentralization in Pakistan: Experience of the 2001 Devolution Initiative" drawing upon IDPR and AKRSP's work with local government in northern Pakistan at a panel discussion during CIDA's International Cooperation Days in Ottawa.
- In 2010, AKFC organised a discussion with CIDA and other NGOs on the CIDA Midterm Evaluation of the IDPR program. The objective of the meeting was to share key lessons and challenges of the program and to receive feedback on the evaluation process and IDPR programming.
- In 2010, AKFC hosted a series of events on replication and relevance of AKRSP's social mobilisation approach featuring Shoaib Sultan Khan, Chairman of the Rural Support Programme Network in Pakistan as keynote speaker. and produced a publication on Canada and AKRSP in northern Pakistan. The events included the launch of his book *'The Aga Khan Rural Support Program: A Journey Through Grassroots Development'*, a discussion with representatives from CIDA, DFAIT and Canadian civil society organizations, and a presentation with selected members of corporate Canada.

An additional, broad-based initiative to increase awareness amongst Canadians, the national travelling exhibition, Bridges that Unite – which features Canada's historic and current contributions to AKRSP as a central thematic area – visited the cities of Calgary, Vancouver, Kitchener-Waterloo, Halifax, Ottawa and Montreal. Including its earlier launch in Victoria in February 2008, Bridges that Unite has attracted nearly 5,000 visitors to the exhibition and a range of related programming.

### 3. UNEXPECTED RESULTS

A few unexpected results resulted from the IDPR program. These results include:

**Multi-stake Holder Forums (MSFs) and Conflict Resolution** - As an unexpected benefit, MSFs not only brought different stakeholders together for community development and investment, but they also acted as a forum for addressing sectarian conflict and civil unrest within the community. This was exemplified by the MSF held in Gilgit Town during the 2005-06-program period that unexpectedly acted as reinforcement to other peace efforts taking place during the same time period such as the Peace Jirga.

**LSOs as Social Monitors** - Apart from monitoring and responding to the development needs of their communities, the LSOs have also proven to be a useful platform for disseminating local information about lesser known or social taboo topics such as narcotics, human trafficking, and incidents of suicide. The LSOs have proven to be effective in providing platforms for discussion on difficult social concerns because people feel comfortable discussing these topics within the LSOs and V/WOs as these institutions are comprised of people from the same area.

**Conservative Community Support** – Elected representatives, religious leaders and other actors outside of the LSOs and V/WOs proved to be very supportive of IDPR and were a valuable source of information, resources and support in the development and sustainability of LSOs and V/WOs. Specific to the more conservative communities, the religious leaders' active support was an unexpected result of the program. Through AKRSP's active engagements and steady relationship building, these communities provided assistance in linkage development efforts that helped AKRSP work within conservative elements of the communities.

**LSOs as Disaster Management Platforms** - During times of crisis, such as the January 2010 landslide in Hunza, LSOs have shown to be a source of emergency manpower and resources for immediate humanitarian relief. The LSOs that are located near disaster areas have acted as a conduit for providing emergency supplies to those stricken by the disaster and the after-effects. Many LSOs in Chitral and Baltistan, through their linkage efforts, have also received training in disaster management and first aid, which has helped in coordinating local relief efforts. Such abilities could provide useful in planning risk mitigation and disaster preparedness strategies for future programming.

#### **4. DONOR SYNERGY WITH IDPR**

IDPR has been a source of leverage for AKRSP to highlight its work and develop several complementary programs with other donors. These programs have embraced several of the key values of IDPR including and had interaction and synergy with the IDPR program. These programs include:

##### **Adult Literacy Program**

In collaboration with the National Commission for Human Development (NCHD) and AKES, AKRSP expanded upon an existent adult literacy program to coincide with the beginning of the IDPR program. As a compliment to IDPR, these literacy programs were initiated through partnerships with the LSOs where available and proved a new avenue for PPP between civil society organizations, government, and AKRSP.

##### **Pakistan Poverty Alleviation Fund**

In 2007, the World Bank provided the Pakistan Poverty Alleviation Fund US\$ 75 million for its Social Mobilization Project. Baltistan was selected for this project, which has provided direct funding to the development of social mobilizers within the region, including IDPR areas. Such training and financing has greatly supplemented the social mobilizing efforts of IDPR within Baltistan.

##### **Pakistan Community-Based Renewable Energy Development Project**

In the 2007, AKRSP received support from the World Bank and the Pakistan Poverty Alleviation Fund to launch a carbon trading project within GBC. This carbon offset project develops hydropower potentials in a socio-environmentally sustainable manner to help meet local electricity demands and improve standards of living for the poor through the provision of community level infrastructure. Beyond the socio-economic implications of this project, there were expectations that communities would begin to receive revenue from carbon credits beginning in 2009, which can be used by the LSOs and V/WOs as an alternative funding source.

##### **Self-Employment Project for Women**

In 2007, the Self Employment Project for Women (SEPW), receiving financial assistance from the Planning and Development Department, provided training to women in business mobilization, enterprise creation, business management, and product development. In addition the project established 29 Women's Multi-purpose Activity Centres to provide an enabling environment for new women entrepreneurs, currently numbering over 150 in GBC.

##### **Karakoram Trust**

Beginning in 2007, in partnership with the Karakoram Trust, AKRSP began integrated development work in upper Braldo to increase the quality of life for those living around the Central Karakoram National Park. The main activities involved the formation of local V/WOs, improving environmental sustainability, and

providing gender awareness. The social mobilization experience gained from IDPR is now being utilized in this area.

### **Agri-Business Support Fund Project**

Beginning in 2009, the Agri-Business Support Fund Project, supported by the Asian Development Bank provided AKRSP with funding to form and build the capacity of Farmer Enterprise Groups. The project has provided income generating opportunities to more than 2,000 entrepreneurs including more than 925 women. This program has acted as a good source of income development support for the V/WOs, especially those focusing on agri-business development.

### **Political Empowerment of Women Programme/Women Participation in Political Process to reduce Gender Based Violence in Northern Areas**

Initially a three-year program, this program, supported by Trócaire International began in Chitral in 2005 and spread to Gilgit and Baltistan in 2006. In 2009, a second phase was initiated with the main focus on increasing women's active participation in politics and to increase gender sensitization within the media, law enforcement, the judiciary, academia, and elected representatives.

### **Development, Democracy & Dialogue (3Ds) Program**

Beginning in 2009, and supported through the Rural Support Programme Network, the 3D Program aims at increasing dialogue between civil society, government authorities, politicians, religious leaders and academics to address development concerns within Chitral. This program has especially been useful in developing social harmony; and has increased the empowerment and capacity of several LSOs and V/WOs in the region.

## **5. SYNERGY WITH OTHER CIDA PROGRAMS IN PAKISTAN**

The IDPR program has made a strong contribution to CIDA goals in Pakistan regarding the promotion of good governance and improving social development outcomes in underserved areas of northern Pakistan through reducing gender inequalities and improving access to social sector services for the marginalized and poor. Through broadening and strengthening the role of civil society in participatory development, IDPR has contributed to impressive gains in empowering communities to plan and manage their own sustainable development. For a number of years CIDA's development objective was to support social development, promote gender equality and good governance, which IDPR has contributed. In particular, IDPR drew upon and contributed to two CIDA supported initiatives implemented by Aga Khan Foundation. These included the Chakhama Valley Revitalisation Initiative (CVRI) in the earthquake affected areas of Azad Jammu and Kashmir and the Pakistan Social Institutions Development Program (SIDP). AKRSP provided human and technical support to CVRI which drew substantially from IDPR's work with community organizations, women and government. The SIDP program which concluded in 2005, through one of its partners i.e. the NGO Resource Center, supported capacity building of LSOs being formed and strengthened through IDPR. With the list below, IDPR did not work directly with the following CIDA initiatives in Pakistan, yet their approaches and activities had strong synergies IDPR, these programs included:

1. The Democratic Governance Program in Kasur and Lodhran;
2. The South Asia Partnership-Pakistan;
3. The Communication for Effective Social Service Delivery Project in the NWFP; and
4. The Strengthening Participatory Organization in Islamabad, Dera Ismail Khan, Hyderabad, Multan, Peshawar, Quetta, and Turbat.

Another important synergy that IDPR has developed over the past five years has been through its policy dialogue and partnership component. As a new strategy for encouraging good governance in Pakistan, the PDP component has been utilized as a model for other CIDA Governance Partners through exposure visits and the dissemination of lessons learned.

## **6. PUBLIC RELATIONS ISSUES**

Though the IDPR program has been a highly beneficial initiative for GBC and generally expected by the community, there have been some reservations within the community, particularly within conservative groups.

Addressing women's empowerment and gender equality, IDPR came up against some expected resistance from some conservative elements in the community. Although there were surprisingly few examples of this, it did occur and at times provided challenges to implementation. For example, in Skardu when the women's markets were first established, there was vocal opposition from local businessmen and the local Imam, who argued that women's markets were against the teachings of Islam. AKRSP instigated a dialogue with the Imam and worked with him until he was convinced about the value of the markets as a complement to Islam, and even resulted in him publicly supporting them. Surprisingly, when the motivations of the businessmen were examined, it was found that they were not opposed to the women's markets on a religious or gender bias, but on an economic basis as women's markets were potential competition for their businesses. With the help of the Imam, the opposition of the businessmen was changed.

Such issues have been a beneficial lesson in dialogue and partnership facilitation for AKRSP. The end result of these challenges was positive, whereby AKRSP was able to develop additional supporters and more a more effective public relations strategy.

## **7. HUMAN RESOURCE ASSESSMENT**

### **Capacity Building**

As IDPR marked a shift in direction for AKRSP's overall development strategy, it also led to some changes in its staffing. As the GAD, ID, PDP and MER sections became major focal points for AKRSP activities, the section staff, many of whom having limited experience in these sections, showed strong learning capacity and adaptability in taking on their new or enhanced roles. To build their capacity 176 training opportunities were provided to 69 staff members from the above mentioned sections. The trainings included:<sup>66</sup>

- 2 one-year courses sponsored by Inwent: Capacity Building International, Germany on International Leadership;
- 2 one-year courses sponsored by Inwent: Capacity Building International, Germany on Sustainable Development;

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<sup>66</sup> For the whole of AKRSP, 227 training opportunities were provided during the IDPR program period; though it is unknown as to exactly which trainings were given to the staff immediate involved with IDPR.

- 9 one-year diploma courses subsidized by the Institute of Rural Management on Women Leadership;
- 2 eight month courses subsidized by the Institute of Rural Management on Gender ToT; and
- Various short training courses and workshops, including SPSS data analysis, leadership management, ECD, policy research, advocacy, M&E, PPP and RBM, lasting between one day and a month with approximately 50% of them financed through IDPR funding

## **Staff Turnover**

Staff turnover has been a key challenge for AKRSP over the life of the program. The turnover has led to capacity gaps for certain durations and with specific teams, particularly in the M&E and GAD sections. Experienced, well-trained staff from the core and regional offices left AKRSP for better opportunities elsewhere in Pakistan, especially to work on relief and reconstruction projects in the earthquake-affected areas.

The turnovers bring into question how the quality and efficiency of the program may have been impacted and how the outcomes of IDPR could have been enhanced if these resignations had not occurred. Staff noted several factors can help explain the reasons for these turnovers:

1. More attractive salary and benefit packages with government agencies, other rural support programmes, international NGOs and donor agencies;
2. Restructuring and downsizing efforts by AKRSP created instability;
3. Limited funding for staff capacity building; and
4. Harsh and expensive living conditions.

However, most current and former staff members also agree that working at AKRSP has proven to be a good learning opportunity for their career. AKRSP views staff turnover as ‘natural’ as it provides an opportunity for bright youth of GBC to launch their careers, while also acting as a resource pool of development professionals for the sector at large. This process also allows the recruitment of fresh talent into the program. Within the rural development field, AKRSP has a reputation of a strong organization with high calibre staff and therefore, its staff are generally in demand by peer organizations. While such prestige as an employer and rural support program can be beneficial for AKRSP, retention of well trained and experienced staff is vital for the long term sustainability of AKRSP and the effectiveness of its programs. Cognizant of this issue, AKRSP has and will be taking a series of steps to improve staff retention and competencies which will include an external consultant to review their human resources strategy.

## **Consultants**

The consultancies through IDPR were considered effective by staff and helped AKRSP uncover needed information and build the capacity of the organization. Below is a list of consultancies that occurred throughout the project contracted through AKF:

1. November 2006 – Ms. Susan Abs, Eclipse Environmental Consulting Ltd, conducted a two-day workshop on Environmental Impact Assessment
2. April 2007 – Mr. Mark Stiles, Stiles Associates provided a four-day workshop on results-based management and provided a critique on two survey reports

3. Early 2007 – Ms. Saeda Bano conducted a report assessing Baltistan’s gender sensitization programming under IDPR.
4. Sept. 2009 - Mrs. Shandana Khan, Mr. Khaleel Tetlay, and Mr. Steve Jones conducted a study on the LSOs.
5. Sept. 2009-Feb 2010 – Mr. Ludovico Carraro and Mr. Ifikhar Cheema, Oxford Policy Management, monitoring and evaluation consultants that helped with the design and analysis of the Socio-Economic Survey of the Northern Areas and Chitral and provided capacity building and trainings to staff on M&E.
6. Nov. 2009 – Mrs. Aalya Gloekler conducted a gender audit of IDPR and AKRSP
7. Sept. 2009-March 2010 – Mr. Angus Grant consulted on evaluation capacity building of staff and completion of IDPR EOP report

## 8. LSO ASSESSMENT

For the first 20 years of implementation, AKRSP focused on the social mobilization of poor rural communities into Village Organizations (VOs) and Women’s Organizations (WOs). V/WO members were trained and expected to make regular contributions to group savings to generate their own working capital while AKRSP brought resources for physical infrastructure such as irrigation channel, land preparation, roads or small bridges to improve livelihood opportunities. Over 90% of the households in GBC joined the V/WOs. Over time, many of the V/WOs became less active as AKRSP funds declined for small infrastructure projects and the First Microfinance Bank Ltd was established where many of the groups signed over their savings to the formal bank, which diminished the need for collective group meetings surrounding savings, an activity that was at the heart of the collective mobilization process.

One key assumption from AKRSP when it started was that the village and women’s organization would become self-sustaining institutions and drive local development on their own, allowing AKRSP to withdraw its support over time. By the early 1990s, AKRSP found that its assumption regarding the viability of VOs and WOs was questionable. AKRSP realized these institutions were too small to influence their operating environment and access to resources from government and other service providers was difficult in the absence of intermediary institutions. AKRSP also found that it was challenging to sustain the provision of direct institutional and economic development services to over 5,000 village and women’s organizations spread across GBC. To address this issue, AKRSP did two things – it initiated a shift from direct service delivery towards a facilitation role and substantially reduced its services in the economic sector. Secondly, it started working on creation of intermediary institutions. It spent several years in a failed attempt to cluster village and women’s organizations at a valley level, hoping that the cluster organizations would become the intermediary institution between AKRSP and the village based organizations and thus relieve AKRSP of some of its service delivery function. But model proved unviable and prevented COs from taking root. Meanwhile, communities were experimenting with groups and forming new civil society organizations that functioned separately from the V/WOs. By the early 2000’s a new ‘institutional plurality’ began to emerge in the region that included more formal associations of V/WOs and other CSO groups separate from the V/WOs.

This changing institutional context combined with the significant reduction in donor funding to the area, pushed AKRSP to evolve its strategy and provided the platform for the development of the Local Support Organizations that emerged from the hybrid of community-based V/WOs and NGOs and were established in 2005. The changing strategy coincided with the start of IDPR and allowed AKRSP to organize a Multi-stakeholder Forum in the region to discuss the mission, structure, legal status, characteristics, role, management, financing and governance of LSOs. Through these forums and dialogues with the community, 34 LSOs were formed in different parts of Chitral, Gilgit and Baltistan with AKRSP and IDPR support.

In addition to the 34 LSOs, two new ones were established with AKRSP support and another four by local communities bringing the total number of LSOs to 40 in the GBC area. LSOs are seen to have distinct advantages in comparison to the V/WOs. First, LSOs have been able to operate at a higher level than V/WO - without compromising on the participatory approach of the subsidiary V/WOs - and have proven to be more effective at garnering support from the government, private sector and civil society partners. This higher level of connection has helped LSOs provide improved services to their members such as wholesale credit and agricultural inputs. Their large membership numbers are increasingly attractive to both partners from the public and private sector as it provides economies of scale. These large numbers also allow the LSO to be an effective conduit for accessing markets, whereby the LSO can help aggregate supply to the point where suppliers are willing to buy, making it worth their resource investments. Second, LSOs are formal and legally established institutions and have therefore been better able to access public sector funding compared to V/WOs, which did not qualify to access government funds due to a lack of legal status. Third, LSOs are better placed to build capacity and respond to demands of V/WOs because of their physical and cultural proximity to their member organizations. . Fourth, LSOs have helped bring needed services to their members through a mediation process where they charge a minimal fee for their services and help reduce the price of the service and accessibility. These activities have included but are not limited to micro-insurance services and other micro-finance products. Fifth, LSOs are inclusive and neutral bodies that involve all sections of the community. They bring in various types of backgrounds and groups extending past the V/WOs and incorporating all CSOs including associations of traders, religious leaders and youth as well as representatives of local government from the area. This ability has allowed LSOs to play an important role in ensuring peaceful relations within and among various communities and groups. Lastly, LSOs as independent institutions are quickly working towards a place where they will be able to be self-reliant and completely independent from AKRSP. The LSO data collected from the Self-Assessment Tool (SAT) shown in the Appendix section under LSO Profiles, show that the LSOs are progressing in their effectiveness and capacity over time. The results show that the more mature the LSO, the more sustainable and effective they have proven to be. Also, the SAT shows that the funding LSOs receive from AKRSP is declining over time and most LSOs have been successful at supplementing the revenue with various funding sources. Thus, the more linkages developed and formalized these institutions become, they are expected to function as formal NGOs and continue to better support the needs of their constituent communities.

While the results of the LSOs are impressive to date, the institutions have only been operating for a few years and continue to have implementation and organizational challenges as confirmed by the MTE and the LSO assessment study. First, the technical capacity of the LSOs is still in need of further strengthening. For example, the LSOs are continuously increasing their ability to work on poverty-targeted initiatives, but they still lack the necessary information and tools to make these interventions more effective, efficient, institutionalized and result-oriented. Second, achieving financial viability remains a challenge for LSOs despite several trainings from IDPR on different subjects related to financial sustainability including trainings on accessing external funding. However, as reported in the MTE, LSOs still have limited information on funding sources, the requirements for accessing development funds and effective approaches to access outside funding. LSOs also continue to have limited understanding and



implementation of long-term financial and management planning. Many of the LSOs already have long-term management and financial plans in place; however, the LSO understanding of how these plans connect to strategy and implementation and how they connect to the goals and objectives of the LSO are limited and unclear. Third, the LSO leadership continues to be male dominated. All LSOs currently have women on the LSO Board of Directors, which has been a great movement forward, but still women are not always included in actual decision-making and there is not gender parity in numbers. Women are also not always included as leaders and/or trainers for the LSOs. Fourth, the LSOs need assistance in increasing their social mobilization efforts. Many W/VOs remain inactive and require support to remobilize. The LSOs could help to identify social activists to support this mobilization. Fifth, staff turnover amongst LSOs has emerged as a challenge. LSOs have been unable to compete with salary packages by more established civil society organizations (especially those down country), whereby the more qualified individuals are likely to join LSOs only as a launching pad to gain initial experience before moving on to better opportunities. Lastly, the LSOs need further capacity building to strengthen the monitoring, evaluation and lesson learning systems. This could include more regular and systematic OCAT surveys as well as more frequent experience sharing with other LSOs and the development of clear strategies for how to learn from these surveys and implement the required changes.

Overall, the LSOs have an enormous amount of potential moving forward. New programming facilitated through AKRSP - such as a targeted and demand-driven training program for LSOs on building technical, financial and management capacities; furthering LSO linkages to a variety of sectors and actors; and supporting programs and trainings with LSOs on the active inclusion of marginalized populations into decision-making positions, especially for women and youth- will ensure LSO relevance and sustainability for the future. AKRSP and AKF believe that the results to date prove that LSOs have encouraging potential and with further focused programming the LSOs will be able to drive effective community-led development in the region. While AKRSP's role in direct capacity building of LSOs would diminish over time, it is clear that continued access to an intellectual resource such as AKRSP would be critical to ensuring that LSOs remain nourished with creative ideas, continue to strive for excellence, and be challenged to stay focused and up-to-date.

## 9. GENDER ASSESSMENT

*“Gender inequality has been significantly reduced (under IDPR), because of greater awareness and recognition of women’s rights among both women and men in the NAC, and successful and welcome interventions for women’s development by IDPR and government.”<sup>67</sup> – MTE*

This section analyzes the progress and effectiveness of IDPR's gender strategy. Under IDPR, gender cut across all three components of the IDPR program, whereby gender equality was mainstreamed through all components, promoting informal and formal level changes on various individual and systemic levels. The Women's Development component recognized the need for additional targeted support for women's empowerment in the region and focused on economic and political empowerment. Also, AKRSP recognizes the direct connection between its own organizational capabilities and the potential to implement its programming in the field. In 2005 and 2009 AKRSP undertook gender audits to better understand its own capacity to address gender equality - organizationally and programmatically.

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<sup>67</sup> Allan Barry et al, “Overview of Conclusions and Recommendations,” draft document, April 9, 2009 (Conclusion 3).

A discussion is presented below that analyzes AKRSP's progress in gender equality mainstreaming and specific women's empowerment programming, and a comparison of results between the 2005 and 2009 gender audits.

### **Mainstreaming Gender Equality**

Under the Social Development Component, a variety of gender equality initiatives were implemented. In line with AKRSP's evolving institutional strengthening strategy of working principally with the LSOs, IDPR mainly focused its gender equality programming under this component on supporting strong and sustainable LSOs that are gender equal organizations and responsive to the unique engendered needs of the communities they serve.

As the socio-cultural and institutional contexts in GBC make gender equality programming a slow process and very challenging, the LSOs continue to have many barriers to pass through before they can be considered gender sensitive and equal. However, under IDPR, AKRSP made great strides forward in this regard. An independent gender assessment in 2009 found that all of the LSOs have selected women leaders for their Board of Directors and are continually trying to increase the number of women on their Board. It was also reported that all LSOs have gender development initiatives specific to women's empowerment within their management plans as well as in their future strategic planning.

Although gender roles change significantly within each community in GBC, overall, women's roles and responsibilities within the LSOs remain restricted to WO level re-activation and raising awareness. Women are less likely than men to be involved in higher level decision-making or financial planning. When the LSO leadership is asked for explanations, they note that women often do not have the literacy to be able to complete the needed tasks. AKRSP has responded to this by helping the LSOs identify educated and/or literate women as Board members. Yet, these women still find it difficult to participate in meetings for multiple reasons such as being outnumbered by men in meetings and difficulty arriving at the meetings due to transportation/mobility challenges, whereby they are not able to find childcare and/or their husbands are not comfortable allowing them to go on their own. Also, most of the educated women who have been recently inducted are young in comparison to the men, which have created a difficult gender and age imbalance and created further obstacles towards legitimizing women's claims and influence in decision-making.

Regarding the cross cutting gender programming under the Policy component, AKRSP has been increasingly successful at advocating for and influencing the public sector to implement gender sensitive and equal policies and practices as reported in the results section of this report. Gender concerns such as women's economic and political development have become a top priority for public sector initiatives in the area. The 2009 independent gender assessment reported that: "Through AKRSP's strong support, the most important change is that the government is now beginning to recognize the finer aspects of gender specific and gender equal development."<sup>68</sup> Some examples of AKRSP supported public programs with special attention to gender concerns are the Khushal Pakistan, the Tawana Pakistan and more recently, the Benazir Income Support Program. Concerns of women's empowerment have been a top priority in all the initiatives mentioned. In addition, the Skardu district government was a strong supporter in the development of the women's markets in the city.

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To parallel this experience, AKRSP has been successful in supporting the elections of female political representatives into local government and helping them build their capacity for advocating for gender equality. The LSOs and V/WOs have played a critical role in helping the government implement gender-related programs and women political leaders are helping bring this voice through the local institutions, as 50% of the elected women leaders belong to the WOs. Yet, socio-cultural barriers exist that limit the way these public sector programs are implemented, which continues to deserve significant attention.

Increases in the number of communities, institutions and people that are sensitized and understanding of gender as a concept and a development issue have greatly increased, particularly seen in the number of gender-sensitive public sector policies, processes and projects. This shift has been especially notable in Chitral, which includes some of the most conservative parts of the AKRSP program areas. There, the local government has brought the gender issue under special consideration when formulating its Annual Development Plan. The Tehsil Municipal Administration (TMA)-Chitral and District Council in Chitral, responded to priorities articulated by women, implemented a number of initiatives in the district such as construction of 12 waiting rooms for women travelers. Women have been inducted in 50 percent of Zilla Monitoring Committees of the local government with the proportion of female membership ranging between 9 and 38 percent. In addition, female elected representatives have also been selected as chairpersons of some monitoring committees, such as women's development, education, etc.

The MTE documented similar shifts in Baltistan, noting that male community leaders and LSO Board members have become "champions of women's development ... where just five years ago there was strong religious and cultural resistance to women's inclusion in public initiatives." To achieve this result, AKRSP not only worked with women, but also with men. AKRSP encouraged men to play a more responsive and active role in women's empowerment activities. Many male activists in LSOs have now received gender sensitization training and as a result they have initiated activities promoting women's empowerment in their own areas. For example, an LSO in Booni organized a gender awareness workshop for all private wagon/taxi drivers on how to treat female clients.

### **Targeted Women's Empowerment Programming**

In particular, through IDPR, AKRSP focused its targeted women's empowerment programming on women's economic empowerment and social mobilization as entry points to women's social and political empowerment – an approach that independent evaluators found to be appropriate and relevant, in that it "has won the community's confidence and has made men advocates for women's development."

Regarding economic empowerment, the evaluators found that due to IDPR, women's incomes were increased which led to the increase in women's mobility and their access to education, health and social services.<sup>9</sup> This women-centered economic programming was a part of a cycle that increased the economic situation of women and then their social situation, which again promoted the development of a critical mass of literate and skilled women, who are now playing a more active role in the social, economic and political life of their communities – and provided them with outlets and services to enable them to parlay their new or enhanced skills into livelihood opportunities. Notably, since the start of IDPR, AKRSP enhanced women's ability to access livelihood opportunities by engaging rural women in a range of market-based, farm and off-farm enterprises and livelihoods. While AKRSP has continued to introduce viable income-generating agro-processing opportunities (honey beekeeping, fruit and vegetable processing, etc.), it has leveraged a range of resources and partnerships to provide training in new/emerging sectors and facilitate self-employment opportunities for women-run businesses. Particularly notable in this regard have been the establishment of 29 women-only markets and women's multi-purpose activity centres and a larger number

of individual women's shops across the NAC.

On the social empowerment side, AKRSP has supported the mobilization of women's groups and built their capacity to serve their constituents. This collective mobilization has evolved over time, whereby these institutions are now capable of project implementation, which is typically focused around women's empowerment programming. For example, AKRSP helped to strengthen the capacities of the WOs and other women's groups to serve as incubators for female entrepreneurs and centres for training and expertise. IDPR support enabled AKRSP to build the capacities of WOs and WGs – and individual female entrepreneurs – to establish and manage some 31 vocational training centres in Gilgit and Baltistan and 51 centres in Chitral. Similarly, through IDPR, AKRSP has fostered a cadre of female master trainers/local resource persons who will continue to provide their expertise and services well after IDPR has concluded. These trainings have led to a variety of economic and social empowerment opportunities for the women involved.

Overall the targeted women's empowerment programming under the Women's Development component has seen significant results over the life of the program. More women are involved in farm and off-farm economic activities, women's income in the area has increased and the capacity of the WOs has been strengthened. It will be important moving forward that the gains in the Women's Development component are capitalized upon and further enhanced. Changing behaviours and attitudes surrounding gender equality takes time and AKRSP is committed to continuing their support for gender mainstreaming for equality and targeted women's empowerment programs until fully equitable and sustainable results are achieved.

## **Organizational**

Overall the 2005 and 2009 gender audits report that AKRSP is a “gender friendly organization.” Most of the staff considers AKRSP to be strong on the program planning and design of gender interventions. However, concerns continue to exist from the 2005 report on into the 2009 audit, which is discussed below.

The 2005 report surveyed all staff and ranked the responses by high performance, medium performance, average performance and low performance. The 2009 report surveyed all staff and ranked the responses by full extent, good extent, moderate extent and not at all. For the purpose of comparison the numbers below assume that a ‘high performance’ response in 2005 is similar to a ‘full extent’ response in 2009. Some comparative results include:

- The 2005 gender audit reported that the majority of respondents ranked the level of gender programming at AKRSP a medium performance level, whereby the majority thought the programming at the planning level was high, and average to low for implementation. In 2009 these numbers were significantly increased, whereby 66% of the women and 65% of the men respondents consider gender to be well integrated at the planning level to the full and good extent. And 66% male and 65% female think that at the implementation level AKRSP gender initiatives are above average at good extent and are benefitting the population. The improvement is impressive and shows AKRSP's commitment to enhancing their implementation of gender programming. However, the 2009 audit also mentions that the implementation of gender related programming is still considered one of the weakest links in the AKRSP project cycle.
- Regarding technical expertise, in 2005 the majority of the respondents thought that the team was only at an average performance level, where in 2009, 75% of female staff and 62% of male staff

were of the view that AKRSP's technical expertise on gender is between moderate and good where 45% female and 40% male thought it was to a good extent.

- Again with monitoring, in 2005 the staff ranked AKRSP at a medium performance level and in 2009 the majority felt that monitoring of the various programs from a gender perspective is above average, although still room for improvement, it received much higher marks than in 2005.
- With staffing, in 2005 the respondents ranked AKRSP at a average performance level, whereby in 2009 it was noted that AKRSP used proactive strategies for gender equal recruitment, but the majority of respondents still considers the organization to continue to have moderate performance on gender and staffing issues.
- The 2005 report also commented that the staff felt there was much room for improvement in team work, yet in 2009 it was one of the highest performance responses.

By comparing the results of the two separate audits, it is clear that AKRSP has made significant improvements to its organizational priorities for gender concerns and greatly enhanced its gender programming, particularly in the project cycle phase of implementation. However, both reports mention that there is still much room for improvement. Both reports focused on the need for women in management positions in order to enhance women's roles and responsibilities in decision-making within the organization. They both also reported a need for more male and leadership/management involvement in gender programming and decision-making that could help promote further strategic gender issue buy-in. Lastly, both reports recommended that certain processes and programs could be further institutionalized. The 2005 report suggested this could be in the form of formalized days where women led meetings, decided timings of meetings and higher value work given to women. The 2009 report recommended that gender based research should be institutionalized across the program area with more resources devoted to it.

Overall the gender results from AKRSP reports, the MTE report and the two gender audits, point to significant increases in indicators for gender equality and women's empowerment in the program area. The AKRSP approach has been successful at addressing gender issues and development from a variety of approaches and methods, relevant to the socio-cultural and geographic contexts of the program. Yet, AKRSP is highly aware of the continued and constantly evolving need for gender programming. And as AKRSP evolves along with the region, AKRSP approach will continue to work towards gender equality through cross cutting gender mainstreaming programs along with targeted women's empowerment programming. AKRSP hopes to enhance its approach by:

- Encouraging more professional and educated women to join the LSOs and provide them support and trainings in professional development and leadership as well as connect them to other women in similar situations through mentorship programs and/or professional support groups for women. This initiative would be particularly focused at the LSO Board level and allow for more educated/professional women to take the lead in Board decision-making and public relations.
- Developing specific programs for male community members that address gender concerns. This would be expanded to not only speaking about gender as it relates to women's empowerment, but also as it relates to developing male advocates for gender equality and programs and trainings for young men as to the issues they uniquely experience due to their gender.
- Developing a module as part of the targeted LSO trainings for a ToT on gender awareness, gender

specific need identification, design and analysis for LSOs. IDPR was more focused on gender sensitization trainings, which were well placed at the given time; however the LSOs now need the next level of trainings that should be repeated and in-depth gender specific trainings; and

- Strengthening the financial management skills of female LSO activists and Board members to help provide them with the legitimacy they need to actively participate in meetings on strategic topics. AKRSP may also explore options to enhance the availability of childcare and transport for these women so that they will be able to attend important meetings when needed.
- Enhancing its staffing and recruitment strategy to bring more women into the organization at management level positions and help train and mentor young women and men to become leaders within AKRSP. AKRSP will also help staff to develop more in-depth capacities in gender, so they are able to better assess the situation in GBC and inter-organizationally.
- Enhancing formalized gender-based research and organizational processes to better address the needs of women and men and help AKRSP better learn from their own experiences.

The detailed results of both audits can be found as separate documents sent alongside this report.

## 10. SUSTAINABILITY ASSESSMENT

Underlying all AKDN development projects is a focus on long-term, sustainable solutions. Although approaches to achieving this differ by context and project, AKDN sees strengthening the capacities of local people and institutions to drive their own development process as key to sustainable economic and social development. In this way, the IDPR project was a promising intervention as all IDPR interventions from project inception to completion were based on close community dialogues and planning processes that aimed to build local self-reliance by working with multiple levels of local institutions and people. Under IDPR, AKRSP experimented and enhanced its approach towards sustainability through building the sustainability of Local Support Organizations (LSOs), fostering linkages with more permanent institutions including local government and line departments, supporting policy and programmatic changes, and investing in social and economic development potential particularly of women.

The Local Support Organizations, also referred to as institutions ‘of the people’<sup>69</sup>, have had strong, positive implications for the overall sustainability of IDPR program results, in particular those under the Social Development component. LSOs have increasingly assumed AKRSP’s role of providing technical assistance to V/WOs, channelling funding and implementing development activities for both governmental and non-governmental organizations. They have also benefited by building their own capacity through the technical support and experience that such partnerships have provided, and increased their financial viability through the collection of service and membership fees to help underwrite management costs. AKRSP has outsourced more than 60% of its service delivery activities to the LSOs, including social mobilization and support of the V/WOs, poverty reduction, partnership and linkage development, and several gender awareness initiatives. As a key role, their work with the V/WOs and other CSOs, has allowed capacity building of these organizations to be more focused and driven by local needs and concerns. As mentioned, by the end of 2009, all 40 LSOs have accessed funds or other forms of support from various public or private service providers, national and international donor agencies and other civil society organizations and

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<sup>69</sup> Phase taken from Shoaib Sultan Khan, Chairman of the Rural Support Programme Network in Pakistan

networks. The LSOs are constantly maturing by building their capacity and networks for self-reliance to better serve their communities and with further support from AKRSP are likely to become viable development institution allowing AKRSP to gradually phase out from its direct service delivery role.

Under the Women's Development component, enhanced management and institutional capacities of WOs are key indicators of their sustainability. The support provided by the LSOs and AKRSP has allowed a majority of WOs to demonstrate an increased capacity to either provide and/or advocate for the needs of women within the local community. In general, women in the program area now demonstrate a higher sense of empowerment and confidence within society as shown through their increased and more active role in the WOs and LSOs. Women in the area have also begun to assert themselves in the greater community through several formal and informal venues, and have shown an increased capacity for exploring new socio-economic development opportunities. Though many women remain in traditional gender roles, many others have adopted new responsibilities as income earners through both informal and formal means. This is most notable for women within the public sector and elected office, which have seen both a rise in participation and in representation. In addition, the shift in the number of gender-sensitive policies, processes and projects that different levels of government are undertaking have helped build a foundation for gender development initiatives in the future. Moreover, AKRSP studies suggest that the mindset and behaviour of both women and men in the program area are changing. Communities now have a better understanding of gender as a concept and increasingly appreciate the value of women and their equal place in society. IDPR has paved the way for future progress on this issue through its work on sustainable attitudes, institutions and policy; however, gender equality remains a concern in the program area and continues to deserve critical attention.

Under the Policy, Dialogue and Partnerships component, AKRSP has facilitated and endorsed changes in public sector policies, programs and practices with respect to gender equality, poverty reduction and participatory development strategies within the public sector. This has helped to encourage more accountable use of public sector funding, the development of public private partnerships, and capacity building aimed at developing more efficient and effective governance. Efforts under PDP have brought about positive changes in public sector development in meeting the needs and concerns of the communities of Gilgit-Baltistan and Chitral, resulting in improved levels of public confidence regarding the responsiveness of government institutions. One critical indicator of sustainability for PDP-focused results is the increasing membership and active involvement of elected representatives within community organizations, thereby providing communities a direct link to their government representatives. The active engagement of public sector representatives, elected officials, community leaders and religious leaders, together with the leaders and members of LSOs, V/WOs and other CSOs, in the various multi-stakeholder forums and LSO conventions, similarly indicate a new mechanism for ensuring the sustainability of IDPR results. Finally, the continued success and interest in public/private partnerships, even after the end of the program, suggests that key development stakeholders have recognized the merits of this collaborative mechanism for the socio-economic development of GBC.

Overall, the local government has taken note of the effectiveness of the LSOs and established new links with the community. By encouraging multi-sector collaboration and dialogue between various actors, IDPR facilitated local knowledge sharing and the development of new resources and secured sources of future funding. The focus on the inclusion and empowerment of vulnerable groups such as women has mitigated their marginalization and opened opportunities for the future. Lastly, the positive changes facilitated in public sector policies have ensured long-term support for future development initiatives.



## 11. LESSONS LEARNED

The following section describes the key lessons learned throughout the IDPR program.

**Youth Development**– Although not specifically targeted under IDPR, youth were direct and indirect beneficiaries of the IDPR program. Notably, youth were involved in VOs and WOs and in AKRSP's internship program. Also, most LSOs already have developed youth development strategies, and AKRSP apart from IDPR has worked with the national and local government to help formulate youth development strategies and policy. As the program evolved, the issue became clearer: AKRSP needed a youth specific strategy to better address the needs of this target group.

As youth make up almost 70% of the population in GBC, the benefit of directly targeting this demographic could be prolific. Specific programs for youth could act as a source of long-term sustainability of AKRSP's objectives in GBC such as youth employability and market/entrepreneurship programming, leadership development activities to promote youth leaders within the LSOs, V/WOs and AKRSP, and targeted public sector advocacy. Such activities would ensure that the benefits of programs like IDPR are passed on to future generations.

**Market Development** - Through IDPR, the entrepreneurial skills of women and the poor were enhanced. Yet, lessons were learned during the program about skill development programs, whereby these programs need to be market driven and have to be complemented by market development strategies to ensure sustainable economic growth and employment creation. In areas as remote as GBC, market opportunities are limited and need support to attract investment and opportunity. Certain subsectors are currently ripe for development and with guided support could fill in missing gaps along the value chain to create sustainable business creation and employment. AKRSP is now addressing these issues through its new initiatives built around market development principles.

**Stakeholder Interactions** - Under IDPR, AKRSP found that exposure visits, MSFs and LSO Conventions were highly useful tools for facilitating the results of all three components. The hands-on learning and sharing of good practices were effective mechanisms to increase partnerships, promote learning, develop awareness, enhance training, inform policies, and provide new ideas for good practices to all stakeholders of the program.

**Human Resources** - As mentioned in the analysis section on human resources, AKRSP struggled throughout the program with high staff turnover. The resignations have included program officers, managers and program managers. Though IDPR programming was not put into jeopardy by these turnovers, they did bring about stress and extra time commitments by staff to fill these positions. AKRSP learned that there were several reasons for this turnover; one it was difficult for them to pay their staff up to the levels of other major international development agencies and government, second the restructuring in 2006 may have created job uncertainty among the staff; and third the area has a harsh climate with difficult living conditions that made it challenging to recruit staff from other areas of Pakistan. By the close of IDPR, staff turnover has slowed – showing the affect of the stabilization after the 2006 restructuring. However, AKRSP has made addressing human resource challenges a key focus for the coming years. It plans to conduct a human resource assessment and subsequent implementation plan with support from external expertise, which should help identify the underlying causes and solutions.

**Changing Contexts and LSOs** – AKRSP's model of community engagement has been extremely successful in producing development results; however, AKRSP has learned that these models must change

over time along with the transforming contexts in which they are located. Programs to support institutional change and capacity building need to adapt as appropriate, including program design and performance criteria and mechanisms must be developed to allow for successful transitions. For AKRSP the development of the LSOs or ‘meso-level’ community groups was a successful evolution in programming that has proven to be a useful development model, especially when these organizations are formally constituted and structured with staff and based on the same outreach area as the local governance entity.

**Targeted and Demand Driven Capacity Building for LSOs** – AKRSP found that the institutional strength of the LSOs and V/WOs is dependent upon high quality and focused capacity building provided by AKRSP or external partners. Training in resource mobilization, linkage development and proposal writing are important for developing institutional and financial viability. In addition, training in gender, environment, livelihoods development, poverty reduction, program and organizational management, planning, office administration, governance, M&E, and market development contribute to effective technical capabilities. The LSOs<sup>70</sup> and V/WOs prefer trainings provided by professionals, through well-planned and coordinated efforts that target specific needs and expectations, and are followed-up with supplementary capacity building for implementation.

**Sustainability of LSOs** – AKRSP considers organizational and financial sustainability of LSOs as separate but closely interlinked objectives that could be achieved in tandem though with some lag as quite often it is organizational viability that lead to improved financial sustainability of civil society organizations. AKRSP realizes that LSOs, like most civil society organizations, would find it extremely challenging to develop internal financial resource base to sustain themselves (unless they have access to a healthy endowment) and therefore will have to rely on a combination of internal and external funding sources including possible revenue generation. However, to be able to attract external funding or develop internal revenue base, LSOs need to invest in developing organizational capabilities, establishing linkages with external public and private sector agencies, and proving their value to members and external stakeholders. AKRSP’s support to LSOs during and beyond IDPR will remain focused on assisting them to achieve the twin objectives of organizational and financial sustainability.

**Consensus Building within LSOs** - As an agent of unity amongst their V/WO members, LSOs are responsible for ensuring that the needs and concerns of all members are heard and addressed. In the beginning of the program this proved challenging as some members placed priority upon their own needs above others. However, through dialogue and the establishment of well-designed annual work plans developed through a participatory process as a means of encouraging fairness, AKRSP found that the potential disunity between members was mitigated and minimized. Such efforts could also be incorporated into formal by-laws that describe the member’s responsibilities towards consensus building.

**LSO Staff Capacity** - While AKRSP’s own human resource base stabilized during the latter period of the program, staff turnover amongst LSOs emerged as a challenge with frequent departure of LSO managers, accountants and social mobilizers. With most LSOs unable to compete with salary packages by more established civil society organizations (especially those down country), the most highly qualified individuals are likely to join LSOs only as a launching pad to gain initial experience before moving on to better opportunities. AKRSP continues to focus efforts on building technical, human and institutional capacities of LSOs to help them become more viable organizations. In addition, AKRSP is considering new ways of

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<sup>70</sup> The individual technical and financial capabilities and needs of each LSO are provided in Appendix II.

helping LSOs build in incentives to keep their staff through non-financial benefits such as public recognition for outstanding performance.

**Ongoing Gender Equality Support-** Though gradually making strides in gender equality, GBC still has a long way to go before inequality between the genders is reduced. There are locations that still openly maintain strong ‘cultural barriers’ towards women’s development and empowerment, even in the areas now considered ‘more developed.’ AKRSP has learned that promoting gender equality is a long-term commitment and a process that progresses over time with consistent support. They have also learned that it is not simply the most remote and farthest removed or least developed villages that have the highest incidence of gender inequality. AKRSP believes that ongoing gender equality programs and strategies are required and AKRSP, as an organization needs to act as a model for the rest of GBC by providing strong gender leadership at its core level. Such interventions could include the documentation of lessons learned and good practices, enhanced monitoring through ‘self-monitoring’ processes with the LSOs and V/WOs to help them track changes in economic, social and political empowerment of women, increased support for women and marketing for value addition products and services, and build the capacity of AKRSP staff in the gender equality.

**Reducing the Triple Day Work Burden -** As women take on more responsibility in the workplace and/or generating income, they are still expected to care for the family and home which can become a heavy workload. To help address this issue, AKRSP has been talking with community women and WOs to develop support strategies. The community expressed the need for help with childcare as they feel this would be the most effective way to lessen their workload each day. Therefore, AKRSP has been working with the community to plan ways to introduce Early Childhood Development (ECD) centers to hopefully reduce workloads while at the same time providing additional education and job opportunities to the women that run these centers. As the idea becomes popular with local women, AKRSP is considering the option of expanding this programming in upcoming years.

**Increased Skills for Employment for Young Women and Men –**IDPR had a strong focus on the skill development of women, which led to women’s increased economic empowerment and participation in GBC. However, throughout the program AKRSP realized that there was a group of potential beneficiaries that needed closer attention especially through a gender lens. Young men are the largest undereducated group in GBC and also make up the majority of underemployed and unemployed people in the area. They are a frustrated group in GBC and sometimes raise concerns that young women are given preferential treatment when they are also struggling to find gainful employment. Therefore, AKRSP learned that skill development programming must include both men and women, but have tailored designs for both target groups as they have unique needs and desires, particularly based on age and gender.

**Public Sector Prioritization –** Under IDPR, progress was made in generating a greater appreciation of grassroots participation and involvement within the public sector, which has led to higher levels of government responsiveness. Yet, in GBC the public sector has many different departments and programs, which all have various challenges and make it challenging to prioritize which policies and programs to target. AKRSP learned throughout the program that short-term planning for advocacy and support does not always lead to the intended results and therefore, it is critical to develop long-term strategies that help prioritize specific policies, programs and legislation that require the concentration of AKRSP’s efforts. In this way, AKRSP has concentrated its policy efforts and will continue to develop long-term strategies for public sector engagement for future programming.

## APPENDIX I: LOGICAL FRAMEWORK ANALYSIS

IDPR LFA <span style="float: right;">Updated May 16, 2006</span>			
Narrative Summary	Expected Results	Performance Indicators	Assumptions/Risks
<b>Goal:</b>  <b>To contribute to equitable and sustainable human development and reduction of poverty and gender inequality in the Northern Areas and Chitral (NAC)</b>	<b>Impact:</b> <ul style="list-style-type: none"> <li>Improved human development in NAC</li> <li>Reduced poverty and gender inequality in NAC</li> </ul>	1. Human Development Indicators for NAC, disaggregated by gender	<b>Assumptions:</b>  Political, social and economic environments allow local institutions to grow and policy reforms and partnerships to take place  Government fully supports Program activities  National economic condition does not deteriorate to limit gains at local level  <b>Risks:</b> Outbreak of sectarian tension (High)  Severe natural calamity (Medium)
<b>Purpose:</b>  To enhance capacity of local institutions to expand social and economic opportunities for local communities particularly for women and the poor.	<b>Outcome Results:</b> <ol style="list-style-type: none"> <li>Increased sustainability and effectiveness of V/WOs, LSOs and other CSOs<sup>71</sup></li> <li>Improved social and economic development opportunities for women in the</li> </ol>	1.1 Percent of financially and technically viable V/WOs, LSOs and other CSOs  1.2 Perception of community members (men and women) on quality and range of services provided by local institutions  2.1 Number/Percent of women reporting improved social and economic opportunities	<b>Assumptions:</b>  Local organizations demand and effectively absorb capacity building support by AKRSP and other support organizations  Constructive engagement with religious parties, leaders and groups fostered  Government engages civil society and remains open to policy reforms and partnerships

<sup>71</sup> AKRSP considers Village, Women's and Local Support Organizations (V/WOs and LSOs) as part of the larger fabric of civil society organizations (CSOs). The term 'other CSOs' refers to civil society organizations other than V/WOs or LSOs, including not-for-profit organizations such as NGOs, networks, groups or professional associations outside the government.

Narrative Summary	Expected Results	Performance Indicators	Assumptions/Risks
	<p>NAC</p> <p>3. Effective local policies/ programs and governance practices are in place that respond to the needs of women and the poor in NAC</p>	<p>2.2 No. of women employed in formal and informal sectors and/or in business</p> <p>3.1 Changes in public sector policies and programs with respect to gender equality and poverty reduction</p> <p>3.2 Changes in public sector practices that enable greater participation of grassroots institutions, particularly local elected representatives</p> <p>3.3. Community perception of local government responsiveness, disaggregated by gender</p>	<p>LSOs are able to evolve as effective intermediaries between communities and external resources</p> <p>AKRSP succeeds in building internal capacity to deliver on its new functions, such as policy advocacy</p> <p><b>Risks:</b>  Progress on devolution is slower than anticipated (Medium)  Government's investments in the social sectors and women's development programs in NAC declines (Medium)  Outbreak of sectarian tension (High)  Severe natural calamity (Medium)  Possible terrorist attacks on AKDN institutions (Low to Medium)</p>
<p><b>Resources:</b></p> <p>Program budget CAD 9.0 million (CIDA: CAD 8.2M; AKFC: 0.78M)</p> <p>Technical expertise</p> <p>Existing AKDN infrastructure and</p>	<p><b>Output Results:</b></p> <p>1.1 Improved institutional (technical, financial and management) capacity of VOs, WOs, LSOs and other CSOs to pursue a range of development activities in a sustainable manner</p>	<p>1.1.1 Percent of V/WOs, LSOs and other CSOs accessing funds from diversified sources</p> <p>1.1.2 Percent of V/WOs LSOs and other CSOs with long-term management and financial plans in place and implemented effectively</p>	<p><b>Assumptions:</b></p> <p>V/WOs not constrained by a dearth of leadership</p> <p>Government, NGOs, external support agencies and private sector are willing to provide resources for NAC development</p> <p>Government's attitude towards VBIs/CSOs remains positive</p>

Narrative Summary	Expected Results	Performance Indicators	Assumptions/Risks
<p>equipment</p> <p>Existing human capacity and infrastructure</p> <p>AKRSP resource and</p> <p>Intellectual resources of AKFC, AKFP and AKF Geneva</p> <p>Government partnerships</p>	<p>1.2 Expanded scope of services by V/WOs, LSOs and other CSOs, equally accessible to women and men</p> <p>1.3 Increased capacity of V/WOs, LSOs and other CSOs to design and implement poverty-targeted projects, equally accessible to women and men</p>	<p>1.2.1 Number of V/WOs, LSOs and other CSOs providing development services (differentiated by economic and social sector) to communities (disaggregated by gender) in collaboration/partnership with other actors</p> <p>1.2.2 Coverage/outreach of services provided by V/WOs, LSOs and other CSOs disaggregated by gender</p> <p><b>1.3.1 Number and type of poverty-targeted projects disaggregated by type of organizations (V/WOs, LSOs and other CSOs)</b></p> <p>1.3.2 Number of poor households accessing support from V/WOs, LSOs and other CSOs – disaggregated by sex of the household head</p>	<p>AKES/AKHSP have the resources to expand their services into AKRSP program areas</p> <p>Community remains actively engaged in supporting poverty targeted projects</p> <p><b>Risks:</b></p> <p>Declining transfer of resources to the NAC from national government (Low)</p>

Narrative Summary	Expected Results	Performance Indicators	Assumptions/Risks
	<p><b>Output Results (continued):</b></p> <p>3.1 Increased capacity and sensitization of public sector policy makers to improve and formulate development policies that are more responsive to the needs of women and poor</p> <p>3.2 Increased partnerships / linkages between public and private sector that are effective and responsive to the needs of women and the poor.</p> <p>3.3 Increased opportunities for community participation / involvement in public planning and management</p>	<p>3.1.1 Increased knowledge of participatory development practices and needs of women and poor among policy makers</p> <p>3.1.2 Policy research documents disseminated and used by various stakeholders</p> <p>3.2.1 Number and type of partnerships/linkages fostered by AKRSP that effectively address the needs of women and poor</p> <p>3.3.1 Type and number of mechanisms/processes for community/citizens involvement in planning and management of public sector development programs</p> <p>3.3.2 Level of participation of elected representatives, particularly women, in public planning and management</p>	<p><b>Assumptions:</b></p> <p>All stakeholders (community organizations, NGOs, government and private sector) are willing to develop partnerships and networks</p> <p>Government functionaries and elected representatives have a desire for self capacity enhancement</p> <p><b>Risks:</b></p> <p>Polarization of various stakeholders on the basis of religion, ethnicity, approach, program, or ideology increases, disrupting social harmony (High)</p>



## APPENDIX II: PERFORMANCE MEASUREMENT FRAMEWORK

(Updated February 2007)

Impact Result 1: Improved human development in NAC					
Impact Result 2: Reduced poverty and gender inequality in NAC					
Performance Indicators	Reach	Baseline (by Dec. 2005)	Target	Data Sources Collection Method Frequency of data collection	Responsible Party/ Person
Human Development Indicators of NAC disaggregated by gender	Communities	HDI: Primary enrolment rate 14% in Baltistan, 23% in Gilgit and 19% in Chitral. Literacy rate: male 75% and Females 43%. Overall adult literacy rate: 59%. Nominal per capita income is Rs. 21862 at the Program Area level. Poverty index is 25%	Improvement in most of the selected HDIs (primary enrolment rate, adult literacy rate, infant mortality rate, maternal mortality rate, per capita income, Poverty incidence)	Secondary data collected from government and other institutions and AKRSP's SESNAC at the start and end of the project and if necessary in the middle of the project for mid-term review	M&E, Core and regions

Outcome Result 1: Increased sustainability and effectiveness of V/WOs, LSO and other CSOs					
Performance Indicators	Reach	Baseline	Target	Data Sources Collection Method Frequency of data collection	Responsible Party/ Person
1.1 Percent of financially and technically viable V/WOs, LSOs and other CSOs	V/WOs, LSOs and other CSOs	25% of VOs 25% of WOs	10% V/WOs, 15% selected CSOs and 30% LSOs over the baseline	IDS at the start and end of project  Sentinel or case studies of selected institutions once every year	Core M&E, regional M&E and ID

1.2 Perception of community members [men and women] on quality and range of services provided by local institutions	Communities	80% of the VO's  67% of the WO's	30% over the baseline	IDS at the start and end of project  Sentinel or case studies of selected institutions once every year	Core M&E, regional M&E and ID
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Outcome Result 2: Improved social and economic development opportunities for women in NAC					
Performance Indicators	Reach	Baseline	Target	Data Sources Collection Method Frequency of data collection	Responsible Party/ Person
2.1 Number/Percent of women reporting improved social and economic opportunities	Communities, Women	32% of rural women	20% of the local institutions over the baseline	Through SESNAC or IDS sample surveys at the start, and end of project	Regional M&E and ID
2.2 No of women employed in formal and informal sectors and/or in business	Women	6% of total women labour force employed	20% over the baseline	Through SESNAC at the start and end of the project  Sentinel or case studies once every year	Core M&E and regional M&E

Outcome Result 3: Effective local policies/programs and governance practices are in place that respond to the needs of women and the poor in GBC					
Performance Indicators	Reach	Baseline	Target	Data Sources Collection Method Frequency of data collection	Responsible Party/ Person
3.1 Changes in public sector policies and programs with respect to gender equality and poverty reduction	Public sector institutions/Poor and women	Not applicable	At least 5 policies and 5 programs showing improvement in terms of their responsiveness to poor and women	Qualitative studies, review of policy and programme documents available with government. Data collection: end of every year of project life	Core ID and M&E

3.2 Changes in public sector practices that enable greater participation of grassroots institutions, particularly local elected representatives	Public, private, and civil society organizations and elected representatives	Not applicable	At least 3 precedents of greater involvement of grassroots institutions and elected representatives	Qualitative studies of public sector practices, Once every year in the last 4 years of project life	Core ID and M&E
3.3. Community perceptions of local government responsiveness, disaggregated by gender	Communities	Not applicable	Positive change over the project life	Qualitative studies of community perception, Sentinel once every year	Core ID and M&E

**Output Result 1.1: Improved institutional (technical, financial and management) capacity of VOs, WOs, LSOs and other CSOs to pursue a range of development activities in a sustainable manner**

Performance Indicators	Reach	Baseline	Target	Data Sources Collection Method Frequency of data collections	Responsible Party/Person
1.1.1 Percent of V/WOs, LSOs and other CSOs accessing funds from diversified sources	V/WOs, LSOs and CSOs	20% of the VOs 22% of the WOs	20% of the selected local institutions over the baseline	Data from Area Offices (NFRs, and field data). Progress will be reported six monthly	Regional ID and M&E
1.1.2 Percent of V/WOs, LSOs and other CSOs with long-term management and financial plans in place	V/WOs, LSOs and other CSOs	50% of the VOs and 73% of the WOs	40% over the baseline	IDS at the start and EOP, Data from Area Offices (NFRs, and field data). Progress will be reported six monthly	Regional ID and M&E

**Output Result 1.2: Expanded scope of services by V/WOs, LSOs and other CSOs, equally accessible to women and men**

Performance Indicators	Reach	Baseline	Target	Data Sources Collection Method Frequency of data collections	Responsible Party/Person
1.2.1 Number of V/WOs, LSOs and other CSOs providing development services (differentiated by economic and social sector) to communities	V/WOs, LSOs, other CSOs	519 VOs 407 WOs in	250 institutions over the base	IDS at the start and EOP, Data from Area Offices (NFRs, and field data). Progress will be reported six	Regional ID and M&E

(disaggregated by gender) in collaboration/partnership with other actors				monthly	
1.2.2 Coverage/outreach of services provided by V/WOs, LSOs and other CSOs disaggregated by gender	Communities, men and women	Available through regular monitoring data collection process	20% increase over baseline	IDS at the start and EOP, Data from Area Offices (NFRs, and field data). Progress will be reported six monthly	Regional ID and M&E

**Output Result 1.3: Increased capacity of V/WOs, LSOs and other CSOs to design and implement poverty targeted projects, equally accessible to women and men**

Performance Indicators	Reach	Baseline	Target	Data Sources Collection Method Frequency of data collections	Responsible Party/Person
1.3.1 Number and type of poverty-targeted projects disaggregated by type of organizations (V/WOs, LSOs and other CSOs)	Poverty projects, V/WOs, LSOs, other CSOs	Available in records	Positive change over the project life	AKRSP records (NFRs, and monitoring reports) biannual progress reporting	Regional ID and M&E
1.3.2 Number of poor households accessing support from V/WOs, LSOs and other CSOs – disaggregated by sex of the household head	Poor and women	Available	2,000 households over the base	AKRSP records (NFRs, and monitoring reports) biannual progress reporting	Regional ID and M&E

**Output Result 2.1: Improved capacity of Women's Organizations and other women's groups to be representative and effective service providers and/or facilitators**

Performance Indicators	Reach	Baseline	Target	Data Sources Collection Method Frequency of data collection	Responsible Party/Person
2.1.1 Number and percent of WOs and WGs with increased management skills and outreach	WOs and other Women Groups	900 WOs  (51% of the total WOs)	100 WOs and WGs over the base with increased outreach and 700 WOs with improved skills	AKRSP records Regular Monitoring channels Six monthly reporting	Regional GAD and M&E

2.1.2 No. and percent of WOs and WGs implementing self-initiated and collaborative projects specifically targeting women's practical needs	WOs and other Women Groups	287 WOs (21% of the total WOs)	400 WOs/WGs	AKRSP records Regular M&E channels Six monthly reporting	Regional GAD and M&E
<b>Output Result 2.2: Enhanced skills of women in the target areas</b>					
2.2.1 Proportion of trained women utilizing their skills in a range of areas	Women	No need to specify a baseline	70% of the trained women utilizing their skills	Field data and case studies, yearly reporting on field collected data	Regional GAD, M&E
<b>Output Result 2.3: Increased capacity and sensitization of VOs, other local CSOs, line departments, and elected representatives on gender equality</b>					
2.3.1 Level of awareness on gender equality among VOs, line departments and elected representatives of local government	VOs, Govt. line departments and local govt. representatives	No need to specify baseline	Medium level of Improvement	Gender audit and case studies: yearly reporting  Findings of pre and post training evaluations on six monthly basis	Regional GAD and M&E
2.3.2 Number of VOs and local CSOs with gender equality objectives and initiatives	VOs and LSOs	No baseline needed	Medium level improvement	Gender audit and case studies: yearly reporting  Status of follow up activities to be reported six monthly basis	Regional GAD and M&E
<b>Output Result 3.1: Increased capacity and sensitization of public sector policy makers to improve and formulate development policies that are more responsive to the needs of women and poor</b>					
Performance Indicators	Reach	Baseline	Target	Data Sources Collection Method Frequency of data collection	Responsible Party/ Person
3.1.1 Level of understanding of participatory development practices and needs of women and poor among policy makers	Direct beneficiary policy makers	No need to specify baseline	Medium level	Focus groups discussions and case studies: yearly reporting  Findings of pre and post backstopping workshops/field exposures evaluation on six monthly basis	ID, PDP and M&E core and Regional

3.1.2 Policy research documents disseminated and used by various stakeholders	Public policy makers	Nil	8 policy research papers	AKRSP core research documents: Annual  Progress on the research processes on six-monthly basis	Core M&E and Thematic sections
<b>Output Result 3.2: Increased partnerships/linkages between public and private sector that are effective and responsive to the needs of women and the poor</b>					
3.2.1 Number and type of partnerships/linkages fostered by AKRSP that effectively address the needs of women and poor	Public, private, civil sector organizations	Not required	20 new partnerships	Office records; six monthly	Regional ID and M&E
<b>Output Result 3.3: Increased opportunities for community participation / involvement in public planning and management</b>					
3.3.1 Type and Number of mechanisms/processes for community/citizens involvement in planning and management of public sector development programs	Stakeholders from public, private and civil society institutions	Nil	30 MSF	AKRSP records: six monthly reporting	Regional ID and M&E
3.3.2 Level of participation of elected representatives, particularly women, in public planning and management	Elected representatives with special focus on women councillors	Not required	Medium	Minutes of councils at all levels: six monthly  Case studies: annual	PDP and ID regions and core

### **APPENDIX III: LOCAL SUPPORT ORGANIZATION (LSO) PROFILES**

As part of this report a profile of each LSO was produced to provide a more in-depth understanding of the individual characteristics and sustainability of each organization. The profiles are divided by regions and/or districts and then broken down into basic demographic information, financial data on the LSO related to their sources of funding and budgeting, a brief description of the key activities and an overall strength rating between 1 and 3, which is based on the Self-Assessment Tool (SAT) results. It also includes the specific capacity building needs of each LSO that are required for sustainability and a high SAT score. It should be noted that not all LSOs have SAT results.

The SAT is a self-assessment tool that addresses the following qualities expected of an effective Local Support Organisation:

1. Visionary and Focused
2. Credible and Reliable
3. Efficient and Effective
4. Representative and Participatory
5. Non-partisan and Non-communal
6. Independent and Professional
7. Responsive and Relevant
8. Transparent and Accountable
9. Effective Resource Mobilizer and Sustainable
10. Entrepreneurial Catalyst

These qualities are broken up into 46 sub-qualities which are discussed with the LSO members in a focus group. Each focus group member gives each sub-quality a score between 1 and 3:

- 1 - The LSO has very little or no capacity and needs immediate attention.
- 2 - The LSO has some capacity, but not to an acceptable level. Some areas need attention.
- 3 - The LSO's capacity is satisfactory.

These scores are then totalled and averaged to determine the overall strength of the LSO.



## Local Support Organization Profile List

<b>Local Support Organization</b>		
<b>Baltistan</b>		
<b>Ghanche District</b>		
1.	Daghoni Balghar Local Support Organization	
2.	Frano Local Support Organization	
3.	Khaplu Support Organization	
4.	Thaghas Local Support Organization	
5.	Thalley Local Support Organization	
<b>Skardu District</b>		
1.	Gole Sermik Local Support Organization	
2.	Marapi Shigar Local Support Organization	
3.	Mehdiabad Local Support Organization	
4.	Mendi Local Support Organization	
5.	Shagari Kalan Local Support Organization	
6.	Shagari Khurd Local Support Organization	
7.	Support and Development Association Hussainabad	
<b>Chitral</b>		
1.	Ayun Valley Development Organization	
2.	Biyar Local Support Organization	
3.	Drosh Area Development Programme	
4.	Garamchashma Area Development Organization	
5.	Hindukush Area Rural Support Organization	
6.	Integrated Chitral Development Programme	
7.	Karimabad Area Development Organization	
8.	Khow Local Support Organization	
9.	Koh Integrated Development Programme	
10.	Qurumbara and Shandur Area Development Organization	
11.	Razdan Area Development Network	
12.	Upper Torkhow Area Development Network	
<b>Gilgit</b>		
<b>Astore District</b>		
1.	Asora Rural Support Programme	
2.	Deosai Rural Support Organization	
3.	Kohisar Support Organization	
1.	Al-Karim Local Support Organization	
2.	Gupis Local Support Organization	
3.	Kurambar Local Support Organization	
4.	Sangam Local Support Organization	

5.	Shandur Local Support Organization	
<b>Gilgit District</b>		
1.	Ganish Development Organization	
2.	Gojal Rural Support Organization	
3.	Haiderabad Rural Support Organization	
4.	Haramosh Development Organization	
5.	Rakaposhi Local Support Organization	
6.	Shainbar Rural Support Organization	
7.	Village and Women Development Organization Danyore	
8.	Zulfikarabad Development Organization	

## Baltistan, Ghanche District LSOs

### Daghoni Balghar LSO

Established:	Sept. 2006	Registration:	Sept. 2008
Board of Directors:	14 Men	2 Women	Total: 16
Staff:	4 Men	0 Women	Total: 4
General Body:	44 Men	21 Women	Total: 65
No. of VOs:	23	No. of CSOs:	9
No. of WOs:	24	Total Organizations:	56
Union Council:	Balghar	Tehsil and District:	Daghoni/Ghanche
Area Office:	Ghanche	Region:	Baltistan
Population:	6,112	Household Coverage:	720 of 945 (76%)
Religious Groups:	Noorbhi	Language:	Balti
Economy:	Agriculture	Cropping Zone:	Transitional

### Finances:

Annual Funding Sources (PKR)		
Source	2008	2009
AKRSP	809,064	385,028
International NGOs	39,984	0
Membership Fees	0	0
RSPN	0	25,000
Savings/Credit	0	0
Other	66,564	22,680
<b>Total</b>	<b>915,612</b>	<b>432,708</b>

Annual Budgets (PKR)		
Allocation/Expenditure	2008	2009
Salary	293,450	297,180
Operations	87,225	90,169
Programming	443,689	121,000
<b>Total</b>	<b>824,364</b>	<b>508,349</b>

The following are the key activities of Dagboni Balghar LSO:

- **Community Mobilization:** V/WO formation, NRM, human and voter rights advocacy
- **Capacity Building:** adult literacy, livelihoods/vocational training, business management training, income generation
- **Resource Mobilization:** linkage and partnership development with government and non-governmental agencies, infrastructure projects
- **Gender & Development:** gender awareness and sensitization workshops
- **Project Implementation:** livestock care, irrigation improvements, agri-business development, microfinance

**Strength Rating: - N/A**

**Capacity Building Needs:**

- Companies Ordinance Act, 1984 awareness
- Training in EIA, M&E, NRM, IT, project planning, program administration and management, proposal and report writing, gender and development, financial management, project planning, needs assessment, conflict management, facilitation, youth development
- Follow-up training in human resources, organizational management, linkage development, livelihoods development, ToT, business management, poverty reduction, linkage development
- Increased telecommunication access

## Frano Local Support Organization

Established:	Nov. 2004	Registration:	Sept. 2008
Board of Directors:	5 Men	2 Women	Total: 7
Staff:	4 Men	0 Women	Total: 4
General Body:	34 Men	22 Women	Total: 56
No. of VOs:	15	No. of CSOs:	6
No. of WOs:	15	Total Organizations:	36
Union Council:	Frano	Tehsil and District:	-/Ghanche
Area Office:	Ghanche	Region:	Baltistan
Population:	4,185	Household Coverage:	583 of 583 (100%)
Religious Groups:	Noor Baqshi	Language:	Balti
Economy:	Agriculture	Cropping Zone:	Transitional

## Finances:

Annual Funding Sources (PKR)		
Source	2008	2009
AKRSP	734,100	471,260
International NGOs	0	0
Membership Fees	0	0
RSPN	56,160	25,000
Savings/Credit	0	0
Other	0	0
<b>Total</b>	<b>790,260</b>	<b>496,260</b>

Annual Budgets (PKR)		
Allocation/Expenditure	2008	2009
Salary	257,410	223,719
Operations	35,410	43,719
Programming	0	0
<b>Total</b>	<b>292,820</b>	<b>267,438</b>

The following are the key activities of Frano Local Support Organization:

- **Community Mobilization:** V/WO formation, NRM, human rights advocacy
- **Capacity Building:** LSO staff and BoD program management training, M&E training, poverty reduction training
- **Resource Mobilization:** linkage and partnership development with government and non-governmental agencies
- **Gender & Development:** gender awareness and sensitization workshops
- **Project Implementation:** school building, vocational centre establishment, introduction of new wheat seed varieties, poverty mapping

**Strength Rating: - N/A**

**Capacity Building Needs:**

- Companies Ordinance Act, 1984 awareness
- Training in EIA, NRM, proposal and report writing, dialogue building, organizational management, project planning, data collection and reporting, bookkeeping, ToT, social mobilization, youth development, facilitation, market development, political and civil rights, program administration
- Follow-up training in program management, M&E, poverty reduction, health awareness
- Increased telecommunication access, linkage development, gender awareness

## Khaplu Support Organization

Established:	Apr. 2005	Registration:	Mar. 2007
Board of Directors:	8 Men	3 Women	Total: 11
Staff:	4 Men	1 Women	Total: 5
General Body:	64 Men	56 Women	Total: 120
No. of VOs:	32	No. of CSOs:	17
No. of WOs:	28	Total Organizations:	77
Union Council:	Khaplu	Tehsil and District:	Khaplu/Ghanche
Area Office:	Ghanche	Region:	Baltistan
Population:	13,119	Household Coverage:	1,456 of 1,748 (83%)
Religious Groups:	Noor Baqshi	Language:	Balti
Economy:	Agriculture	Cropping Zone:	Transitional

### Finances:

Annual Funding Sources (PKR)		
Source	2008	2009
AKRSP	539,650	360,000
International NGOs	0	30,000
Membership Fees	0	0
RSPN	1,000,000	25,000
Savings/Credit	0	0
Other	15,300	0
<b>Total</b>	<b>1,554,950</b>	<b>415,000</b>

Annual Budgets (PKR)		
Allocation/Expenditure	2008	2009
Salary	330,000	33,000
Operations	62,902	65,871
Programming	1,204,428	0
<b>Total</b>	<b>1,597,330</b>	<b>98,871</b>



The following are the key activities of Khaplu Support Organization:

- **Community Mobilization:** V/WO formation/reactivation, conflict resolution, rights advocacy
- **Capacity Building:** LSO staff and BoD program management training, M&E training, poverty reduction training
- **Resource Mobilization:** linkage and partnership development with government and non-governmental agencies, poorest of the poor strategy
- **Gender & Development:** gender sensitization
- **Project Implementation:** pesticide provision, irrigation project, introduction of new wheat and vegetable seed varieties, public school development, IT training

**Strength Rating: - N/A**

**Capacity Building Needs:**

- Companies Ordinance Act, 1984 awareness
- Training in EIA, IT, NRM, program administration, project planning, awareness raising, bookkeeping, conflict management, gender and development, social mobilization, resource development, microfinance, proposal and report writing, tourism development, youth development, governance, leadership, facilitation
- Follow-up training in program and organizational management, M&E, poverty reduction, fruit processing ToT
- Increased linkage development
- Increased telecommunication access

## Thaghas Local Support Organization

Established:	Sept. 2008	Registration:	-
Board of Directors:	11 Men	6 Women	Total: 17
Staff:	2 Men	1 Women	Total: 3
General Body:	36 Men	28 Women	Total: 64
No. of VOs:	14	No. of CSOs:	0
No. of WOs:	18	Total Organizations:	32
Union Council:	Thaghas	Tehsil and District:	Mashabrum/Ghanche
Area Office:	Ghanche	Region:	Baltistan
Population:	5,610	Household Coverage:	- of 767 (0%)
Religious Groups:	Noor Baqshia	Language:	Balti
Economy:	Agriculture	Cropping Zone:	Transitional

### Finances:

Annual Funding Sources (PKR)		
Source	2008	2009
AKRSP	85,000	394,000
International NGOs	0	0
Membership Fees	0	0
RSPN	0	0
Savings/Credit	0	0
Other	0	0
<b>Total</b>	<b>85,000</b>	<b>394,000</b>

Annual Budgets (PKR)		
Allocation/Expenditure	2008	2009
Salary	21,000	223,500
Operations	8,500	10,900
Programming	85,000	129,000
<b>Total</b>	<b>114,500</b>	<b>363,400</b>

The following are the key activities of Thaghas Local Support Organization:

- **Community Mobilization:** V/WO formation/reactivation, conflict resolution, NRM
- **Capacity Building:** LSO staff and BoD program management training, financial management
- **Resource Mobilization:** linkage and partnership development with government and non-governmental agencies
- **Gender & Development:** gender awareness workshops
- **Project Implementation:** introduction of new wheat seed varieties

**Strength Rating: - N/A**

**Capacity Building Needs:**

- Companies Ordinance Act, 1984 awareness
- Training in EIA, M&E, NRM, IT, program administration, project planning, bookkeeping, proposal and report writing, project planning, social mobilization, facilitation, gender and development, livelihoods development, poverty reduction, conflict management, fundraising, youth development, governance, market development
- Follow-up training in program and organizational management, financial management
- ToT in organic farming, education and health awareness, gender awareness, agri-business
- Increased linkage development

## Thalley Local Support Organization

Established:	Feb. 2007	Registration:	Aug. 2009
Board of Directors:	9 Men	2 Women	Total: 11
Staff:	3 Men	0 Women	Total: 3
General Body:	42 Men	40 Women	Total: 82
No. of VOs:	16	No. of CSOs:	8
No. of WOs:	19	Total Organizations:	43
Union Council:	Thalley	Tehsil and District:	Daghoni/Ghanche
Area Office:	Ghanche	Region:	Baltistan
Population:	4,621	Household Coverage:	719 of 840 (86%)
Religious Groups:	Noor Baqshia	Language:	Balti
Economy:	Agriculture	Cropping Zone:	Single

### Finances:

Annual Funding Sources (PKR)		
Source	2008	2009
AKRSP	660,000	300,000
International NGOs	0	0
Membership Fees	0	0
RSPN	0	68,340
Savings/Credit	0	0
Other	0	5,000
<b>Total</b>	<b>660,000</b>	<b>373,340</b>

Annual Budgets (PKR)		
Allocation/Expenditure	2008	2009
Salary	210,200	206,200
Operations	55,000	64,499
Programming	290,000	0
<b>Total</b>	<b>555,200</b>	<b>270,699</b>

The following are the key activities of Thalley Local Support Organization:

- **Community Mobilization:** V/WO formation/reactivation, conflict resolution, NRM
- **Capacity Building:** LSO staff and BoD program management training, financial management, M&E training
- **Resource Mobilization:** linkage and partnership development with government and non-governmental agencies
- **Gender & Development:** gender awareness and sensitization
- **Project Implementation:** introduction of new wheat seed varieties, poverty mapping

**Strength Rating: - N/A**

**Capacity Building Needs:**

- Companies Ordinance Act, 1984 awareness
- Training in EIA, NRM, IT, program administration, project planning, gender and development, facilitation, social mobilization, conflict resolution, proposal and report writing, bookkeeping, social mobilization, leadership, governance, dialogue development, poverty reduction, livelihoods development, youth development, resource mobilization
- Increased linkage development
- Increased telecommunications access
- Follow-up training in program and financial management, M&E

## Baltistan, Skardu District LSOs

### Gole Sermik Local Support Organization

Established:	Mar. 2007	Registration:	Aug. 2009
Board of Directors:	13 Men	2 Women	Total: 15
Staff:	4 Men	0 Women	Total: 4
General Body:	44 Men	16 Women	Total: 60
No. of VOs:	21	No. of CSOs:	4
No. of WOs:	9	Total Organizations:	34
Union Council:	Gole	Tehsil and District:	/Skardu
Area Office:	Skardu	Region:	Baltistan
Population:	6,821	Household Coverage:	996 of 1,015 (98%)
Religious Groups:	Noor Baqshia	Language:	Balti
Economy:	Agriculture	Cropping Zone:	Transitional

### Finances:

Annual Funding Sources (PKR)		
Source	2008	2009
AKRSP	734,100	471,260
International NGOs	297,500	0
Membership Fees	0	0
RSPN	0	25,000
Savings/Credit	0	0
Other	0	14,300
<b>Total</b>	<b>1,031,600</b>	<b>510,560</b>

Annual Budgets (PKR)		
Allocation/Expenditure	2008	2009
Salary	252,000	252,000
Operations	126,233	50,478
Programming	575,000	135,960
<b>Total</b>	<b>953,233</b>	<b>438,438</b>

The following are the key activities of Gole Sermik Local Support Organization:

- **Community Mobilization:** V/WO formation, NRM, human rights advocacy
- **Capacity Building:** LSO staff and BoD program management training, M&E training, financial management
- **Resource Mobilization:** linkage and partnership development with government and non-governmental agencies
- **Gender & Development:** establishment of girls' schools, women's literacy, gender sensitization
- **Project Implementation:** social forestry, supply tuition and laboratory equipment, agribusiness, local market development/research, irrigation project

**Strength Rating: - N/A**

**Capacity Building Needs:**

- Companies Ordinance Act, 1984 awareness
- Training in EIA, M&E, dialogue development, IT and land utilization, project planning, program administration
- Increased linkage development, NRM and social mobilization training
- ToT in rights awareness, gender awareness, savings and market development, and teacher and health care worker development
- Follow-up training in program and organizational management, First Aid, and disaster management



## Marapi Shigar Local Support Organization

Established:	Nov. 2008	Registration:	-
Board of Directors:	12 Men	2 Women	Total: 14
Staff:	4 Men	0 Women	Total: 4
General Body:	26 Men	26 Women	Total: 52
No. of VOs:	13	No. of CSOs:	0
No. of WOs:	13	Total Organizations:	26
Union Council:	Marapi Shigar	Tehsil and District:	Shigar/Skardu
Area Office:	Skardu	Region:	Baltistan
Population:	4,167	Household Coverage:	518 of 518 (100%)
Religious Groups:	Shia	Language:	-
Economy:	Agriculture	Cropping Zone:	Transitional

### Finances:

Annual Funding Sources (PKR)		
Source	2008	2009
AKRSP	85,000	371,240
International NGOs	0	807,608
Membership Fees	0	0
RSPN	0	25,000
Savings/Credit	0	0
Other	0	5,183
<b>Total</b>	<b>85,000</b>	<b>1,209,031</b>

Annual Budgets (PKR)		
Allocation/Expenditure	2008	2009
Salary	27,580	250,355
Operations	16,914	75,363
Programming	0	292,800
<b>Total</b>	<b>44,494</b>	<b>618,518</b>

The following are the key activities of Marapi Shigar Local Support Organization:

- **Community Mobilization:** V/WO formation/reactivation
- **Capacity Building:** LSO staff and BoD financial management training, M&E training
- **Resource Mobilization:** linkage and partnership development with government and non-governmental agencies
- **Gender & Development:** gender sensitization
- **Project Implementation:** introduction of new wheat seed varieties, community socio-economic survey

**Strength Rating: - N/A**

**Capacity Building Needs:**

- Companies Ordinance Act, 1984 awareness
- Increased linkage development
- Training in EIA, M&E, program and organizational management, proposal writing, project planning, needs assessment, poverty mapping and social mobilization, program administration
- ToT in youth development, livelihood development, rights awareness, literacy, gender sensitization
- Increased community dialogue development
- Increased development exposure visits
- Follow-up training for financial management and M&E

## Mehdiabad Local Support Organization

Established:	Mar. 2006	Registration:	Mar. 2007
Board of Directors:	7 Men	3 Women	Total: 10
Staff:	3 Men	0 Women	Total: 3
General Body:	58 Men	38 Women	Total: 96
No. of VOs:	29	No. of CSOs:	0
No. of WOs:	19	Total Organizations:	48
Union Council:	Mehdiabad	Tehsil and District:	Kharmang/Skardu
Area Office:	Skardu	Region:	Baltistan
Population:	6,788	Household Coverage:	938 of 938 (100%)
Religious Groups:	Shia	Language:	Balti
Economy:	Agriculture	Cropping Zone:	Transitional

### Finances:

Annual Funding Sources (PKR)		
Source	2008	2009
AKRSP	511,000	285,000
International NGOs	0	0
Membership Fees	0	0
RSPN	184,300	25,000
Savings/Credit	0	0
Other	0	0
<b>Total</b>	<b>695,300</b>	<b>310,000</b>

Annual Budgets (PKR)		
Allocation/Expenditure	2008	2009
Salary	210,800	238,030
Operations	45,867	43,766
Programming	184,300	0
<b>Total</b>	<b>440,967</b>	<b>281,796</b>

The following are the key activities of Mehdiabad Local Support Organization:

- **Community Mobilization:** V/WO formation, NRM, human rights advocacy
- **Capacity Building:** LSO staff and BoD program management training, M&E training, poverty reduction training; record keeping training for V/WOs
- **Resource Mobilization:** linkage and partnership development with government and non-governmental agencies
- **Gender & Development:** gender awareness
- **Project Implementation:** irrigation project, protective band development

**Strength Rating: - N/A**

**Capacity Building Needs:**

- Companies Ordinance Act, 1984 awareness
- Training in EIA, IT, NRM, program administration, project planning, gender and development, advocacy, livelihoods development, human resources, bookkeeping, governance, social mobilization, human resources, youth development, gender and development, literacy ToT, health awareness
- Increased linkage development
- Follow-up training in program management, M&E, ToT, poverty reduction

## Mendi Local Support Organization

Established:	Feb. 2007	Registration:	-
Board of Directors:	11 Men	3 Women	Total: 14
Staff:	4 Men	0 Women	Total: 4
General Body:	37 Men	3 Women	Total: 40
No. of VOs:	20	No. of CSOs:	8
No. of WOs:	8	Total Organizations:	36
Union Council:	Mendi	Tehsil and District:	Rundo/Skardu
Area Office:	Skardu	Region:	Baltistan
Population:	9,623	Household Coverage:	910 of 1,057 (86%)
Religious Groups:	Shia	Language:	Balti/Shina
Economy:	Agriculture	Cropping Zone:	Single/Transitional

### Finances:

Annual Funding Sources (PKR)		
Source	2008	2009
AKRSP	651,000	380,000
International NGOs	0	28,800
Membership Fees	0	0
RSPN	0	0
Savings/Credit	0	0
Other	0	0
<b>Total</b>	<b>651,000</b>	<b>408,800</b>

Annual Budgets (PKR)		
Allocation/Expenditure	2008	2009
Salary	189,000	264,000
Operations	12,109	25,565
Programming	0	0
<b>Total</b>	<b>201,109</b>	<b>289,565</b>

The following are the key activities of Mendi Local Support Organization:

- **Community Mobilization:** V/WO formation/reactivation, NRM, rights advocacy
- **Capacity Building:** LSO staff and BoD program management training, M&E training, leadership training
- **Resource Mobilization:** linkage and partnership development with government and non-governmental agencies
- **Gender & Development:** gender sensitization, maternal healthcare provision and awareness
- **Project Implementation:** introduction of new wheat seed varieties, furnishing schools, free range controls, irrigation projects, bridge and wall building, agri-business

**Strength Rating: - N/A**

**Capacity Building Needs:**

- Companies Ordinance Act, 1984 awareness
- Training in EIA, dialogue development, organizational management, project planning, data collection, program administration, NRM, IT, proposal and report writing, policy development, bookkeeping, governance, resource mobilization, youth development, facilitation
- Follow-up training on program management, linkage development, M&E, leadership
- ToT training in livestock, agriculture, fruit processing, health awareness, vocational development

## Shagari Kalan Local Support Organization

Established:	Mar. 2006	Registration:	Mar. 2007
Board of Directors:	7 Men	3 Women	Total: 10
Staff:	2 Men	1 Women	Total: 3
General Body:	56 Men	18 Women	Total: 74
No. of VOs:	28	No. of CSOs:	6
No. of WOs:	11	Total Organizations:	45
Union Council:	Shagari Kalan	Tehsil and District:	-/Skardu
Area Office:	Skardu	Region:	Baltistan
Population:	9,921	Household Coverage:	1,442 of 1,552 (93%)
Religious Groups:	Shia	Language:	Balti
Economy:	Agriculture	Cropping Zone:	-

### Finances:

Annual Funding Sources (PKR)		
Source	2008	2009
AKRSP	955,000	420,000
International NGOs	0	129,600
Membership Fees	0	3,620
RSPN	0	25,000
Savings/Credit	0	0
Other	0	0
<b>Total</b>	<b>955,000</b>	<b>578,220</b>

Annual Budgets (PKR)		
Allocation/Expenditure	2008	2009
Salary	144,448	233,000
Operations	63,310	70,420
Programming	0	50,000
<b>Total</b>	<b>207,758</b>	<b>352,420</b>

The following are the key activities of Shagari Kalan Local Support Organization:

- **Community Mobilization:** V/WO formation/reactivation, NRM, rights advocacy
- **Capacity Building:** LSO staff and BoD program management training, M&E training, bookkeeping training; community trained in food processing, poultry farming
- **Resource Mobilization:** linkage and partnership development with government and non-governmental agencies
- **Gender & Development:** gender sensitization, women's centres established
- **Project Implementation:** vocational centre and school construction, education funding, poorest of the poor funding, health dispensary development, early childhood development centre established

**Strength Rating: - N/A**

**Capacity Building Needs:**

- Companies Ordinance Act, 1984 awareness
- Increased linkage development
- Training in EIA, M&E, human resources, dialogue development, conflict management, proposal/report writing, market development, land development, program administration and management, project planning
- ToT in social mobilization, youth development, livelihoods, NRM, gender awareness
- Increased political/civil rights awareness training



## Shagari Khurd Local Support Organization

Established:	Mar. 2006	Registration:	-
Board of Directors:	10 Men	3 Women	Total: 13
Staff:	3 Men	0 Women	Total: 3
General Body:	29 Men	3 Women	Total: 32
No. of VOs:	49	No. of CSOs:	9
No. of WOs:	36	Total Organizations:	94
Union Council:	Shagari Khurd	Tehsil and District:	/Skardu
Area Office:	Skardu	Region:	Baltistan
Population:	13,259	Household Coverage:	1,442 of 1,552 (93%)
Religious Groups:	-	Language:	Balti
Economy:	Agriculture	Cropping Zone:	-

### Finances:

Annual Funding Sources (PKR)		
Source	2008	2009
AKRSP	0	270,000
International NGOs	0	0
Membership Fees	0	0
RSPN	0	0
Savings/Credit	0	0
Other	0	0
<b>Total</b>	<b>0</b>	<b>270,000</b>

Annual Budgets (PKR)		
Allocation/Expenditure	2008	2009
Salary	0	217,900
Operations	54,481	28,640
Programming	1,037,275	36,648
<b>Total</b>	<b>1,091,756</b>	<b>283,188</b>

The following are the key activities of Shagari Khurd Local Support Organization:

- **Community Mobilization:** V/WO formation/reactivation, conflict resolution, rights advocacy
- **Capacity Building:** LSO staff and BoD program management training, M&E training, poverty alleviation training, proposal writing; community first aid training
- **Resource Mobilization:** linkage and partnership development with government and non-governmental agencies
- **Gender & Development:** gender awareness and sensitization workshops
- **Project Implementation:** introduction of new wheat seed varieties, school revitalization, basic health unit building, school tuition funding

**Strength Rating: 2.3** - In need of focused capacity building in credibility and reliability, efficiency & effectiveness, non-partisan & non-communalism, and entrepreneurial catalyst.

**Capacity Building Needs:**

- Training in EIA, M&E, NRM, IT, report writing, social mobilization, facilitation, program administration, project planning, bookkeeping, governance
- Follow-up training in program management, M&E, proposal writing
- Improved transportation infrastructure
- Increased development exposure visits
- Companies Ordinance Act, 1984 awareness

## Support and Development Association Hussainabad

Established:	Dec. 2004	Registration:	Mar. 2007
Board of Directors:	9 Men	2 Women	Total: 11
Staff:	3 Men	0 Women	Total: 3
General Body:	24 Men	14 Women	Total: 38
No. of VOs:	19	No. of CSOs:	3
No. of WOs:	8	Total Organizations:	30
Union Council:	Hussainabad	Tehsil and District:	Skardu
Area Office:	Skardu	Region:	Baltistan
Population:	3,978	Household Coverage:	639 of 752 (85%)
Religious Groups:	Shia	Language:	Balti
Economy:	Agriculture	Cropping Zone:	Single/Transitional

### Finances:

Annual Funding Sources (PKR)		
Source	2008	2009
AKRSP	440,000	360,000
International NGOs	297,500	0
Membership Fees	0	0
RSPN	1,037,275	25,000
Savings/Credit	0	0
Other	0	14,300
<b>Total</b>	<b>1,774,775</b>	<b>399,300</b>

Annual Budgets (PKR)		
Allocation/Expenditure	2008	2009
Salary	304,000	249,500
Operations	54,481	28,640
Programming	1,037,275	36,648
<b>Total</b>	<b>1,395,756</b>	<b>314,788</b>

The following are the key activities of Support and Development Association Hussainabad:

- **Community Mobilization:** V/WO formation/reactivation, conflict resolution, NRM
- **Capacity Building:** LSO staff and BoD program management training, financial management, gender mainstreaming, ToT; record training for V/WOs
- **Resource Mobilization:** linkage and partnership development with government and non-governmental agencies
- **Gender & Development:** gender awareness workshops, women's market development, microfinance for women, women's livelihood training
- **Project Implementation:** introduction of new wheat seed varieties, irrigation, free grazing ban, stone bank establishment, vocational training centre and day care centre establishment

**Strength Rating: - N/A**

**Capacity Building Needs:**

- Companies Ordinance Act, 1984 awareness
- Follow-up training in proposal/report writing, bookkeeping and social mobilization, NRM, program management
- Increased linkage development
- Training in EIA, M&E, organizational management, M&E, ToT, dialogue development, project planning, program administration, policy development

## Chitral LSOs

### Ayun Valley Development Organization

Established:	Apr. 2006	Registration:	May 2008
Board of Directors:	8 Men	3 Women	Total: 11
Staff:	4 Men	2 Women	Total: 6
General Body:	66 Men	26 Women	Total: 92
No. of VOs:	28	No. of CSOs:	19
No. of WOs:	26	Total Organizations:	73
Union Council:	Ayun	Tehsil and District:	Chitral
Area Office:	Booni	Region:	Chitral
Population:	13,200	Household Coverage:	2,360 of 3,983 (59%)
Religious Groups:	Sunni/Kalash	Language:	Nuristani, Khowar and Kalash
Economy:	Agriculture	Cropping Zone:	Double/Transitional

### Finances:

Annual Funding Sources (PKR)		
Source	2008	2009
AKRSP	598,000	648,582
International NGOs	21,900	1,495,172
Membership Fees	12,500	21,741
RSPN	0	0
Savings/Credit	0	0
Other	42,852	88,444
<b>Total</b>	<b>675,252</b>	<b>2,253,939</b>

Annual Budgets (PKR)		
Allocation/Expenditure	2008	2009
Salary	0	306,080
Operations	192,642	219,993
Programming	234,900	1,381,099
<b>Total</b>	<b>427,542</b>	<b>1,907,172</b>

The following are the key activities of Ayun Valley Development Organization:

- **Community Mobilization:** V/WO formation/reactivation
- **Capacity Building:** Community training in NRM, bee keeping, and planning & assessment; V/WO training in leadership management, book keeping, social mobilization
- **Resource Mobilization:** linkage and partnership development with government and non-governmental agencies
- **Gender & Development:** gender awareness and sensitization workshop
- **Project Implementation:** computer installation and training to schools, livelihoods training, microenterprise, poverty mapping, social forestry, development of resource center

**Strength Rating: - N/A**

**Capacity Building Needs:**

- Companies Ordinance Act, 1984 awareness
- Training in EIA, M&E, NRM, IT, program administration and management, project planning, proposal and report writing, bookkeeping, governance, resource mobilization, social mobilization, microfinance, advocacy and lobbying, policy development, youth development, gender and development
- Follow-up training in livelihoods development, poverty mapping
- Increased linkage development
- ToT in leadership management, bookkeeping, social mobilization, bee keeping

## Biyar Local Support Organization

Established:	April 2005	Registration:	April 2006
Board of Directors:	7 Men	5 Women	Total: 12
Staff:	6 Men	1 Women	Total: 7
General Body:	72 Men	67 Women	Total: 139
No. of VOs:	60	No. of CSOs:	12
No. of WOs:	67	Total Organizations:	139
Union Council:	Charun/Laspur/Mastuj	Tehsil and District:	Chitral
Area Office:	Booni	Region:	Chitral
Population:	25,943	Household Coverage:	2,596 of 3,245 (80%)
Religious Groups:	Ismaili/Sunni	Language:	Khovar
Economy:	Agriculture	Cropping Zone:	Single/Transitional

## Finances:

Annual Funding Sources (PKR)		
Source	2008	2009
AKRSP	862,803	536,677
International NGOs	0	82,000
Membership Fees	30,000	15,000
RSPN	1,000,000	0
Savings/Credit	24,294	39,224
Other	29,511	133,758
<b>Total</b>	<b>1,946,608</b>	<b>806,659</b>

Annual Budgets (PKR)		
Allocation/Expenditure	2008	2009
Salary	360,000	371,000
Operations	120,781	211,882
Programming	427,769	171,990
<b>Total</b>	<b>908,550</b>	<b>754,872</b>

The following are the key activities of Biyar Local Support Organization:

- **Community Mobilization:** V/WO formation/reactivation, peace and harmony
- **Capacity Building:** NRM awareness, hotel management, youth development, health awareness given to community; LSO staff received training in leadership, poverty mapping, M&E, financial planning, program management
- **Resource Mobilization:** linkage and partnership development with government and non-governmental agencies
- **Gender & Development:** taxi driver sensitization, women's rights workshops, livelihood training, founding of Hindukush Association for Women Advancement
- **Project Implementation:** early childhood development training and centre, medical clinic established, library development, computer donations to schools, agri-business, vocational training centres, alternative seed and fruit plant provision, local enterprise development, microcredit

**Strength Rating: 2.5** – Generally very strong, however in need of continued follow-up, and some capacity building in effectiveness & efficiency, and resource mobilization.

#### **Capacity Building Needs:**

- Companies Ordinance Act, 1984 awareness
- Training in EIA, program administration, project planning, NRM, microfinance, proposal and report writing, linkage development, advocacy, rights awareness, dialogue development, youth development, needs assessment, governance
- Follow-up training in leadership, M&E, program management, finance
- ToT in health awareness, hotel management, agri-business, youth development



## Drosh Area Development Programme

Established:	May 2006	Registration:	June 2007
Board of Directors:	11 Men	4 Women	Total: 15
Staff:	3 Men	2 Women	Total: 5
General Body:	90 Men	40 Women	Total: 130
No. of VOs:	23	No. of CSOs:	16
No. of WOs:	25	Total Organizations:	64
Union Council:	Drosh	Tehsil and District:	Chitral
Area Office:	Chitral	Region:	Chitral
Population:	19,508	Household Coverage:	1,192 of 2,295 (52%)
Religious Groups:	Sunni	Language:	Khovar, Pashto
Economy:	Urban/Agriculture	Cropping Zone:	Double

### Finances:

Annual Funding Sources (PKR)		
Source	2008	2009
AKRSP	561,000	755,000
International NGOs	2,250	79,550
Membership Fees	13,330	11,500
RSPN	0	0
Savings/Credit	0	0
Other	44,138	62,511
<b>Total</b>	<b>620,718</b>	<b>908,561</b>

Annual Budgets (PKR)		
Allocation/Expenditure	2008	2009
Salary	215,999	340,000
Operations	85,217	95,885
Programming	297,516	390,620
<b>Total</b>	<b>598,732</b>	<b>826,505</b>

The following are the key activities of Drosh Area Development Programme:

- **Community Mobilization:** V/WO formation/reactivation
- **Capacity Building:** scholarship provision, health awareness, family planning education to community; V/WOs received training in proposal writing, disaster management, project management, record keeping, ToT
- **Resource Mobilization:** linkage and partnership development with government and non-governmental agencies
- **Gender & Development:** women's literacy, funding for women teachers, women's education advocacy, gender awareness workshops
- **Project Implementation:** IT Center, medical dispensary establishment, electrification and sewage systems built, introduction of new varieties of wheat seed, poverty mapping

**Strength Rating: 2.3** – In need of continued capacity building especially in vision & focus, credibility & reliability, efficiency & effectiveness, and resource mobilization.

**Capacity Building Needs:**

- Training in EIA, M&E, IT, NRM, needs assessment, program administration and management, bookkeeping, governance, proposal and report writing, advocacy, data collection, leadership, organizational management, policy development, facilitation, dialogue development
- Follow-up training in awareness raising, gender development, social mobilization, resource development, linkage development
- Companies Ordinance Act, 1984 awareness

## Garamchashma Area Development Organization

Established:	Feb. 2000	Registration:	April 2007
Board of Directors:	14 Men	6 Women	Total: 20
Staff:	4 Men	1 Women	Total: 5
General Body:	97 Men	78 Women	Total: 175
No. of VOs:	57	No. of CSOs:	20
No. of WOs:	78	Total Organizations:	155
Union Council:	Garamchashma	Tehsil and District:	Chitral
Area Office:	Chitral	Region:	Chitral
Population:	24,159	Household Coverage:	2,399 of 2,914 (82%)
Religious Groups:	Ismaili	Language:	Khovar
Economy:	-	Cropping Zone:	Single/Double

### Finances:

Annual Funding Sources (PKR)		
Source	2008	2009
AKRSP	1,084,168	467,250
International NGOs	0	65,000
Membership Fees	45,000	73,000
RSPN	1,000,000	0
Savings/Credit	0	0
Other	26,360	87,249
<b>Total</b>	<b>2,155,528</b>	<b>692,499</b>

Annual Budgets (PKR)		
Allocation/Expenditure	2008	2009
Salary	302,840	360,116
Operations	98,516	176,583
Programming	569,335	54,011
<b>Total</b>	<b>970,691</b>	<b>590,710</b>

The following are the key activities of Garamchashma Area Development Organization:

- **Community Mobilization:** V/WO formation/reactivation, conflict resolution, peace promotion
- **Capacity Building:** LSO staff and BoD received training in leadership, poverty mapping, bookkeeping, ToT; community received micro-hydro training, early childhood development, agri-business
- **Resource Mobilization:** linkage and partnership development with government and non-governmental agencies
- **Gender & Development:** gender sensitization, fruit processing training, formation of 54 women forums, 3 women clusters and 3 citizen community boards for girls, establishment of sewing centres
- **Project Implementation:** IT Center, literacy centre, computerization and furnishing of schools, 2 poverty reduction committees formed,

**Strength Rating: -**

**Capacity Building Needs:**

- Human resources retention strategy development
- Follow-up training in M&E, governance, bookkeeping, poverty mapping, ToT
- Increased development exposure, especially for women members
- Enhanced linkage development
- Companies Ordinance Act, 1984 awareness
- Training in EIA, NRM, IT, program administration and management, project planning, governance, market development

## Hindukush Area Rural Support Organization

Established:	Mar. 2006	Registration:	June 2007
Board of Directors:	13 Men	2 Women	Total: 15
Staff:	4 Men	1 Women	Total: 6
General Body:	32 Men	37 Women	Total: 69
No. of VOs:	22	No. of CSOs:	10
No. of WOs:	37	Total Organizations:	69
Union Council:	Kosht	Tehsil and District:	Chitral
Area Office:	Booni	Region:	Chitral
Population:	16,434	Household Coverage:	1,003 of 1,936 (52%)
Religious Groups:	Ismaili/Sunni	Language:	Khovar
Economy:	Agriculture	Cropping Zone:	Double/Transitional

### Finances:

Annual Funding Sources (PKR)		
Source	2008	2009
AKRSP	561,000	755,000
International NGOs	0	65,000
Membership Fees	12,000	67,000
RSPN	0	0
Savings/Credit	0	0
Other	310,895	44,144
<b>Total</b>	<b>883,895</b>	<b>931,144</b>

Annual Budgets (PKR)		
Allocation/Expenditure	2008	2009
Salary	249,150	295,500
Operations	108,776	117,798
Programming	216,094	122,900
<b>Total</b>	<b>574,020</b>	<b>536,198</b>

The following are the key activities of Hindukush Area Rural Support Organization:

- **Community Mobilization:** V/WO formation/reactivation, social mobilization training
- **Capacity Building:** LSO staff and BoD received training in organizational management, leadership, poverty targeting; community received training in bee keeping, bookkeeping, food processing, and embroidery
- **Resource Mobilization:** linkage and partnership development with government and non-governmental agencies
- **Gender & Development:** gender awareness and sensitization,
- **Project Implementation:** formation of sewing centres, computer centre, and vocational centre, microcredit, school construction,

**Strength Rating: - N/A**

**Capacity Building Needs:**

- Companies Ordinance Act, 1984 awareness
- Training in EIA, M&E, program administration and management, project planning, IT, gender awareness, facilitation, bookkeeping, proposal and report writing, data collection, linkage development, resource mobilization
- Follow-up training in organizational management, leadership, poverty reduction, social mobilization
- ToT in bee keeping, bookkeeping, food processing, embroidery
- Increased telecommunication access

## Integrated Chitral Development Programme

Established:	Mar. 2005	Registration:	July 2006
Board of Directors:	12 Men	6 Women	Total: 18
Staff:	4 Men	1 Women	Total: 5
General Body:	68 Men	37 Women	Total: 105
No. of VOs:	57	No. of CSOs:	11
No. of WOs:	37	Total Organizations:	105
Union Council:	Chitral I/II and Danin	Tehsil and District:	Chitral
Area Office:	Chitral	Region:	Chitral
Population:	50,500	Household Coverage:	3,150 of 6,250 (50%)
Religious Groups:	Sunni	Language:	Khovar
Economy:	Urban/Agriculture	Cropping Zone:	Double

### Finances:

Annual Funding Sources (PKR)		
Source	2008	2009
AKRSP	862,803	536,677
International NGOs	0	82,000
Membership Fees	30,000	15,000
RSPN	1,000,000	0
Savings/Credit	24,294	110,127
Other	29,511	62,855
<b>Total</b>	<b>1,946,608</b>	<b>806,659</b>

Annual Budgets (PKR)		
Allocation/Expenditure	2008	2009
Salary	360,000	371,000
Operations	116,729	208,665
Programming	427,769	171,990
<b>Total</b>	<b>904,498</b>	<b>751,655</b>

The following are the key activities of Integrated Chitral Development Programme:

- **Community Mobilization:** V/WO formation/reactivation, peace promotion
- **Capacity Building:** V/WOs received training in bookkeeping, household/village profiling, governance, sanitation; LSO BoD received training in ToT, social mobilization
- **Resource Mobilization:** linkage and partnership development with government and non-governmental agencies
- **Gender & Development:** gender awareness and sensitization workshops, WOs received cattle rearing training and bee keeping, women's rights workshops, IT centres for women/girls established
- **Project Implementation:** health education campaigns, water filtration plant built, savings books distribution to V/WOs, resource centre for youth, hospital waiting room for women built, bridge construction, microcredit, gave new seed varieties,

**Strength Rating: 2.3** – In need of continued capacity building especially in efficiency and effectiveness, resource mobilization and entrepreneurial catalyst.

**Capacity Building Needs:**

- Training in EIA, M&E, IT, NRM, resource mobilization, program administration and management, project planning, dialogue development, advocacy and lobbying, rights awareness, proposal and report writing, linkage development
- Companies Ordinance Act, 1984 awareness
- Follow-up training in NRM, social mobilization, field research, bookkeeping, linkage development, conflict management, gender development



## Karimabad Area Development Organization

Established:	Jun. 2005	Registration:	July 2006
Board of Directors:	15 Men	6 Women	Total: 21
Staff:	6 Men	1 Women	Total: 7
General Body:	62 Men	69 Women	Total: 131
No. of VOs:	57	No. of CSOs:	5
No. of WOs:	69	Total Organizations:	131
Union Council:	Karimabad	Tehsil and District:	Chitral
Area Office:	Chitral	Region:	Chitral
Population:	25,746	Household Coverage:	2,702 of 3,029 (89%)
Religious Groups:	Ismaili/Sunni	Language:	Khovar
Economy:	Agriculture	Cropping Zone:	Single/Transitional

### Finances:

Annual Funding Sources (PKR)		
Source	2008	2009
AKRSP	882,125	402,900
International NGOs	982,025	65,000
Membership Fees	10,000	2,000
RSPN	1,000,000	0
Savings/Credit	0	369,023
Other	296,064	22,481
<b>Total</b>	<b>3,170,214</b>	<b>861,404</b>

Annual Budgets (PKR)		
Allocation/Expenditure	2008	2009
Salary	267,833	307,500
Operations	148,532	230,101
Programming	1,314,304	60,471
<b>Total</b>	<b>1,730,669</b>	<b>598,072</b>

The following are the key activities of Karimabad Area Development Organization:

- **Community Mobilization:** V/WO formation/reactivation, human rights advocacy, advocacy for Patients Welfare Society, NRM
- **Capacity Building:** V/WOs received training in bee keeping, business management, harvest management, gardening; LSO staff and BoD received training in gender, poverty mapping, bookkeeping, organizational management
- **Resource Mobilization:** linkage and partnership development with government and non-governmental agencies
- **Gender & Development:** gender awareness and sensitization workshops
- **Project Implementation:** microfinance, IT centre, herbal tea production, local market development, establish of 3 rural English schools, HIV/AIDS awareness, phone line installation

**Strength Rating: -**

**Capacity Building Needs:**

- Companies Ordinance Act, 1984 awareness
- Training in EIA, M&E, IT, program administration and management, governance, rights awareness, advocacy, microfinance, proposal and report writing, linkage development, project planning, policy development, youth development
- Follow-up training in gender and development, poverty mapping, bookkeeping, organizational management
- ToT in market development, business management, bee keeping, NRM
- Increased telecommunications access

## Khaw Local Support Organization

Established:	May 2007	Registration:	2009
Board of Directors:	8 Men	3 Women	Total: 11
Staff:	4 Men	2 Women	Total: 6
General Body:	70 Men	34 Women	Total: 104
No. of VOs:	63	No. of CSOs:	7
No. of WOs:	34	Total Organizations:	104
Union Council:	Molkhow	Tehsil and District:	Mastuj/Chitral
Area Office:	Booni	Region:	Chitral
Population:	18,990	Household Coverage:	1,365 of 2,870 (48%)
Religious Groups:	Ismaili/Sunni	Language:	Khovar
Economy:	Agriculture	Cropping Zone:	Double/Transitional

## Finances:

Annual Funding Sources (PKR)		
Source	2008	2009
AKRSP	962,463	652,688
International NGOs	0	104,600
Membership Fees	0	32,100
RSPN	0	0
Savings/Credit	0	52,000
Other	3,942	224,079
<b>Total</b>	<b>966,405</b>	<b>1,065,467</b>

Annual Budgets (PKR)		
Allocation/Expenditure	2008	2009
Salary	162,600	342,000
Operations	31,041	110,203
Programming	54,653	155,606
<b>Total</b>	<b>248,294</b>	<b>607,809</b>

The following are the key activities of Khow Local Support Organization:

- **Community Mobilization:** V/WO formation/reactivation
- **Capacity Building:** V/WOs received training in classroom management, food processing, bee keeping, sewing, bookkeeping, volunteerism, sanitation; LSO staff and BoD received training in management, social mobilization
- **Resource Mobilization:** linkage and partnership development with government and non-governmental agencies
- **Gender & Development:** gender awareness and sensitization, women's literacy, women's empowerment seminars
- **Project Implementation:** social forestry, basic health unit establishment, microfinance, poverty mapping

**Strength Rating: -**

**Capacity Building Needs:**

- Companies Ordinance Act, 1984 awareness
- Training in dialogue development, advocacy and lobbying, proposal and report writing, project planning, M&E, EIA, IT, NRM, program administration
- Increased telecommunication access
- ToT in gender awareness, volunteerism
- Follow-up training in program management, bookkeeping, leadership, conflict management, needs assessment

## Koh Integrated Development Programme

Established:	Dec. 2005	Registration:	Feb. 2007
Board of Directors:	9 Men	4 Women	Total: 13
Staff:	4 Men	1 Women	Total: 5
General Body:	42 Men	24 Women	Total: 66
No. of VOs:	33	No. of CSOs:	9
No. of WOs:	24	Total Organizations:	66
Union Council:	Koh/Danin	Tehsil and District:	Chitral
Area Office:	Chitral	Region:	Chitral
Population:	-	Household Coverage:	1,635 of 2,806 (58%)
Religious Groups:	Sunni	Language:	Khovar
Economy:	Agriculture/NRM	Cropping Zone:	Double

### Finances:

Annual Funding Sources (PKR)		
Source	2008	2009
AKRSP	820,200	670,800
International NGOs	24,750	77,250
Membership Fees	16,000	4,000
RSPN	0	0
Savings/Credit	0	0
Other	35,142	31,810
<b>Total</b>	<b>896,092</b>	<b>783,860</b>

Annual Budgets (PKR)		
Allocation/Expenditure	2008	2009
Salary	312,354	289,100
Operations	208,728	97,261
Programming	301,240	351,910
<b>Total</b>	<b>822,322</b>	<b>738,271</b>

The following are the key activities of Koh Integrated Development Programme:

- **Community Mobilization:** V/WO formation/reactivation, human rights awareness
- **Capacity Building:** V/WOs received training in partnership development, social mobilization, bee keeping, fruit processing; LSO staff and BoD received training in sanitation, poverty reduction, ToT, program management
- **Resource Mobilization:** linkage and partnership development with government and non-governmental agencies
- **Gender & Development:** gender awareness workshops
- **Project Implementation:** IT training in schools, basic health units formation, Children Education Support Programme (student scholarships/orphan education), social forestry, food security awareness, microcredit, alternative seed varieties introduced

**Strength Rating: -**

**Capacity Building Needs:**

- Training in EIA, M&E, proposal and report writing, resource development, bookkeeping, transparency, governance, linkage development, project planning, program administration
- Increase telecommunications access
- Follow-up training in poverty reduction, program management, ToT
- Increased development exposure, especially for women
- Companies Ordinance Act, 1984 awareness

## **Qurumbara and Shandur Area Development Organization**

Established:	May 2004	Registration:	Oct. 2006
Board of Directors:	9 Men	4 Women	Total: 13
Staff:	5 Men	2 Women	Total: 7
General Body:	47 Men	52 Women	Total: 99
No. of VOs:	90	No. of CSOs:	2
No. of WOs:	52	Total Organizations:	144
Union Council:	Mastuj/Laspur/ Yarkhon	Tehsil and District:	Mastuj/Chitral
Area Office:	Booni	Region:	Chitral
Population:	45,000	Household Coverage:	5,100 of 5,596 (91%)
Religious Groups:	Ismaili/Sunni	Language:	Khovar
Economy:	Non-Agriculture	Cropping Zone:	Single/Transitional

### **Finances:**

<b>Annual Funding Sources (PKR)</b>		
<b>Source</b>	<b>2008</b>	<b>2009</b>
AKRSP	800,950	818,250
International NGOs	8,000	65,000
Membership Fees	135,000	38,500
RSPN	0	0
Savings/Credit	0	0
Other	418,773	46,465
<b>Total</b>	<b>1,362,723</b>	<b>968,215</b>

<b>Annual Budgets (PKR)</b>		
<b>Allocation/Expenditure</b>	<b>2008</b>	<b>2009</b>
Salary	387,110	381,000
Operations	151,098	180,516
Programming	552,673	556,818
<b>Total</b>	<b>1,090,881</b>	<b>1,118,334</b>

The following are the key activities of Qurumbara and Shandur Area Development Organization:

- **Community Mobilization:** V/WO formation/reactivation, formation of poverty reduction committees, dialogue building
- **Capacity Building:** community received training in livestock management, linkage development, proposal writing, fruit processing, disaster management, classroom management, health awareness; LSO staff and BoD received training in poverty reduction, renewable energy, poverty mapping, bookkeeping
- **Resource Mobilization:** linkage and partnership development with government and non-governmental agencies
- **Gender & Development:** gender sensitization workshops, women's resource and IT center construction, fruit processing training
- **Project Implementation:** school construction, pest control, livestock vaccination, agri-business, road and bridge construction, irrigation, micro-enterprise

**Strength Rating: -**

**Capacity Building Needs:**

- Companies Ordinance Act, 1984 awareness
- Follow-up training in disaster management, food processing
- Training in linkage development, proposal and report writing, IT, advocacy, conflict management, dialogue development, market development, EIA, M&E, human resources, program administration and management
- Increased telecommunication and transportation access



## Razdan Area Development Network

Established:	July 2006	Registration:	Dec. 2007
Board of Directors:	10 Men	5 Women	Total: 15
Staff:	4 Men	3 Women	Total: 7
General Body:	46 Men	32 Women	Total: 78
No. of VOs:	36	No. of CSOs:	11
No. of WOs:	32	Total Organizations:	79
Union Council:	Shagram	Tehsil and District:	Mastuj
Area Office:	Booni	Region:	Chitral
Population:	15,000	Household Coverage:	1,374 of 1,832 (75%)
Religious Groups:	Ismaili/Sunni	Language:	Khovar
Economy:	Agriculture	Cropping Zone:	Single

## Finances:

Annual Funding Sources (PKR)		
Source	2008	2009
AKRSP	955,902	605,000
International NGOs	15,000	35,000
Membership Fees	54,000	6,000
RSPN	0	0
Savings/Credit	0	0
Other	2,127	11,700
<b>Total</b>	<b>1,027,029</b>	<b>657,700</b>

Annual Budgets (PKR)		
Allocation/Expenditure	2008	2009
Salary	207,500	319,500
Operations	121,599	112,678
Programming	556,768	6,438
<b>Total</b>	<b>885,867</b>	<b>438,616</b>

The following are the key activities of Razdan Area Development Network:

- **Community Mobilization:** V/WO formation/reactivation, human rights advocacy
- **Capacity Building:** V/WOs received training in sewing, bee keeping, bookkeeping; LSO staff and BoD received training in social mobilization, leadership, organizational management
- **Resource Mobilization:** linkage and partnership development with government and non-governmental agencies
- **Gender & Development:** maternal health care awareness, adult education for women
- **Project Implementation:** maternal health care unit construction, microfinance, provision of alternative seed varieties, formation of 10 literacy centres, agri-business, nutrition awareness

**Strength Rating: -**

**Capacity Building Needs:**

- Companies Ordinance Act, 1984 awareness
- Increased training in linkage development, program administration and management, human resources, social mobilization, conflict management, gender awareness
- Training in M&E, EIA, IT, accounting and bookkeeping, documentation, program management, livelihoods development
- Increased telecommunication and transportation access
- Increased volunteer development and capacity building

## Upper Torkhow Area Development Network

Established:	Mar. 2006	Registration:	May 2007
Board of Directors:	10 Men	5 Women	Total: 15
Staff:	4 Men	3 Women	Total: 7
General Body:	49 Men	28 Women	Total: 77
No. of VOs:	45	No. of CSOs:	18
No. of WOs:	28	Total Organizations:	91
Union Council:	Khot	Tehsil and District:	Chitral
Area Office:	Booni	Region:	Chitral
Population:	14,600	Household Coverage:	1,487 of 1,800 (83%)
Religious Groups:	Ismaili/Sunni	Language:	-
Economy:	Agriculture	Cropping Zone:	Single

### Finances:

Annual Funding Sources (PKR)		
Source	2008	2009
AKRSP	457,000	603,000
International NGOs	0	48,500
Membership Fees	70,000	70,000
RSPN	0	0
Savings/Credit	0	31,911
Other	12,659	28,500
<b>Total</b>	<b>539,659</b>	<b>781,911</b>

Annual Budgets (PKR)		
Allocation/Expenditure	2008	2009
Salary	273,300	321,000
Operations	120,686	83,678
Programming	73,375	161,244
<b>Total</b>	<b>467,361</b>	<b>565,922</b>

The following are the key activities of Upper Torkhow Area Development Network:

- **Community Mobilization:** V/WO formation/reactivation, activist development, poverty reduction committee formation
- **Capacity Building:** V/WOs received training in disaster management, sewing, bookkeeping, management, bee keeping
- **Resource Mobilization:** linkage and partnership development with government and non-governmental agencies
- **Gender & Development:** gender sensitization, women's micro-enterprise and market development, formation of women forums
- **Project Implementation:** school construction/revitalization, poverty mapping, microfinance, provision of alternative seed varieties, health awareness, agri-business, identity card provision

**Strength Rating: -**

**Capacity Building Needs:**

- Companies Ordinance Act, 1984 awareness
- Training in EIA, M&E, program administration and management, organizational management, project planning, NRM, bookkeeping, governance, social mobilization, ToT, advocacy, IT, human resources, proposal and report writing, youth development
- Follow-up training in poverty reduction, gender awareness and development, poverty mapping, linkage development, microfinance, needs assessment

## Gilgit, Astore District LSOs

### Asora Rural Support Programme

Established:	Dec. 2005	Registration:	Feb. 2008
Board of Directors	8 Men	3 Women	Total: 11
Staff:	3 Men	0 Women	Total: 3
General Body	42 Men	23 Women	Total: 65
No. of VO's:	25	No. of CSOs:	2
No. of WO's:	24	Total Organizations:	51
Union Council:	Louse	Tehsil and District:	Astore
Area Office:	Astore	Region:	Gilgit
Population:	11,168	Household Coverage:	983 of 1,396 (70%)
Religious Groups:	Shia/Sunni	Language:	Shina
Economy:	Agriculture	Cropping Zone:	Single/Transitional

### Finances:

Annual Funding Sources (PKR)		
Source	2008	2009
AKRSP	398,000	35,000
International NGOs	0	35,000
Membership Fees	0	0
RSPN	0	0
Savings/Credit	0	0
Other	90,000	405,000
<b>Total</b>	<b>488,000</b>	<b>475,000</b>

Annual Budgets (PKR)		
Allocation/Expenditure	2008	2009
Salary	220,500	240,916
Operations	108,488	119,337
Programming	244,384	268,822
<b>Total</b>	<b>573,372</b>	<b>629,075</b>

The following are the key activities of Asora Rural Support Programme:

- **Community Mobilization:** V/WO formation/reactivation, human rights awareness, policy dialogue,
- **Capacity Building:** V/WOs received training in ToT, NRM, fruit processing, governance, youth development, program management, proposal writing; LSO staff and BoD trained in governance, leadership, proposal writing, ToT, poverty targeting
- **Resource Mobilization:** linkage and partnership development with government and non-governmental agencies
- **Gender & Development:** gender sensitization, gender and HIV awareness, scholarships for poor women students
- **Project Implementation:** medicinal plants awareness, social forestry, irrigation, water management, community poverty reduction

**Strength Rating: 2.4** - In need of continued capacity building especially in vision & focus, credibility & reliability, representation & participation, and resource mobilization.

#### **Capacity Building Needs:**

- Training in proposal and report writing, project planning, M&E, EIA, IT, resource development, program administration and management, volunteerism, youth development, linkage development, facilitation, bookkeeping, networking
- Increased access to transportation and communication technology
- ToT in financial management, NRM, HR, gender, vocational development
- Companies Ordinance Act, 1984 awareness

## Deosai Rural Support Organization

Established:	Dec. 2005	Registration:	Feb. 2008
Board of Directors:	8 Men	5 Women	Total: 13
Staff:	3 Men	0 Women	Total: 3
General Body:	54 Men	40 Women	Total: 94
No. of VOs:	27	No. of CSOs:	1
No. of WOs:	20	Total Organizations:	48
Union Council:	Gudai	Tehsil and District:	Shounter/Astore
Area Office:	Astore	Region:	Gilgit
Population:	11,240	Household Coverage:	1,330 of 1,405 (95%)
Religious Groups:	Shia/Sunni	Language:	Shina
Economy:	Agriculture	Cropping Zone:	Single

### Finances:

Annual Funding Sources (PKR)		
Source	2008	2009
AKRSP	425,000	620,000
International NGOs	0	0
Membership Fees	0	0
RSPN	0	0
Savings/Credit	0	0
Other	0	150,000
<b>Total</b>	<b>425,000</b>	<b>770,000</b>

Annual Budgets (PKR)		
Allocation/Expenditure	2008	2009
Salary	239,000	290,000
Operations	101,808	111,989
Programming	156,500	172,150
<b>Total</b>	<b>497,308</b>	<b>574,139</b>

The following are the key activities of Deosai Rural Support Organization:

- **Community Mobilization:** V/WO formation/reactivation, political awareness
- **Capacity Building:** V/WOs received training in management, health & hygiene, poverty mapping; LSO staff and BoD received training in skills development, leadership, governance, bookkeeping, program planning, social mobilization, poverty targeting, proposal writing, ToT
- **Resource Mobilization:** linkage and partnership development with government and non-governmental agencies
- **Gender & Development:** sensitization workshop,
- **Project Implementation:** vocation centre support, financial support for poorest of the poor, construction of community school

**Strength Rating: 2.2** - In need of focused capacity building in credibility & reliability, representation & participation, efficiency & effectiveness, resource mobilization.

**Capacity Building Needs:**

- Companies Ordinance Act, 1984 awareness
- Training in program and organizational management, program administration, M&E, ToT, record keeping, strategic/policy planning, needs assessment, gender and youth development, EIA
- Follow-up training in project planning, proposal and report writing, social mobilization, bookkeeping
- Increased linkage development, telecommunication access
- Awareness in political, civil women's and voter rights



## Kohisar Support Organization

Established:	Dec. 2005	Registration:	Jan. 2008
Board of Directors:	9 Men	4 Women	Total: 13
Staff:	3 Men	0 Women	Total: 3
General Body:	44 Men	38 Women	Total: 82
No. of VOs:	22	No. of CSOs:	4
No. of WOs:	19	Total Organizations:	45
Union Council:	Doyan	Tehsil and District:	Astore
Area Office:	Astore	Region:	Gilgit
Population:	8,448	Household Coverage:	840 of 1,056 (80%)
Religious Groups:	Shia/Sunni	Language:	Shina
Economy:	Agriculture	Cropping Zone:	Single/Double/ Transitional

### Finances:

Annual Funding Sources (PKR)		
Source	2008	2009
AKRSP	230,000	15,000
International NGOs	0	0
Membership Fees	0	0
RSPN	0	0
Savings/Credit	0	0
Other	0	0
<b>Total</b>	<b>230,000</b>	<b>15,000</b>

Annual Budgets (PKR)		
Allocation/Expenditure	2008	2009
Salary	198,600	200,300
Operations	123,735	136,109
Programming	392,121	431,333
<b>Total</b>	<b>714,456</b>	<b>767,742</b>

The following are the key activities of Kohisar Support Organization:

- **Community Mobilization:** V/WO formation/reactivation, human rights advocacy
- **Capacity Building:** V/WOs trained in herbal medicine, food processing, forestry, disaster management; LSO staff and BoD trained in proposal writing, leadership management, bookkeeping, governance, social mobilization, ToT, poverty assessment
- **Resource Mobilization:** linkage and partnership development with government and non-governmental agencies
- **Gender & Development:** gender sensitization workshop, media awareness raising, women's rights advocacy, continuing education support
- **Project Implementation:** vocational centers established, health center construction, scholarship provision, social forestry, new wheat and maize seed varieties introduction, poorest of the poor focused funding, medicine distribution

**Strength Rating: 2.3** - In need of focused capacity building in representation & participation, professionalism, resource mobilization and entrepreneurial catalyst.

#### **Capacity Building Needs:**

- Companies Ordinance Act, 1984 awareness
- Follow-up training in proposal and report writing, bookkeeping, social mobilization, gender awareness
- Training in program administration and management, M&E, advocacy and lobbying, market development, IT, project planning, environmental impact assessment, EIA, political rights awareness, gender development

## Gilgit, Ghizer District LSOs

### Al-Karim Local Support Organization

Established:	Feb. 2005	Registration:	Nov. 2005
Board of Directors:	9 Men	6 Women	Total: 15
Staff:	3 Men	1 Women	Total: 4
General Body:	19 Men	19 Women	Total: 38
No. of VOs:	19	No. of CSOs:	6
No. of WOs:	19	Total Organizations:	44
Union Council:	Tause	Tehsil and District:	Yasin/Ghizer
Area Office:	Ghizer	Region:	Gilgit
Population:	13,200	Household Coverage:	1,405 of 1,650 (85%)
Religious Groups:	Ismaili	Language:	Brushuski/Khowar
Economy:	Agriculture	Cropping Zone:	Single

### Finances:

Annual Funding Sources (PKR)		
Source	2008	2009
AKRSP	1,135,030	41,010
International NGOs	0	0
Membership Fees	0	0
RSPN	0	1,000,000
Savings/Credit	0	0
Other	21,000	608,000
<b>Total</b>	<b>1,156,030</b>	<b>1,649,010</b>

Annual Budgets (PKR)		
Allocation/Expenditure	2008	2009
Salary	177,123	200,715
Operations	295,553	325,108
Programming	540,459	594,505
<b>Total</b>	<b>1,013,135</b>	<b>1,120,328</b>

The following are the key activities of Al-Karim Local Support Organization:

- **Community Mobilization:** V/WO formation/reactivation, political awareness
- **Capacity Building:** LSO staff and BoD received training in leadership, program planning, social mobilization, poverty reduction, gender analysis; W/VOs received training in fruit and vegetable processing, livestock management, business management, ToT, bookkeeping, governance
- **Resource Mobilization:** linkage and partnership development with government and non-governmental agencies
- **Gender & Development:** gender sensitization workshop, women's centre established, scholarships for women students, vocational centre, women entrepreneur facilitation
- **Project Implementation:** Credit Revolving Fund, social forestry, health awareness, IT centre, introduction of new wheat seed varieties, micro-insurance,

**Strength Rating: 2.4** - In need of continued capacity building in efficiency & effectiveness, resource mobilization and entrepreneurial catalyst.

#### **Capacity Building Needs:**

- Training in EIA, M&E, NRM, IT, governance, social mobilization, human resources, bookkeeping, organizational management, project planning, program administration, facilitation, poverty reduction, livelihoods development, ToT
- Follow-up training in leadership, social mobilization, GAD, program management
- Women BoD member's confidence building
- Companies Ordinance Act, 1984 awareness

## Gupis Local Support Organization

Established:	Nov. 2007	Registration:	Apr. 2008
Board of Directors:	12 Men	5 Women	Total: 17
Staff:	2 Men	2 Women	Total: 4
General Body:	31 Men	28 Women	Total: 59
No. of VOs:	15	No. of CSOs:	1
No. of WOs:	14	Total Organizations:	30
Union Council:	Gupis	Tehsil and District:	Gupis/Ghizer
Area Office:	Ghizer	Region:	Gilgit
Population:	6,480	Household Coverage:	650 of 810 (80%)
Religious Groups:	Ismaili/Sunni	Language:	Sina/Khowar
Economy:	Agriculture	Cropping Zone:	Single/Transitional

### Finances:

Annual Funding Sources (PKR)		
Source	2008	2009
AKRSP	132,175	51,600
International NGOs	0	0
Membership Fees	0	0
RSPN	0	0
Savings/Credit	0	0
Other	86,500	11,880,000
<b>Total</b>	<b>218,675</b>	<b>11,931,600</b>

Annual Budgets (PKR)		
Allocation/Expenditure	2008	2009
Salary	203,220	203,220
Operations	163,276	179,604
Programming	175,000	192,500
<b>Total</b>	<b>541,496</b>	<b>575,324</b>

The following are the key activities of Gupis Local Support Organization:

- **Community Mobilization:** V/WO formation/reactivation
- **Capacity Building:** V/WOs trained in leadership, electrification, book keeping, carpet making; LSO staff and BoD trained in financial management, poverty mapping
- **Resource Mobilization:** linkage and partnership development with government and non-governmental agencies
- **Gender & Development:** gender sensitization workshops, women's rights workshop,
- **Project Implementation:** social forestry, green house construction, introduction of new wheat and vegetable seed varieties, poverty reduction funding, micro-health insurance, health/hygiene awareness, IT centre

**Strength Rating: 2.2** - In need of focused capacity building in efficiency & effectiveness, responsiveness and relevance, and resource mobilization.

**Capacity Building Needs:**

- Companies Ordinance Act, 1984 awareness
- Training in social mobilization, dialogue development, IT, EIA, M&E, program administration and management, project planning, data collection and reporting
- Increased training in financial management, organizational management, bookkeeping, poverty mapping
- ToT in accounting and bookkeeping, GAD, and market development
- Increased linkage development

## Kurambar Local Support Organization

Established:	Nov. 2007	Registration:	Sept. 2008
Board of Directors:	8 Men	5 Women	Total: 13
Staff:	4 Men	2 Women	Total: 6
General Body:	43 Men	34 Women	Total: 77
No. of VOs:	21	No. of CSOs:	1
No. of WOs:	17	Total Organizations:	39
Union Council:	Immit	Tehsil and District:	Ishkoman/Ghizer
Area Office:	Ghizer	Region:	Gilgit
Population:	6,368	Household Coverage:	590 of 796 (74%)
Religious Groups:	Ismaili/Sunni	Language:	Khowar/Wakhi
Economy:	Agriculture	Cropping Zone:	Single/Transitional

### Finances:

Annual Funding Sources (PKR)		
Source	2008	2009
AKRSP	497,645	137,665
International NGOs	0	30,000
Membership Fees	0	0
RSPN	0	0
Savings/Credit	0	0
Other	20,000	427,000
<b>Total</b>	<b>517,645</b>	<b>594,665</b>

Annual Budgets (PKR)		
Allocation/Expenditure	2008	2009
Salary	250,656	240,880
Operations	153,320	168,652
Programming	105,152	115,667
<b>Total</b>	<b>509,372</b>	<b>629,075</b>

The following are the key activities of Kurambar Local Support Organization:

- **Community Mobilization:** V/WO formation/reactivation, narcotics control advocacy
- **Capacity Building:** V/WOs trained in book keeping, fruit processing, sewing, quilting; LSO staff and BoD trained in governance, poverty mapping, ToT, proposal writing, youth facilitation
- **Resource Mobilization:** linkage and partnership development with government and non-governmental agencies
- **Gender & Development:** gender sensitization workshops, financial support to poorest women, handicraft centre, women's vocational training
- **Project Implementation:** provision of household stoves, NRM, potable water provision, social forestry, green house construction, community-based education, micro-health insurance, EDC centre, population control awareness

**Strength Rating: 2.1** - In need of focused capacity building in efficiency & effectiveness, professionalism, resource mobilization, and entrepreneurial catalyst.

**Capacity Building Needs:**

- Training in EIA, M&E, proposal and report writing, program administration and management, market development, IT, data collection, needs assessment
- Increased linkage development
- Women BoD members' confidence building
- Companies Ordinance Act, 1984 awareness
- Follow-up training in governance, poverty mapping, ToT, facilitation



## Sangam Local Support Organization

Established:	Apr. 2006	Registration:	Jul. 2008
Board of Directors:	10 Men	3 Women	Total: 13
Staff:	2 Men	2 Women	Total: 4
General Body:	38 Men	34 Women	Total: 72
No. of VOs:	16	No. of CSOs:	3
No. of WOs:	17	Total Organizations:	36
Union Council:	Hatoon	Tehsil and District:	Punyal/Ghizer
Area Office:	Ghizer	Region:	Gilgit
Population:	9,890	Household Coverage:	894 of 1,149 (78%)
Religious Groups:	Ismaili/Sunni	Language:	Shina/Brushaski
Economy:	Agriculture	Cropping Zone:	Double/Transitional

### Finances:

Annual Funding Sources (PKR)		
Source	2008	2009
AKRSP	116,400	100,000
International NGOs	0	0
Membership Fees	0	0
RSPN	0	1,000,000
Savings/Credit	0	0
Other	79,000	581,000
<b>Total</b>	<b>195,400</b>	<b>1,681,000</b>

Annual Budgets (PKR)		
Allocation/Expenditure	2008	2009
Salary	247,900	247,900
Operations	123,737	136,111
Programming	187,411	206,152
<b>Total</b>	<b>559,048</b>	<b>590,163</b>

The following are the key activities of Sangam Local Support Organization:

- **Community Mobilization:** V/WO formation/reactivation, political awareness
- **Capacity Building:** community trained in livestock management, fruit processing, financial management; LSO staff and BoD trained in social mobilization, book keeping, program management, governance, advocacy, gender analysis, poverty mapping
- **Resource Mobilization:** linkage and partnership development with government and non-governmental agencies
- **Gender & Development:** gender sensitization workshops, gender advocacy, vocational support/training, poultry training, entrepreneur support, poor student financial support
- **Project Implementation:** micro-health insurance, Credit Revolving Fund provision, furnishing of school, social forestry, introduced new potato, wheat and maize seed varieties, green house construction, IT centre, youth career counselling

**Strength Rating: 2.4** - In need of continued capacity building in independence & professionalism, resource mobilization and entrepreneurial catalyst.

**Capacity Building Needs:**

- Training in social mobilization, M&E, EIA, IT, organizational management, project planning, market development, proposal and report writing, data collection, program administration, linkage development, youth development
- Follow-up in leadership management, program management, bookkeeping
- Companies Ordinance Act, 1984 awareness

## Shandur Local Support Organization

Established:	Mar. 2006	Registration:	Mar. 2008
Board of Directors:	10 Men	3 Women	Total: 13
Staff:	4 Men	0 Women	Total: 4
General Body:	32 Men	32 Women	Total: 64
No. of VOs:	16	No. of CSOs:	0
No. of WOs:	16	Total Organizations:	32
Union Council:	Teru	Tehsil and District:	Gupis/Ghizer
Area Office:	Ghizer	Region:	Gilgit
Population:	7,680	Household Coverage:	686 of 960 (72%)
Religious Groups:	Ismaili	Language:	Khowar
Economy:	Agriculture	Cropping Zone:	Single

### Finances:

Annual Funding Sources (PKR)		
Source	2008	2009
AKRSP	126,820	47,900
International NGOs	0	0
Membership Fees	0	0
RSPN	0	0
Savings/Credit	0	0
Other	35,000	116,000
<b>Total</b>	<b>161,820</b>	<b>163,900</b>

Annual Budgets (PKR)		
Allocation/Expenditure	2008	2009
Salary	283,000	265,000
Operations	128,913	141,804
Programming	523,635	575,999
<b>Total</b>	<b>935,548</b>	<b>982,803</b>

The following are the key activities of Shandur Local Support Organization:

- **Community Mobilization:** V/WO formation/reactivation
- **Capacity Building:** V/WOs trained in bookkeeping, business management; LSO staff and BoD trained in leadership management, social mobilization ToT, governance, program planning, social safety nets
- **Resource Mobilization:** linkage and partnership development with government and non-governmental agencies
- **Gender & Development:** gender sensitization workshops, women's vocational center established, girls college established, scholarships for girl students
- **Project Implementation:** fish conservation, garbage control, social forestry, quilt making centres, introduced new potato seed variety and sheep breeds, provision of ID cards, refurbishment of school, IT centers, micro insurance

**Strength Rating: 2.4** - In need of continued capacity building in effectiveness & efficiency, resource mobilization and entrepreneurial catalyst.

**Capacity Building Needs:**

- Increased telecommunication access, and linkage development
- Training in EIA, M&E, NRM, IT, program administration and management, proposal and report writing, data collection, bookkeeping, resources mobilization
- Companies Ordinance Act, 1984 awareness
- Follow-up training in social mobilization, ToT, gender awareness, leadership, project planning, poverty reduction, and governance

## Gilgit, Gilgit District LSOs

### Ganish Development Organization

Established:	Dec. 2005	Registration:	Aug. 2006
Board of Directors:	4 Men	3 Women	Total: 7
Staff:	1 Men	1 Women	Total: 2
General Body:	14 Men	10 Women	Total: 24
No. of VOs:	4	No. of CSOs:	2
No. of WOs:	8	Total Organizations:	14
Union Council:	Ganish	Tehsil and District:	Hunza/Hunza-Nagar
Area Office:	Gilgit	Region:	Gilgit
Population:	7,560	Household Coverage:	317 of 645 (49%)
Religious Groups:	Ismaili/Shia	Language:	Brushaski
Economy:	Agriculture/Tourism	Cropping Zone:	Single/Transitional

### Finances:

Annual Funding Sources (PKR)		
Source	2008	2009
AKRSP	80,000	4,605
International NGOs	0	0
Membership Fees	0	0
RSPN	0	1,000,000
Savings/Credit	0	0
Other	0	100,000
<b>Total</b>	<b>80,000</b>	<b>1,104,605</b>

Annual Budgets (PKR)		
Allocation/Expenditure	2008	2009
Salary	171,730	195,000
Operations	75,406	82,947
Programming	93,548	102,903
<b>Total</b>	<b>340,684</b>	<b>380,849</b>

The following are the key activities of Ganish Development Organization:

- **Community Mobilization:** V/WO formation/reactivation
- **Capacity Building:** V/WOs received training in poultry farming, financial management, livestock management; LSO staff and BoD received training in social mobilization, poverty reduction, program planning
- **Resource Mobilization:** linkage and partnership development with government and non-governmental agencies
- **Gender & Development:** gender sensitization, poultry farming training, microcredit loaning for women
- **Project Implementation:** Credit Revolving Fund for poorest of the poor, agri-business, microfinance, conducting local socio-economic and livestock surveys, support to vocational centre development, school and link road construction

**Strength Rating: 2.4** - In need of continued capacity building in efficiency & effectiveness, responsiveness and relevance, and resource mobilization.

#### **Capacity Building Needs:**

- Companies Ordinance Act, 1984 awareness
- Training in EIA, M&E, tourism, proposal and report writing, NRM, livelihoods development, agri-business, market development, facilitation, ToT, organizational and program management, program administration, project planning
- Follow-up training in bookkeeping, social mobilization, poverty reduction
- Increased training in gender awareness, civil rights, data collection and reporting, linkage development, microfinance, savings

## Gojal Rural Support Organization

Established:	Apr. 2007	Registration:	May 2007
Board of Directors:	11 Men	6 Women	Total: 17
Staff:	3 Men	1 Women	Total: 4
General Body:	22 Men	15 Women	Total: 37
No. of VOs:	17	No. of CSOs:	6
No. of WOs:	17	Total Organizations:	40
Union Council:	Gulmit	Tehsil and District:	Gojal/Hunza-Nagar
Area Office:	Gilgit	Region:	Gilgit
Population:	5,416	Household Coverage:	640 of 677 (95%)
Religious Groups:	Ismaili	Language:	Wakhi/Brushaski
Economy:	Agriculture	Cropping Zone:	Single

### Finances:

Annual Funding Sources (PKR)		
Source	2008	2009
AKRSP	831,800	70,000
International NGOs	0	100,800
Membership Fees	0	0
RSPN	0	1,000,000
Savings/Credit	0	0
Other	0	0
<b>Total</b>	<b>831,800</b>	<b>1,170,800</b>

Annual Budgets (PKR)		
Allocation/Expenditure	2008	2009
Salary	239,000	280,550
Operations	170,531	187,584
Programming	234,269	257,696
<b>Total</b>	<b>643,800</b>	<b>725,830</b>

The following are the key activities of Gojal Rural Support Organization:

- **Community Mobilization:** V/WO formation/reactivation
- **Capacity Building:** V/WOs trained in sanitation, poultry farming, photography; LSO staff and BoD trained in social mobilization, leadership management, micro health insurance, gender analysis
- **Resource Mobilization:** linkage and partnership development with government and non-governmental agencies
- **Gender & Development:** gender sensitization, establishment of girls hostel
- **Project Implementation:** provision of new potato seed varieties, water purification plant built, IT center, Community Investment Fund

**Strength Rating: 2.5** – Generally very strong, however in need of continued follow-up, and some capacity building in efficiency & effectiveness, and entrepreneurial catalyst.

**Capacity Building Needs:**

- Companies Ordinance Act, 1984 awareness
- Training in EIA, M&E, accounting and bookkeeping, program and organizational management, project planning, program administration
- ToT in gender sensitization and awareness
- Increased women BoD members' education
- Increased linkage development
- Follow-up training in social mobilization, leadership management, microfinance, gender awareness



## Haiderabad Rural Support Organization

Established:	Dec. 2007	Registration:	Dec. 2007
Board of Directors:	10 Men	3 Women	Total: 13
Staff:	1 Men	0 Women	Total: 1
General Body:	20 Men	19 Women	Total: 39
No. of VOs:	10	No. of CSOs:	9
No. of WOs:	9	Total Organizations:	28
Union Council:	Haiderabad	Tehsil and District:	Aliabad/Hunza-Nagar
Area Office:	Gilgit	Region:	Gilgit
Population:	4,171	Household Coverage:	366 of 457 (80%)
Religious Groups:	Ismaili	Language:	Brushaski
Economy:	Agriculture	Cropping Zone:	Single/Transitional

### Finances:

Annual Funding Sources (PKR)		
Source	2008	2009
AKRSP	257,000	75,000
International NGOs	0	160,000
Membership Fees	0	0
RSPN	0	0
Savings/Credit	0	0
Other	0	0
<b>Total</b>	<b>257,000</b>	<b>235,000</b>

Annual Budgets (PKR)		
Allocation/Expenditure	2008	2009
Salary	262,500	262,500
Operations	220,667	242,734
Programming	158,939	174,833
<b>Total</b>	<b>642,106</b>	<b>680,067</b>

The following are the key activities of Haiderabad Rural Support Organization:

- **Community Mobilization:** V/WO formation/reactivation
- **Capacity Building:** V/WOs trained in sanitation, social mobilization, data collection, health/hygiene; LSO staff and BoD trained in poverty mapping, project planning, social mobilization
- **Resource Mobilization:** linkage and partnership development with government and non-governmental agencies
- **Gender & Development:** gender sensitization, confidence building workshop,
- **Project Implementation:** poverty targeted support, micro-health insurance, financial school support/construction, social forestry, farmers field school, local savings and loans, micro-hydro

**Strength Rating: 2.3** - In need of focused capacity building in responsiveness & relevance, resource mobilization, and entrepreneurial catalyst.

**Capacity Building Needs:**

- Companies Ordinance Act, 1984 awareness
- Training in fruit processing, savings, program and organizational management, EIA, M&E, ToT, market development, proposal and report writing, data documentation, needs assessment, NRM, IT, program administration
- Increased gender awareness training, dialogue development
- Increased linkage development
- Follow-up training in social mobilization, project planning

## Haramosh Development Organization

Established:	Jan. 2006	Registration:	Jan. 2006
Board of Directors:	9 Men	2 Women	Total: 11
Staff:	4 Men	1 Women	Total: 5
General Body:	48 Men	24 Women	Total: 72
No. of VOs:	27	No. of CSOs:	7
No. of WOs:	24	Total Organizations:	58
Union Council:	Haramosh	Tehsil and District:	Gilgit
Area Office:	Gilgit	Region:	Gilgit
Population:	9,600	Household Coverage:	1,190 of 1,200 (99%)
Religious Groups:	Shia	Language:	Shina
Economy:	Agriculture	Cropping Zone:	Single/Transitional

### Finances:

Annual Funding Sources (PKR)		
Source	2008	2009
AKRSP	251,000	150,000
International NGOs	0	0
Membership Fees	0	0
RSPN	0	0
Savings/Credit	0	0
Other	0	0
<b>Total</b>	<b>251,000</b>	<b>150,000</b>

Annual Budgets (PKR)		
Allocation/Expenditure	2008	2009
Salary	192,700	229,000
Operations	229,916	148,655
Programming	215,427	109,838
<b>Total</b>	<b>638,043</b>	<b>487,493</b>

The following are the key activities of Haramosh Development Organization:

- **Community Mobilization:** V/WO formation/reactivation
- **Capacity Building:** V/WOs received training in strategic planning, livestock management, bookkeeping; LSO staff and BoD trained in leadership management, proposal writing, social mobilization, governance, participatory rural appraisal
- **Resource Mobilization:** linkage and partnership development with government and non-governmental agencies
- **Gender & Development:** gender sensitization
- **Project Implementation:** teacher health/education training, dam construction, introduction of new potato seed varieties, IT centre, water purification plant construction, TB awareness, livestock vaccination, social forestry, poorest of the poor targeting, fish re-stocking

**Strength Rating: 2.5** – Generally very strong, however in need of continued follow-up, and some capacity building in resource mobilization, and entrepreneurial catalyst.

**Capacity Building Needs:**

- Companies Ordinance Act, 1984 awareness
- Training in EIA, M&E, IT, NRM, program administration and management, project planning, facilitation, advocacy, GAD, bookkeeping
- ToT in health and education awareness and development
- Follow-up training in proposal and report writing, social mobilization, governance, linkage development, transparency, livelihoods development

## Rakaposhi Local Support Organization

Established:	Jan. 2008	Registration:	Jul. 2008
Board of Directors:	7 Men	6 Women	Total: 13
Staff:	2 Men	0 Women	Total: 2
General Body:	20 Men	18 Women	Total: 38
No. of VOs:	17	No. of CSOs:	0
No. of WOs:	21	Total Organizations:	38
Union Council:	Minapin	Tehsil and District:	Nagar/Hunza-Nagar
Area Office:	Gilgit	Region:	Gilgit
Population:	6,720	Household Coverage:	684 of 840 (81%)
Religious Groups:	Shia	Language:	Shina/Brushaski
Economy:	Agriculture	Cropping Zone:	Single/Transitional

### Finances:

Annual Funding Sources (PKR)		
Source	2008	2009
AKRSP	162,300	3,300
International NGOs	0	0
Membership Fees	0	0
RSPN	0	1,000,000
Savings/Credit	0	0
Other	0	0
<b>Total</b>	<b>162,300</b>	<b>1,003,300</b>

Annual Budgets (PKR)		
Allocation/Expenditure	2008	2009
Salary	360,000	280,000
Operations	40,500	44,550
Programming	70,515	77,567
<b>Total</b>	<b>471,015</b>	<b>402,117</b>

The following are the key activities of Rakaposhi Local Support Organization:

- **Community Mobilization:** V/WO formation/reactivation
- **Capacity Building:** V/WOs trained in social mobilization, poverty reduction, fruit processing, book keeping, carpet weaving; LSO staff and BoD trained in leadership management, poverty mapping
- **Resource Mobilization:** linkage and partnership development with government and non-governmental agencies
- **Gender & Development:** gender sensitization, women's rights workshop
- **Project Implementation:** community relief fund, social forestry, poultry farming, introduced new wheat seed varieties

**Strength Rating: 2.3** - In need of focused capacity building in responsiveness & relevance, resource mobilization, and entrepreneurial catalyst.

**Capacity Building Needs:**

- Companies Ordinance Act, 1984 awareness
- Training in market development, tourism, IT, proposal and report writing, data collection, EIA, M&E, NRM, accountancy and bookkeeping, program and organizational management, program administration
- Follow-up training in leadership management, poverty mapping, gender awareness, livelihoods development
- ToT on health awareness, women's development, civil rights
- Increased linkage development

## Shainbar Rural Support Organization

Established:	Apr. 2006	Registration:	Feb. 2008
Board of Directors:	12 Men	5 Women	Total: 17
Staff:	1 Men	0 Women	Total: 1
General Body:	18 Men	16 Women	Total: 34
No. of VOs:	28	No. of CSOs:	7
No. of WOs:	27	Total Organizations:	62
Union Council:	Chalt	Tehsil and District:	Nagar/Hunza-Nagar
Area Office:	Gilgit	Region:	Gilgit
Population:	15,200	Household Coverage:	570 of 1,900 (30%)
Religious Groups:	Shia	Language:	Brushaski
Economy:	Agriculture	Cropping Zone:	Single/Double/ Transitional

### Finances:

Annual Funding Sources (PKR)		
Source	2008	2009
AKRSP	349,180	92,000
International NGOs	0	300,000
Membership Fees	0	0
RSPN	0	1,000,000
Savings/Credit	0	0
Other	0	415,000
<b>Total</b>	<b>349,180</b>	<b>1,807,000</b>

Annual Budgets (PKR)		
Allocation/Expenditure	2008	2009
Salary	326,650	326,650
Operations	218,644	240,508
Programming	269,680	296,648
<b>Total</b>	<b>814,974</b>	<b>863,806</b>

The following are the key activities of Shainbar Rural Support Organization:

- **Community Mobilization:** V/WO formation/reactivation
- **Capacity Building:** V/WOs trained in livestock management, governance, health/hygiene, disaster management, poverty reduction; LSO staff and BoD trained in leadership, social mobilization, governance, poverty mapping, book keeping
- **Resource Mobilization:** linkage and partnership development with government and non-governmental agencies
- **Gender & Development:** gender sensitization, women's rights seminars, IT centre
- **Project Implementation:** natural resource mapping, introduction of new potato seed varieties, social forestry, social safety net awareness, career counselling, income generation funding, school revitalization support, NRM

**Strength Rating: 2.6** – Generally very strong, however in need of continued follow-up, and some capacity building in resource mobilization, and entrepreneurial catalyst.

**Capacity Building Needs:**

- Training in EIA, M&E, conflict management, program and organizational management, dialogue development, ToT, project planning, proposal and report writing, NRM, resource development, IT, program administration
- Follow-up training in leadership, social mobilization, governance, poverty mapping, bookkeeping, GAD, rights awareness, market development
- Companies Ordinance Act, 1984 awareness



## Village and Women Development Organization Danyore

Established:	Jul. 1997	Registration:	Jan. 2005
Board of Directors:	7 Men	6 Women	Total: 13
Staff:	2 Men	0 Women	Total: 2
General Body:	29 Men	36 Women	Total: 65
No. of VOs:	17	No. of CSOs:	12
No. of WOs:	36	Total Organizations:	65
Union Council:	Danyore	Tehsil and District:	Gilgit
Area Office:	Gilgit	Region:	Gilgit
Population:	20,984	Household Coverage:	2,500 of 2,623 (95%)
Religious Groups:	Ismaili/Shia	Language:	Shina
Economy:	Agriculture	Cropping Zone:	Double

### Finances:

Annual Funding Sources (PKR)		
Source	2008	2009
AKRSP	1,953,000	35,000
International NGOs	0	0
Membership Fees	0	0
RSPN	800,000	0
Savings/Credit	0	0
Other	0	0
<b>Total</b>	<b>2,753,000</b>	<b>35,000</b>

Annual Budgets (PKR)		
Allocation/Expenditure	2008	2009
Salary	349,952	446,500
Operations	420,852	306,434
Programming	392,269	283,371
<b>Total</b>	<b>1,163,073</b>	<b>1,036,305</b>

The following are the key activities of Village and Women Development Organization Danyore:

- **Community Mobilization:** V/WO formation/reactivation
- **Capacity Building:** V/WOs received training in first aid, disaster management, livestock management, bee keeping, fruit processing, business management, sanitation, bookkeeping, computer training; LSO staff and BoD received training in management, leadership, social mobilization, governance, poverty reduction
- **Resource Mobilization:** linkage and partnership development with government and non-governmental agencies
- **Gender & Development:** women's agri-business development, embroidery training, women's market provision,
- **Project Implementation:** potable water development, health awareness, micro-health insurance, social safety net awareness, IT center, irrigation, social forestry

**Strength Rating: 2.5** – Generally very strong, however in need of continued follow-up, and some capacity building in efficiency & effectiveness, and entrepreneurial catalyst.

**Capacity Building Needs:**

- Training in EIA, M&E, program administration and management, project planning, dialogue development, bookkeeping, proposal and report writing, facilitation, poverty reduction, market development, youth development
- ToT in cultural awareness, GAD, political and civil rights, bee keeping, livestock, poultry farming, green house technology, Companies Ordinance Act, 1984
- Follow-up training in livelihoods development, disaster management, first aid, social mobilization, governance, poverty reduction, leadership, networking

## Zulfikarabad Development Organization

Established:	Jun. 2005	Registration:	Aug. 2005
Board of Directors:	8 Men	5 Women	Total: 13
General Body:	13 Men	13 Women	Total: 26
Staff:	3 Men	2 Women	Total: 5
No. of VOs:	13	No. of CSOs:	8
No. of WOs:	18	Total Organizations:	39
Union Council:	Gilgit	Tehsil and District:	Gilgit
Area Office:	Gilgit	Region:	Gilgit
Population:	15,200	Household Coverage:	1,400 of 1,900 (74%)
Religious Groups:	Ismaili/Shia/Sunni	Language:	Shina
Economy:	Business	Cropping Zone:	Double

### Finances:

Annual Funding Sources (PKR)		
Source	2008	2009
AKRSP	264,000	29,105
International NGOs	0	0
Membership Fees	0	0
RSPN	0	0
Savings/Credit	0	0
Other	30,000	200,000
<b>Total</b>	<b>294,000</b>	<b>229,105</b>

Annual Budgets (PKR)		
Allocation/Expenditure	2008	2009
Salary	206,633	186,950
Operations	249,616	199,222
Programming	285,806	86,085
<b>Total</b>	<b>742,055</b>	<b>472,257</b>

The following are the key activities of Zulfikarabad Development Organization:

- **Community Mobilization:** V/WO formation/reactivation, human rights advocacy
- **Capacity Building:** community trained in first aid, disaster management, milk processing, LSO staff and BoD trained in program planning, poverty mapping, leadership training, poverty targeting, gender analysis, bookkeeping
- **Resource Mobilization:** linkage and partnership development with government and non-governmental agencies
- **Gender & Development:** gender sensitization, women's activity centre and day care centre establishment
- **Project Implementation:** mushroom cultivation, solid waste management, micro-health insurance, gem processing centre, IT center, community-based school construction

**Strength Rating: 2.5** – Generally very strong, however in need of continued follow-up, and some capacity building in representative & participatory, resource mobilization, and entrepreneurial catalyst.

#### **Capacity Building Needs:**

- Companies Ordinance Act, 1984 awareness
- Training in EIA, M&E, NRM, IT, program administration and management, livelihoods development, proposal and report writing, ToT, facilitation
- Follow-up training in program planning, poverty management, first aid, disaster management, leadership, gender analysis, social mobilization
- Increased linkage development

## APPENDIX VI: FINANCIAL SELF-RELIANCE TOOL RESULTS OF LSOS

Financial Self-reliance Tool Results of Gilgit LSOs			
S. No	LSO	Score	Capacity
<b>Astore District</b>			
1	Asora Rural Support Programme	53	Acceptable
2	Deosai Rural Support Programme	34	None
3	Kohisar Support Organization	28	None
<b>Ghizer District</b>			
4	Al-Karim Local Support Organization	54	Acceptable
5	Gupis Local Support Organization	36	Some/Little
6	Kurambar Local Support Organization	32	None
7	Sangam Local Support Organization	56	Acceptable
8	Shandur Local Support Organization	47	Some/Little
<b>Gilgit District</b>			
9	Ganish Development Organization	36	Some/Little
10	Gojal Rural Support Organization	50	Some/Little
11	Haiderabad Rural Support Organization	50	Some/Little
12	Haramosh Development Organization	51	Acceptable
13	Rakaposhi Local Support Organization	38	Some/Little
14	Shainbar Rural Support Organization	37	Some/Little
15	Village and Women Development Organization Danyore	52	Acceptable
16	Zulfikarabad Development Organization	51	Acceptable

Financial Self-reliance Tool Results of Baltistan LSOs			
S. No	LSO	Score	Capacity
<b>Ghanche District</b>			
1	Daghoni Balghar Local Support Organization	59	Acceptable
2	Frano Local Support Organization	48	Some/Little
3	Khaplu Support Organization	47	Some/Little
4	Thaghas Local Support Organization	45	Some/Little
5	Thalley Local Support Organization	52	Acceptable
<b>Skardu District</b>			
6	Gole Sermik Local Support Organization	57	Acceptable
7	Marapi Shigar Local Support Organization	55	Acceptable
8	Mehdiabad Local Support Organization	43	Some/Little
9	Mendi Local Support Organization	46	Some/Little
10	Shagari Kalan Local Support Organization	41	Some/Little
11	Shagar Khurd Local Support Organization	60	Acceptable
12	SADO Hussainabad	58	Acceptable

Financial Self-reliance Tool Results of Chitral LSOs			
S. No	LSO	Score	Capacity
1	Ayun Valley Development Organization	55	Acceptable
2	Biyar Local Support Organization	65	Acceptable
3	Drosh Area Development Programme	52	Acceptable
4	Garamchashma Area Development Organization	64	Acceptable
5	Hindukush Area Rural Support Organization	51	Acceptable
6	Integrated Chitral Development Programme	57	Acceptable
7	Karimabad Area Development Organization	66	Satisfactory
8	Khow Local Support Organization	52	Acceptable
9	Koh Integrated Development Programme	55	Acceptable
10	Qurumbara and Shandur Area Development Organization	55	Acceptable
11	Razdan Area Development Network	53	Acceptable
12	Upper Torkhow Area Development Network	59	Acceptable