



HELLETAS
Swiss Intercooperation

PAKISTAN

Capitalization of Experiences

Livelihoods Programme Hindukush

2008, 2016



2017



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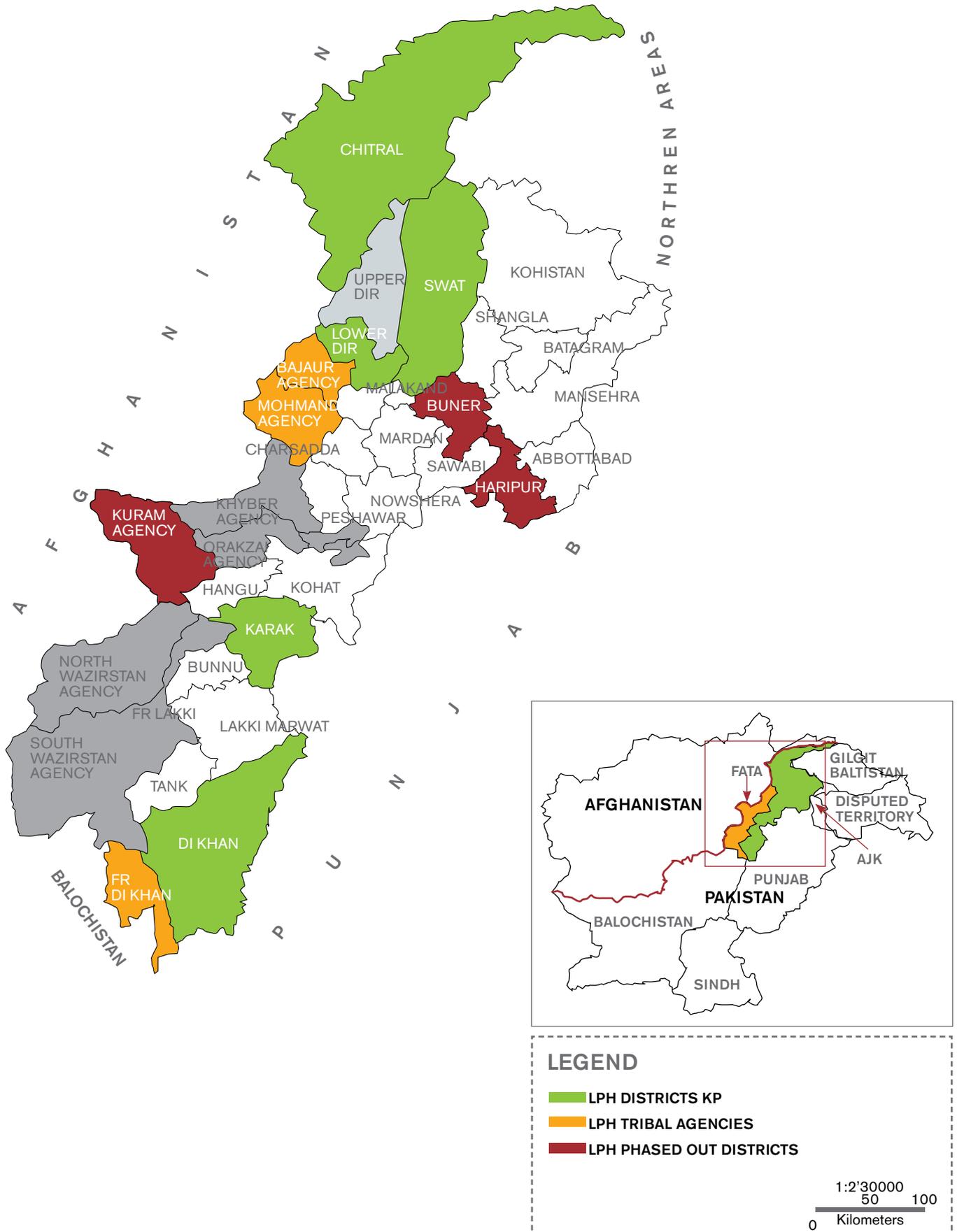
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Acronyms

ADP	Annual Development Plan	LCC	Local Capacities for Positive Change
ADWO	Alkhidmat Development and Welfare Organization	LEW	Livestock Extension Worker
AED	Agriculture Extension Department	LFSS	Livestock Farmer Field School
AGB	Abdul Ghafoor Bhatti Seed Corporation	LG	Local Government
ALC	Adult Literacy Centre	LPH	Livelihoods Programme Hindukush
APA	Assistant Political Agent	LSO	Local Support Organization
BDO	Birir Development Organization	M&E	Monitoring and Evaluation
BECSP	Basic Education Community Schools Programme	M4P	Market for Poor
BIG	Business Interest Group	MDF	Market Development Forum
CAPEX	Capitalisation of Experiences	MKS	Magnus Khal Seed
CBDRM	Community Based Disaster Risk Management	MSD	Market System Development
CBOs	Community Based Organization	NAP	National Action Plan
CCC	Climate Change Centre	NFE	Non Formal Education
CIDO	Chitral Innovative Development Organization	NGO	Non-government organization
CLTS	Community Led Total Sanitation	NMA	Nutrition in Mountain Agro Ecologies
CNIC	Computerized National Identity Card	NOC	No Objection Certificate
CSOs	Civil Society Organizations	O&M	Operation and Maintenance
CSPM	Context Sensitive Programme Management	P&DD	Planning and Development Department
DDMU	District Disaster Management Unit	PA	Political Agent
DFID	Department for International Development	PDMA	Provincial Disaster Management Authority
DI Khan	Dera Ismail Khan	PHP	Pakistan Hindukush Programme
DoP	Directorate of Projects	PMD	Pakistan Meteorological Department
DRR	Disaster Risk Reduction	PCNA	Post Conflict Need Assessment
DWSS	Drinking Water Supply Scheme	PPP	Public Private Partnership
ER	External Review	RMA	Rapid Market Appraisal
FATA	Federally Administered Tribal Areas	RRA	Rapid Rural Appraisal
FCR	Frontier Crimes Regulation	SDC	Swiss Agency for Development and Cooperation
FDMA	FATA Disaster Management Authority	SOT	Sources of Tension
FR	Frontier Region	SPF	Service Provider Facilitation
FRD	Foundation for Rural Development	SOP	Standard Operating Procedures
FSC	Farm Services Centre	SPO	Strengthening Participatory Organization
FSCRD	Federal Seed Certification and Registration Department	TDP	Temporarily Displaced Person
FWRDP	FATA Water Resource Development Project	TJ	Taraqiati Jirga
GLA	Government Line Agency	VDMCs	Village Disaster Management Committees
GLOF	Glacial Lake Outburst Floods	VDMPs	Village Disaster Management Plans
HH	Household	VEC	Village Education Committee
HO	Head Office	VO	Village Organization
IC	Intercooperation	W4L	Water for Livelihoods
IDEA	Initiative for Development and Empowerment Axis	WAPRO	Water Productivity
KP	Khyber Pakhtunkhwa	YSDO	Young Star Development Organization
L&DD	Livestock and Dairy Development Department		

Where did we work



Preface

The Livelihoods Programme Hindukush operated from 2008 to 2016, and has been financed by the Swiss Agency for Development and Cooperation (SDC) and implemented by HELVETAS Swiss Intercooperation (IC) Pakistan. It worked with the partner NGOs in FR DI Khan, Bajaur and Mohmand agencies in Federally Administered Tribal Areas (FATA) and the districts of Chitral, Lower Dir, Karak and DI Khan in the province Khyber Pakhtunkhwa (KP). The project focused particularly on supporting communities to have resilient and improved livelihoods systems to cope with natural or conflict related vulnerabilities. The programme has successfully achieved the benchmarks of increasing local economic opportunities making markets work for poor, promoting sustainable management of natural resources, building resilience-reducing risks from the natural hazards and improving access to basic needs such as water and education.

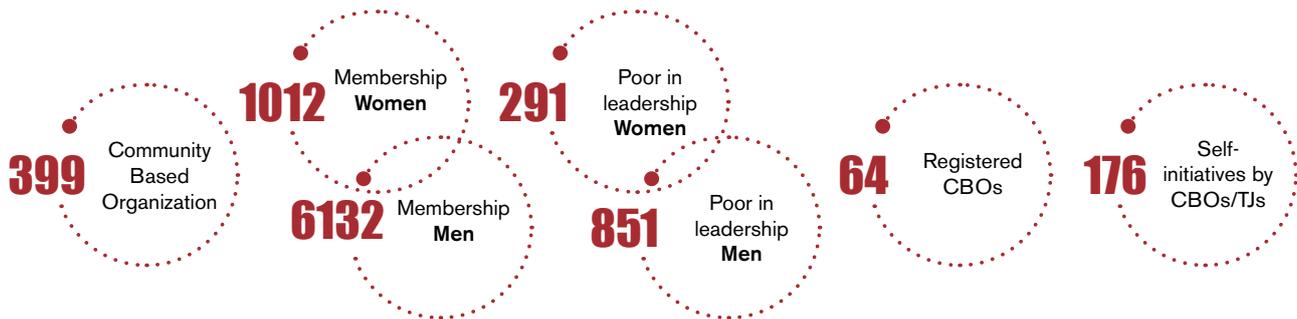
Through nine years of implementation, the programme gained many experiences from successes and failures. These experiences represented a wealth of knowledge that would be of value to other development practitioners in Pakistan and beyond. To capture the rich experiences a well thought out series of write shops and workshops was designed. All this process of capitalization of experiences was cross fertilized and enriched with the reflections from multiple stakeholders (beneficiaries, government departments, likeminded civil society organizations, others).

All these efforts have culminated into the evolution of this publication. This publication contains nine thematic topics the project has been dealing with. We hope that this set of experiences and lessons will just be the beginning for even more exiting initiatives.

Country Director
HELVETAS Swiss Intercooperation
Pakistan

Executive Summary

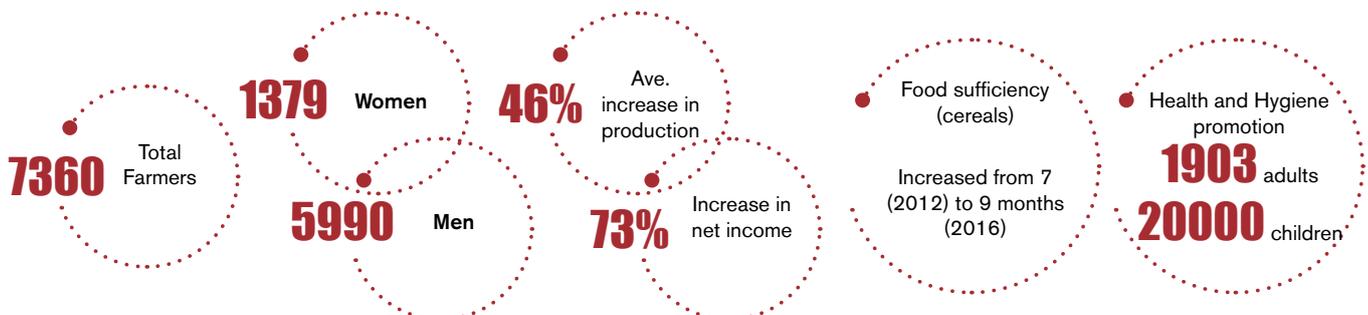
With 399 community organizations / Taraqati Jirgas (277 in KP and 122 in FATA), the LPH mobilized several women and men leaders as duty bearers for their communities to perform several activities. Some of the results are provided in the outcomes. However these are not one-time activities that these CBOs have performed. The effects will perpetuate with the process that has been introduced and some are already reflected through the self-initiatives these CBOs have taken without any support from the project. Reportedly 64 CBOs have been registered under the Social Welfare department. Others are coming behind. Registration of CBOs help in their long term sustainability as legit organizations of their communities.



These organizations were trained in leadership and organizational management, record keeping, financial management, participatory approaches and conflict resolution. Particularly in FATA, where no tradition of community based institutions previously existed, these were established by mobilizing communities, especially young people, and strengthened to take charge of their development. These institutions replaced the culture of implementation of community infrastructure projects through contractors and demonstrated to the government that development can be delivered more efficiently and peacefully through the involvement of local institutions. These institutions became a collective voice for decision making and stood by their collective interests as oppose to individual interests leading to social exploitation and conflict. Community organizations have served as a red thread to capitalizing all livelihoods potentials including land, water, natural resources, climate and also for facilitating various producers in exploiting market potentials. The institutions were strengthened to address major livelihoods vulnerabilities of the targeted areas particularly related to land, water, market and natural atrocities and improving access to services.

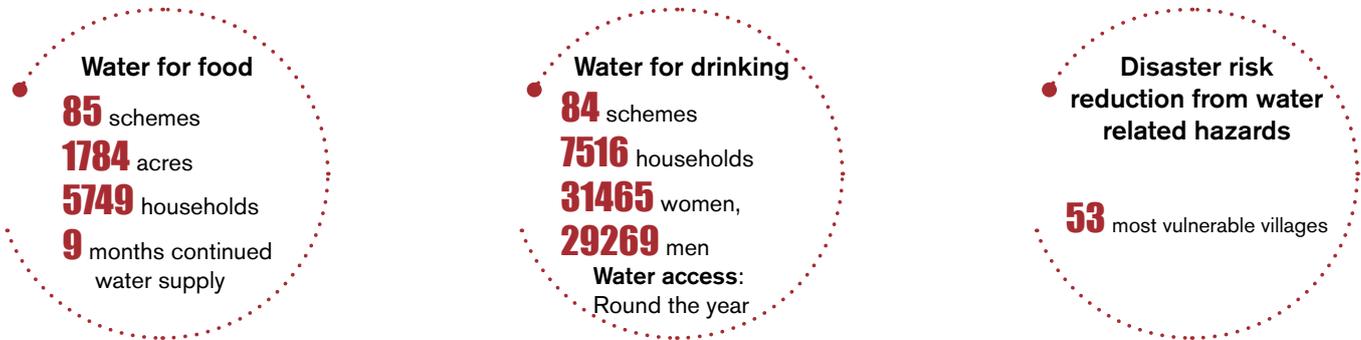
Outcome 1: Village communities and their institutions manage land and water productively, sustainably and peacefully to mitigate their vulnerabilities.

Communities in all partner districts report improved access to land and water related services, also extended to agriculture, livestock, disaster prevention, education and other essential services. Communities and service providers have a stronger and collective sense of judicious use of resources for livelihoods improvement. There are several examples of institutionalization of interventions introduced by LPH in the government system (and some in case of private sector) which may help sustaining the effects of the project outcomes. Overall productivity from land and water has increased on sustainable basis.



Social inclusion has improved most specifically in FATA where tradition of individual domination persisted for decades in the name of local social codes and norms. Water in this sense served as the most powerful connector but also a change factor to dilute such domination turning into collective actions. While access to water for food production and drinking improved in several most deserving villages, water also continued to pose a threat in several villages with frequent history of flood and other forms of devastation due to hydro-meteorological disasters. Communities in 53 most vulnerable villages feel safer from potential disasters, with at least three

consecutive disasters withstood in many cases without major displacement and losses on various sites including DI Khan and Chitral. Moreover, service providers (including government) are aware of the effects of climate change today when compared to the beginning of the project (2008).



Outcome 2: Market systems offer opportunities to benefit the disadvantaged actors in the chain.

LPH adopted market system development approach for several value chains including off and on farm. After detailed analysis of the underlying causes hindering the poor to benefit from these value chains, interventions were designed to make these value chains more inclusive and result oriented. In order to achieve this, LPH facilitated partnerships among farmer organizations, private sector actors in the market, various facilitators (such as micro-finance, skill providers and relevant SMEs¹) and government line agencies. Some of the major value chains on which thorough work was conducted included pine nut, groundnut, walnut, embroidery, weaving, potato, tomato, coriander, bee keeping and honey production, onion seed and livestock fattening. 82% net income of 2599 members (755 women and 1844 men) including 50% disadvantage actors of the Business Interest Groups (BIGs) increased through the support provided by the project in various shapes in different value chains and economic sub sectors. It is observed that with the increase in income, their food intake quality and quantity have also improved along with other social benefits including children's education and affordability of health facilities.



This document capitalizes on the experiences LPH has made in major thematic areas captured in the programme design (2008-2016) adapted from phase to phase. While quantitative results have been captured in tables and info graphics, the actual purpose of the document is how these results were achieved and what approaches worked best in achieving these results. Each chapter reflects sustainability, lessons and way forward relevant to the theme. This document not only reports on what was achieved, it also encompasses and reflects on next agendas which hopefully may be picked up in future programming of relevant development actors.

¹Such as transporters, farm machinery enterprises, middlemen and so on



01
CHAPTER

Livelihoods Programme Hindukush (LPH)

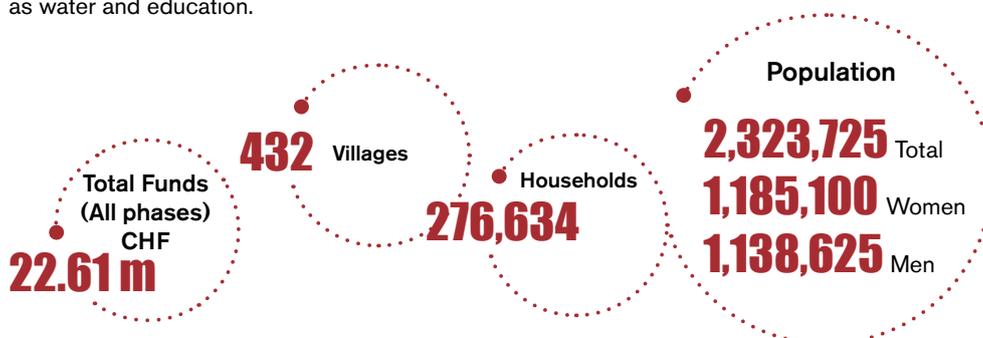


01

CHAPTER

1.1. Goals and expected outcomes – what did we want to achieve

LPH aimed to reduce the vulnerability of rural communities in the project areas of the Khyber Pakhtunkhwa (KP) Province and Federally Administered Tribal Areas (FATA) in Pakistan and to improve their quality of life. It focused particularly on marginalized men and women through increasing local economic opportunities (enhancing income and assets), promoting the sustainable management of natural resources, reducing risks from natural hazards and improving access to basic needs such as water and education.



Overall Goal: Communities in Pakistan North-western region have resilient and improved livelihood systems to cope with natural- or conflict-related vulnerabilities

- OUTCOME 1:** Water & Land Management: Village communities manage land and water productively, sustainably and peacefully to mitigate vulnerabilities
- OUTCOME 2:** Economic Development: Community-based Business Interest Groups make use of and enhance economic development potentials
- OUTCOME 3:** Increased Access & Delivery of Quality Services: Government and non-government service providers improve quality of services through institutional strengthening and social competence building in local development.

The Livelihoods Programme (LP) started in 2008 when Swiss Agency for Development and Cooperation (SDC) decided to capitalize on successful elements of existing and past projects implemented by Intercooperation²(IC). The LP project was implemented in three different phases. During Phase I (January 2008 – December 2010) the project area was inherited from the previous

²Intercooperation (Swiss foundation for development cooperation) till 2016 became HELVETAS Swiss Intercooperation after merger with HELVETAS (another Swiss NGO) in 2011 and registration in Pakistan in 2017.

projects (Chitral, Swat, Buner, Haripur, Karak and DI Khan in Khyber Pakhtunkhwa province). In January 2011 – April 2012 a transition phase was awarded to LP. In the settled districts of KP, district Lower Dir was added whereas districts Haripur and Buner were phased with the addition of two tribal agencies in FATA (Bajaur Agency and Mohmand Agency) and one in Frontier Region DI Khan.

The objective of including FATA in the project coverage was to respond to the call of Government of Pakistan to extend development support to the marginalized and remote areas of neglected FATA. In May 2012, SDC decided to extend a third phase until 2015 under the name of Livelihoods Programme Hindukush³. During this period, an External Review (ER) was conducted and the achievements as well as perspectives of the project were positively assessed leading to a consolidation agenda for the final phase (2015-2016). Consolidation mainly focused on key issues leading to sustainability and scale and condensed its focus to two outcomes. The two outcomes read as follows:



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Outcome 1: Village communities and their institutions manage land and water productively, sustainably and peacefully to mitigate their vulnerabilities

Outcome 2: Market systems offer opportunities to benefit the disadvantaged actors in the chain

1.2. Context – where did we work

1.2.1. Overall / regional

The North-western region of Pakistan has remained a global geopolitical concern due to political fragility of the region since the Soviet invasion of Afghanistan in 1979 and presence of the NATO forces engaged in Afghanistan after the event of 9/11. Due to geopolitical interests in the region, the protracted war in Afghanistan and consequent instability in North-western areas of Pakistan, the social fabric and the traditional mode of local governance founded on local principles has been evolving. The hold of local Tribal leaders has weakened and new power holders are emerging, which further detracted the traditional mode of governance and social capital. Sharing resources, including development support, based on an agreed ratio among tribes was challenged by the new power holders. Already behind in development indicators, the continued conflict narrowed down access to services and international assistance, hence further accentuating poverty in the region.

The region is prone to various hydro-meteorological hazards (e.g. flash floods, landslides, droughts, river overflow and earthquakes.) The resilience of rural communities is rather low due to poverty and limited capacity to face disasters. Natural disasters are inevitable due to changing climate and climate variability in the region. Most of such vulnerabilities are also caused due to resource degradation and dependence on climate sensitive means for livelihoods such as agriculture and livestock.

1.2.2. Settled districts / Khyber Pakhtunkhwa Province (KP)

KP with a total population of more than 17 Mio (13% of the national population), a very low literacy rate and a 42% poverty incidence, is the poorest province in Pakistan. The 2010 floods further aggravated the poverty situation in the province. KP has a high strategic importance in wake of the current global political situation. The economy is predominantly rural. 71% of the rural labour force is employed in agriculture, including livestock and forestry. The destruction and degradation of the natural resources has had a serious impact on livelihoods and levels of vulnerability. Several districts in KP have faced security issues in the backdrop of Pakistan's alliance to war against terrorism near the Afghan border. The mobility of women is generally restricted, limiting their access



³Aligned with Pakistan Hindukush Programme of Swiss Agency for Development and Cooperation (SDC) 2011-2016.

to information, services and markets and in their involvement in decision making. Women are also inadequately served by public services due to limited female staff. The context of FATA and North-western districts is closely tied with what happens in the adjoining areas especially concerning military operation / insurgency in action.

Support to settled districts is important for enhancing stabilization in the region, and serve as learning and expansion grounds towards more fragile areas where development has never reached. A larger focus in these areas is on up-scaling of successful interventions.

1.2.3. Pakistan Federally Administered Tribal Areas (FATA)

The total estimated population of FATA in 2000 was about 3.3 Mio, roughly 2% of Pakistan's population. Only 3.1% of the population resides in established townships. It is thus the most 'rural' administrative unit in Pakistan. The geographical share of FATA represents 2.8% of the area of Pakistan, and 29% of KP. Communities are settled in 7 tribal agencies and 6 Frontier Regions (FRs, which are part of FATA but administered by the administration in adjoining Districts) and are organized in their own tribes with tribal leaders in the centre of governing these agencies.

As of today, 1.2 million displaced people from FATA are living mainly in KP. Nearly 0.6 million have returned home and the process slowly continues. A National Action Plan (NAP) was established in 2015 for counterterrorism including the establishment of military courts and resuming of capital punishment. Moreover, Pakistan is also home to the largest refugee population in the world. Nearly 1.7 million registered Afghan refugees and 1 million unregistered lived in the country in 2013. The presence of refugees in FATA and adjoining area add to the challenges in development of the hosting and affected areas and poses additional challenges to attaining durable solutions.



1.3. Principles and Approaches

The foundation of the project was laid on an initial assessment of the community's livelihoods in selected valleys and villages. The LPH was planned on the premise that rural communities are not homogeneous and they comprise power dynamics owing to individuals' position, assets, education and ethnicity. Ways and means were carved out to engage poor women and youth who are usually excluded in decision making for cultural reasons. The idea was to bring a difference in the status quo, no matter how symbolic it was in the beginning. The approach, led by methodological choices in the field (either using adaptation of DFID Sustainable Livelihoods Framework, HH typology or a simple RRA), helped clear identification of development priorities and potentials for building social capital from diverse cross sections of community and which ensured that voices of marginalized were included in the process.



The project design rested on the theory of change that strong community institutions and their strong networks with service providers will lead to change. These priorities lead to identifying support required from various development sectors such as natural resource management, water, agriculture, education and local economic development, and reflect aspirations of the villagers to start with. The project made sure, that the communication was always clear and no high expectations were created. This approach has proven to help identifying poverty, its underlying causes and put emphasis on development potentials and vulnerabilities as well as on actors' analysis for assessing future room for building linkages and synergies.

Key priority sectors were defined as: Agriculture (soil, crops, livestock,); Water, Local economic development, Natural Resource Management, Disaster Risk Reduction (DRR), Education / skill development.

The following approaches were used:

- People / Farmer Centered Approaches in order to generate real ownership and strengthen sustainability. Strengthening social capital to lead local development (+special focus on FATA, where participatory approaches and community development / decision making are now evolving).
- A combination of Context Sensitivity in Programme Management (CSPM) and Do No Harm is a pre-requisite to work in the project area. The long experience of IC in these fields is an asset.
- Gender mainstreaming and social inclusion: Women and youth are essential actors in the process of development. The project monitoring ensured that the project (and partners) adhered to gender responsive budgeting and monitoring.
- Up-scaling of impact of the changes promoted by the project: Each type of intervention was planned for its future sustainability and a differentiated strategy for handing over, institutionalization and indicators for final conclusion with desired results.
- Knowledge management (documentation, sharing and dissemination) has been an essential ingredient of the project. In the extension phase it was taken to a next level of maturity. These efforts also entailed significance for policy dialogue based on validated experiences.
- Systemic approach – all actions, activities and interventions were interconnected and to take place within an established system be it political or economic. The main aim was to promote actors and actions with these systems, support and train the actors and create local capacities.

1.4. Stakeholders – With whom we worked

With the approach of CSPM, all the actors and stakeholders within the area of implementation of the project are known and also the relationship between them. During the programme, stakeholders’ mapping was carried out in order to know the possible connectors and dividers in the region. Some of them are given in the following tables. The tables hint to the diversity of actors and the challenge to be able to work with them for achieving common objectives, many times putting them together with each other with different roles. Therefore analysis of actors’ relationships and connectivity with each other was also important and led the process more meaningful by not just relating with them for certain activities and targets but to also improve their working relationships for the future development cooperation.

Donor	Implementing organization	Local Partner in KP	Local Partner in FATA/FR
Swiss Agency for Development and Cooperation (SDC) (Role: Funding organization and monitoring)	Intercooperation (later merged as) HELVETAS Swiss Intercooperation (Role: Designing, Implementing the project, monitoring, knowledge management, public relation)	Veer Development Organization (VDO), Alkhidmat Development Welfare Organization (ADWO), Young Star Development Organization (YSDO), Chitral Innovative Development Organization (CIDO), Birir Development Organization (BDO), Strengthening Participatory Organization (SPO). (Role: Working with the communities)	Strengthening Participatory Organization (SPO), Initiative for Development and Empowerment Axis (IDEA), Foundation for Rural Development (FRD). (Role: Working with the communities)



Actors in KP

Communities	Political actors / State	Services	Business, Market, Private Sector
CBOs: With a long history of development, different development actors organized communities as CBOs. Remote locations are still poor and unattended.	State actors: Offices of the Commissioners and Deputy Commissioners run administrative affairs in the districts. Local military and leaders of political parties maintain linkages with these offices.	Development departments (government line agencies)	The private sector actively operates in this area and has a high potential for employing people from areas with effects of conflict.
Local leaders: Village elders respected and consulted for decision making. Some of these local leaders also became political figures due to their economic strength or position in the village.	Planning & Development Department (P&DD) represents 'provincial government' responsible for planning, financing and regulating development projects.	Local and national NGOs, These NGOs work mostly as contractors of international donors.	Service providers / technical training providers....
Religious leaders / prayer leaders are strong opinion makers in favour or against NGOs with persistent views but at the same time a huge potential to promote good practices and change mind set (e.g. in favour of education, health and hygiene and so on).	Local government: Local body elections took place in 2015 and a nascent LG is in place.	Development organizations / projects financed by different donors in the areas of livelihoods, water, local governance, civil infrastructure development, reconstruction, skills, and so on.	Local traders / middlemen and traders who work directly with farmers and producers...
Productive Women and men Including farmers, off farm workers and entrepreneurs.	Military is active in areas adjoining FATA for security management which have remained hotspots of conflict. Military has a presence in the districts, yet more in the background.		
Landowners: Power is often determined by size of landholding. Large landowners employ tenants. The whole family incl. women work on farms.	The Jirga is still an important institution in the villages with elderly wise people.		
Host communities: Several displaced families are communally hosted in the villages.		Humanitarian organizations which provide assistance to temporarily displaced people.	

Actors in FATA

Communities	Political actors / State	Services	Business, Market, Private Sector
Community based organizations and local NGOs	Political Agents are the chief executives of the Agency with high judicial authority. They are linked with local military, tribal chiefs in power and FATA Secretariat.	Government departments provide services and are mostly managed from Peshawar.	The private sector operates largely in isolation, with very few linkages and little competition.
Local Leaders e.g. Malik ¹ . Those related to Malik or having close alliance with Malik family enjoy more power in the society and even at administration level.	FATA Secretariat: The official administrative hub within the government for taking development planning and financing decisions.	Local and national NGOs, A slowly growing number of NGOs working in FATA.	
Religious leaders / prayer leaders are strong opinion makers in favour or against CSOs and NGOs, development initiatives and the peace process in general.	Military: Military has a high concentration to manage security especially in areas which are still troubled.		
Men are prominent decision makers in social, economic and political domains. Women do not decide for themselves, interact with outsiders and have any economic power or role in decision making.	Jirga: The Jirga is an important social institution and increasingly plays a role of peace keeper in FATA. Jirga works in close coordination with Agency administration.	Development organizations / projects financed by different donors in the areas of livelihoods, water, reconstruction, skills, and so on.	
Landowners enjoy power led by landholding. Large landowners are also active in political arena.			
Displaced and host communities		Humanitarian organizations which provide assistance to temporarily displaced people.	

1.5. Vast Changing Context - What were the major challenges

LPH had operated in a vast changing context of KP and FATA which had incurred some external as well as internal influences on the LPH programming.

1.5.1. External influences

The negotiations around LP programme had started in 2007 and this was the time when the context was heading fast towards fragility as the sectarian violence was reported in Kurram Agency, one of the target areas for the programme. Then in 2008-2009 the military operation in Swat started resulting in temporary displacement of families and then subsequent return and rehabilitation of temporary displaced people in the aftermath of military operation. In the meanwhile, the situation in the south and FATA started to deteriorate. From 2011 to 2016 the IED/road side blasts, curfews, militant attacks and security search operations were much more common. Amidst the building up scenario LP had to close its South office in Kohat District and initially relocate it to Peshawar and then DI Khan.

During the LPH programme implementation, another front was open for Pakistan to handle and that was the rapid and wide magnitude recurrent natural calamities mostly attributed to the phenomenon of climate change e.g. the floods of 2010, Rud Kohi flash floods 2010, earthquake and floods of 2015 in District Chitral were of massive magnitudes and had resultantly increased the vulnerability factor of people living in the LPH programming areas. Owing to this vulnerability the people's priorities suddenly shifted from long-term development to immediate humanitarian relief and emergency context. LPH had to divert its attention to facilitate people back on track by transitioning smoothly from emergency to long term development context and also build their resilience against such disasters in future and had rightly succeeded in achieving so.

⁴Tribal leaders who continue within family due to their lineage.

With the onset of disasters, in 2008 the Provincial Disaster Management Authority (PDMA) was established in all the provinces by the government to coordinate preparedness and humanitarian actions in case of disasters. PDMAs were rather nascent when 2010 mega floods struck Pakistan. Based on the coordination experience from previous disasters, the requirement of NOC for NGOs to operate and implement projects in humanitarian and relief context became compulsory by the authority in KP, FATA and other parts of Pakistan. Subsequently this condition was expanded to all the projects. In 2013 a new law was introduced for organizations receiving foreign assistance which obliged all the INGOs to re-register themselves. New procedures remained in making and were interpreted differently by various actors including the authorities and hence a lot of uncertainty brewed for development organizations and their programmes. The process of obtaining NOCs was continuously improved with time with new procedures and many actors involved. Realizing the time taking process, the government kindly made interim arrangements for the organizations to proceed till the formal registration of the organization was either accepted or denied. LPH has been fortunate to have a special arrangement with the Governments in KP and FATA with the project specific MOUs which allowed LPH to operate smoothly with essential legitimacy as the government owned project in the eyes of authorities. The Programme Director of LPH was nominated by the government to work in tandem with the Team Leader assigned by IC for the project. The project was also reflected in the Annual Development Plan (ADP) of the Government of KP in 2010 as a five year development initiative supported by SDC and the Government.

A rapidly changing context had also influenced the country strategy of SDC. SDC introduced the idea of Pakistan Hindukush Programme (PHP) in 2009. This programme stemmed out of geopolitical importance of KP and FATA and the increasing emphasis from the Government to contribute to the development of the people living in this region for stabilisation of the region. Post Crises Needs Assessment (PCNA) document published by the government further reinforced this and several international donors offered their development assistance in the region to respond to the immediate needs. Swiss contribution was aimed at development of western areas and peaceful coexistence of the people to stimulate socially inclusive development. SDC aimed to achieve this through improving resilience of the most vulnerable populations to cope with economic, climate or conflict-related stresses and enhancing local governance and human rights. While these shifts were influenced by LP's field experiences, these also had implications on the LPH to phase out from the districts of Haripur and Buner and extend the programme to FATA. Pakistan Hindukush Programme strategy remained in place till 2016. And a new strategy was introduced for 2017-20 with more focus on water governance and rule of law as a consolidation of Pakistan programme by SDC.

Extending the programme in FATA was among the hardest decisions. On the one hand it was foreseen as challenge in the context of prevailing tribal system and traditions where the situation was not welcoming for the NGOs and INGOs while on the other hand it was a golden opportunity for geographical expansion to the most marginalized area which was gradually transitioning from insecurity and marginalization towards the peace process. The people of FATA after a long stretch of volatile security situation were in a state of mistrust. Tribal cultural barriers (e.g. misperception about the NGOs, lack of awareness on inclusive approaches as oppose to development led by tribal leader alone) were the biggest challenges to overcome and build the trust and rapport with the community. Internal disputes amongst the communities were also common. FATA was governed in a different setup than provinces with political administration in power and Maliks as the most influential representatives of their tribes in the system. Amidst all, the LPH adopted its approach with soft entry points and proposed a workable solution for all the stakeholders. Already during transition phase, a lot of misperceptions about FATA had changed and a few good connectors were mobilized. Some of the first non-formal schools for girls were established in 2011, as soon as LPH stepped in to FATA, community approach was recognized with tribal leader also agreeing with the concept of Taraqiati Jirga and good coordination was established with the Political Administration with office spaces for LPH in the official premises.

1.5.2. Internal Influences:

Just before starting LPH, a Livelihood Assessment and household typology were carried out in 2007 to establish to serve as a baseline for the programme to work until 2010. Based on these findings, LPH decided on its overall portfolio of activities and approaches which must guide the programme. A crucial decision was taken to design LPH with an institutional set build whereby the Government, SDC and Intercooperation become formal partners with equal ownership for LPH. A memorandum of understanding was signed with the Additional Chief Secretary Government of KP, SDC and Intercooperation and a Programme Director was assigned by the Government to work in tandem with the team leader of LPH. This resulted in easy access of the programme to all the government agencies in the field right from the beginning and to become part of their development plans. LPH could draw on the important asset of a long-standing collaboration history between Intercooperation and the KP governmental institutions.

Based on the Livelihoods Assessment, agriculture, land and water were chosen as key productive areas to improve livelihoods. The first training of Livestock Extension Workers gave positive results. It was becoming clear however, that the programme had to make it possible for the beneficiaries to learn how to read, write and do some basic mathematics, since this was a basic need for people interested to improve their lives, to connect with the market and learn from other experiences. It was therefore imperative for LPH to

engage in functional literacy and therefore special courses were given by LPH to men and women. This was additional to non-formal primary education for girls (not excluding boys) which LPH inherited from its predecessor projects.

Value chain assessments were also carried out to assess their potentials for small producers in LPH target areas. The livelihoods assessments earlier conducted guided the process of forming different interest groups around these value chains. A further change in the search for improving market access for the farmers' production was taken in 2010. The value chain approach improved with the newly developed Market System Development (MSD, also known as Market for Poor M4P) approach, where markets, middle men, and connectors to the farmers are analysed and trainings adapted accordingly. An internal review proposed that the programme should be expanded to FATA region to reach farmers with even less possibilities to access development programs.

Since 2007, Intercooperation was engaged in the theme of climate change and climate induced disasters. By the year 2009 it was established, that climate change was affecting the beneficiaries of the project using farming issues and climate extreme events as pointers. A series of workshops on climate risk management was held in 2009 which proved worth in 2010 when mega floods struck Pakistan. Another workshop in 2010 picked up the issue of institutional gap in addressing climate change challenges. The idea of establishing Climate Change Centre (CCC) came up. Steps were taken to shape this possibility within the University of Agriculture Peshawar where it would be possible to create direct links between farmers and researchers. LPH had also started its focus on Human Resource Development in Agriculture which succeeded in attracting many stakeholders (government, private and community).

Given the context at the time, LPH programme expanded the Monitoring and Evaluating System to include safety and security issues. During this period (2009 onwards), the Context Sensitive Project Management (CSPM) approach was introduced in all the aspects of the programme and stakeholder/actor analyses were made on regular basis in working areas in order to continue the work in the challenging contexts for affirmative change with the involvement of all actors. CSPM also created a sense of responsibility among staff to avoid harm by trying to change status quo too fast with one sided judgement. Staff has acquired skills to analyse each situation in its own right and tailor suitable solutions with stakeholders' involvement.

Mega flood 2010 was eye opening that some of the work done in the area of DRR had withstood the floods. This led to the decision that DRR will be included in the programme in a full-fledged manner based on earlier sporadic experiences.

Following a self-evaluation exercise in 2014, an external review was carried out by SDC and its recommendation helped further improve the course of the project and identifying consolidation agenda for 2015-2016.

2015 was again not an easy year for LPH with another calamity of floods in Chitral resulting in an obvious humanitarian response to communities with additional funds. A major emphasis however was placed on quickly restoring people's core livelihood sources including drinking water, irrigation channels, food shops and water mills. Hence turning disaster into an opportunity to remain focused on building back better on people's livelihoods potential.

However the same year LPH became the source of two small off-shoot projects namely Water Productivity (WAPRO) in Punjab⁵ and Nutrition in Mountain Agro-ecosystems (NMA)⁶ in KP, both capitalizing on learning from LPH and W4L. These were financed by SDC Global Programme for Food Security.

In 2015 an extra ordinary emphasis was laid on knowledge management. Two workshops had already been held for LPH in the past (2009 and 2012) resulting in excellent material including thematic papers and case studies. The third major workshop was organized in 2015 with support from HO on how this process should be led to make the best of capitalizing the experience of LPH to the end. The knowledge management effort was made to ensure that LPH had a good summary of lesson learned and that all new and innovative approaches as well as the sustainability of the programme were well documented. A greater excellence of knowledge management was achieved by listening closely to our beneficiaries in the field and reporting their stories separately in an album 'People in Change'.

During 2015-2016, the consolidation period of LPH, the main emphasis remained on ensuring sustainability of interventions and handing over the project assets to concerned agencies including the departments and private sector. The business interest groups became modest but larger business associations and service providers themselves. All Non-Formal Education Schools were handed over to the governmental Basic Education system. The community based organizations created a network and clusters and registered with Social Welfare department FATA government in 2016, value chains were up scaled and handed over the right actors, the Climate Change Centre functioned on its own at the University and so on.

⁵WAPRO has been financed by SDC global funds. Core focus is on improving water efficiency in rice and cotton with improved water governance.

⁶NMA has been financed by SDC global funds. Its core focus is on food and nutrition security by growing and using available food in a nutritious way applying sustainable agriculture and WASH principles.



02
CHAPTER

Markets for the Poor – Market System Development





02 CHAPTER

2.1. Background

In Phase I, the Livelihoods Programme followed value chain development approach for its economic development component. In the beginning, the value chain development focused mainly on direct support for poor and disadvantaged groups/producers. The project provided support and subsidized tools, equipment, free trainings, coaching of poor producers and exposure visits to the markets. This approach ensured a pro-poor focus. However, as is the case with any development project, with the given number of staff and limited financial capacities, only a small number of poor producers could be reached. Similarly, the direct interventions also had limitations with respect to sustainability and up scaling to a wider group and actors. The value chain development approach after passing through this evolutionary phase, culminated into market system development approach. Looking at the shortcomings and limitations of the direct approach, in 2012-13, the LPH started to increasingly focus on the constraints in the wider market systems, which prevent poor people from benefiting in value chains. For instance, farmers getting low production from their fields; the reason may not be their knowledge or capacity but lack of access to quality inputs and service providers, who offer inputs and services in the prevailing market system on sustainable basis.

Thus the shift from a direct approach to a more facilitating role took place and every individual value chain/sub sector was analysed to understand the market system in the wider context and identify bottlenecks for further improvement.

The approach was successful in finding ways and means to involve all the relevant stakeholders from the private and public sector to provide support to the direct actors involved in the supply chain. Efforts were made to follow the same rule and develop system that could help weaker players in accessing services in a sustainable manner and vice versa.

2.1.1. Main principals of MSD approach:

Following main principals of MSD approach were adopted by the LPH:

- **Context analysis:** The main elements included investing in understanding that where the systems failed to support the needs of the poor; what were the causes of these failures, etc.
- **Facilitative role:** Facilitate systemic changes; avoid taking the role of market actors (e.g. training, financial services, etc.), encourage market actors to perform better. LPH also encouraged market actors to figure out potential incentives and win-win situations, which ultimately benefit the poor and disadvantaged market actors.
- **Large scale impact:** MSD approach explicitly aimed at reaching large number of poor by harnessing the dynamics of the market system. It resulted in leverage points, such as co-investment and 'crowding' of market players.

- **Learning & adaptability:** The project adopted an iterative process of change which usually requires built-in learning mechanism to support flexible decision-making and grasp the different windows of opportunity. Every value chain was thoroughly analysed and improvements were made after periodic reviews of result chains and adapting interventions based on the learning.

2.1.2. How the M4P approach has been used in the different Value Chains:

The LPH focused on factors that promote the growth of markets and largely benefit poor market actors rather than concentrating only on individual value chains. For example, assisting farmers in the production and marketing of their products as well as organizing and strengthening them into groups and associations to reduce their transaction costs, improve efficiency and position in the market. However, M4P approach in various value chains proved useful in the following ways;

The project studied the whole market system in which a specific value chain was operating and identified the systemic issues that prevent poor from getting benefit. Once the issues and their underlying reasons were identified, the LPH started interventions in the required areas. Moreover, it also took into consideration all relevant stakeholders from assessment to implementation and monitoring afterward.

LPH formed business interest groups (BIGs) mainly of producers around each commodity to achieve the economies of scale, make the production & marketing cost effective and improve governance in the value chains and clustered them into business associations, if needed. Technical and business development capacities of the BIGs and Associations were further polished to run day to day operations. In some of the cases the business associations were also strengthened as service providers. They invested their own capital in different business ventures related to their respective value chains. The value chains of honey and potato are some of the examples of such business associations.

The project also conducted Rapid Market Appraisal (RMA) in almost all the important wholesale markets of the country with the objective to analyse the pricing trends, quantity (demand), quality preferences, supply sources and niches of the various agriculture products. The purpose of this study was to guide the concerned stakeholders on the best available markets of their products in terms of price, quantity and quality.

In case of agriculture value chains, the inputs supply system was developed to ensure availability of quality inputs at local level. Moreover, farmers were linked with markets through middle persons, wherever required. Based on proper research and coordination with Agriculture research and extension departments, the implementation strategy focused mainly on involvement of private sector to ensure sustainability. Improved and tested technology was introduced for increase productivity and profit margin with the involvement of private sector.

Pine nut and walnut are the value chains in which the project linked resource conservation with market by introducing the concept of “sustainable harvesting”. Business associations have now introduced complete ban on pre mature harvesting of such crops and raised awareness among their members and general community on optimal timing for harvesting. Conservation friendly harvesting tools were introduced in the communities and were linked with concerned service providers.

2.1.3 Achieving Scale:

Besides achieving the goal of sustainability, the MSD approach also assisted in achieving the objective of up-scaling and outreach through the establishment of Market Development Forum (MDF), consisting of representatives of government line departments, input suppliers, middlepersons and commission agents and local NGO . LPH played the facilitative role from the beginning and gradually reducing its involvement to a mere observer.

Market Development Forum (MDF) has no pre-determined period of operation. It has no specific ownership, neither any boundaries, nor any imposing conditions on its members. Then what, precisely, is it? It is a novel collaborative, supportive, linkage encouraging discussion forum meant for all the market players for voicing their issues and exercising their rights! As a major part of LPH's Value Chain services, MDF is intentionally meant to facilitate changes in the market system that will benefit poor and disadvantaged communities. It comprises of local stakeholders from particular subsector of the economy, including private sector, local government and civil society organizations. MDF may later want to shift its attention to other subsectors / markets relevant to the local economy.

Nature of support provided by the project:

During the evolution process of shifting value chain approach to MSD approach, LPH supported various elements of the value chains.

This support included technical as well as financial support. However, all kinds of support was given with some exit strategy and clear roles and responsibilities of the stakeholders involved. "WHO does and WHO pays" mechanism was used in supporting various value chains' interventions. The project supported the value chain interventions at pilot phase to test viability of the models for the market actors that too on cost sharing basis as shown in the following three selected value chains i.e. Potato seed production, Livestock fattening and tomato vertical farming value chains:



Potato Seed Production Value Chain	Contribution (PKR)	Nature of Support
LPH Contribution	1,500,000 for 25 acres	Technical support for farmers, support for potato seed transportation, farmers training and exposure visits (first year only)
GIZ Contribution	1,500,000 for 25 acres	Paid as advance for procuring basic potato seed and later recovered from farmers at the time of harvest by the cooperative and made part of the revolving fund managed by the cooperative (one year only)
Cooperative Contribution	2,375,000 for 25 acres	Purchase of seed, fertilizers, other inputs and hired labour (excluding family labour) – first year only and continued to date multiplying for up-scaling on more acres.
Vertical Farming –tomato production	Contribution (PKR)	Nature of Support
LPH Contribution	350,000 per acre (3.7 acres)	Technical support for farmers and 30% cost contribution in the purchase of inputs (first year for trials only)
Farmer Contribution	525,000 per acre	Inputs cost excluding labour charges (continued investment by the farmers)
Feedlot Fattening	Contribution (PKR)	Nature of Support
LPH Contribution	7500 for 10 animals per farmer (where farmers already owned livestock – 591 farmers)	Technical support through livestock department and middle person. PKR 500 contribution was made for ear tagging, vaccination and de-worming and a slight contribution in the purchase of animal fats for fattening purpose (first cycle only)
Farmers Contribution	7500 for 10 animal	Fodder cost, maize grains and minor medicines, labour work (continuous investment)

2.2. Added value and most significant changes

The use of MSD approach enabled the project to achieve sustainability, upscaling the successful interventions to the areas other than project and enhanced its outreach. Following are the most successful impacts of the MSD interventions:

Empowered poor market players: MSD approach benefitted all the players at vertical and horizontal levels in value chains, particularly the marginalized groups (like poor men and women). The project remained successful in turning the market forces in the favour of the marginalized segments of the value chain. The resultant increase in income improved the economic status of most of the marginalized groups (farmers, bonded weavers, embroidery workers) which empowered them in a sense to take better decisions about their business independently without being much affected by the influence of the powerful value chain players.

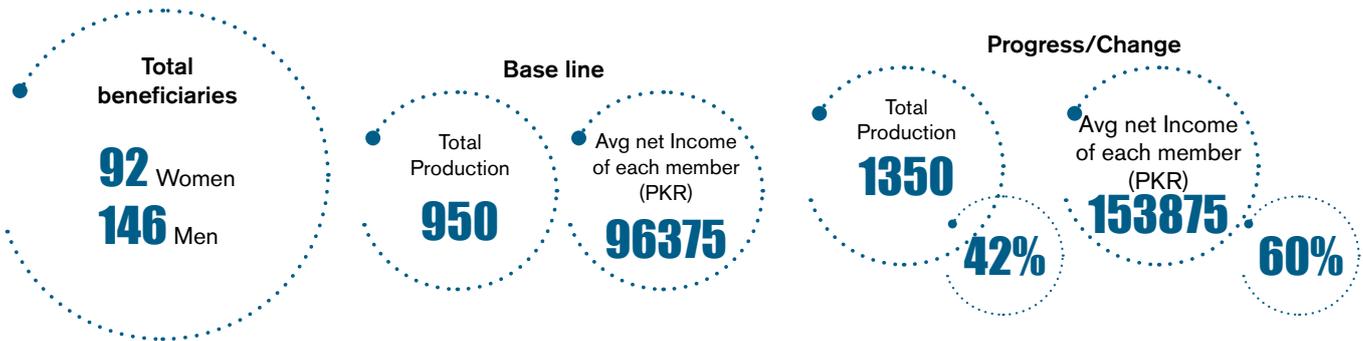
Example of Islampur weaving industry is relevant here. Prior to project, this business involved a unique credit system having the tendency to gradually transform small producers into bonded labourers. The naiks (large producers and private financiers) in most cases owned grocery shops as well as hand looms from where they lent different daily use products on credit (to the



weavers). This ultimately allowed naik to pay labour wages less in cash and more in kind in a barter system. Naik in a way used to control cash flow of his workers and their businesses thus seeking to control and exploit the situation in own favour. The LPH studied the whole system, and to fill the vacuum, the proposed solutions included the option of Islamic mode of financing for the weavers. The project invited a micro financing institute named ASASAH to fill in the gap of services in that domain. With the availability of microfinance (matching with the production cycle of woollen products), improved access of weavers to microfinance services and disentangle business from naik and money lenders. These interventions on the average increased the income of the weavers by 60%. The resultant increase in income improved their household economics and empowered them to negotiate on prices with the concerned middle persons, naiks and buyers. It is now their decision to select the market that is best for the purchase of inputs and marketing their produce.



Example: Islampur shawl weaving



The same sense of empowerment can be observed in case of pine nut association and potato growers' cooperative where they instead of being exploited at the hands of middle persons/brokers are consulting different markets for acquiring market information. They negotiate better as a group than previous practice of selling the produce individually.

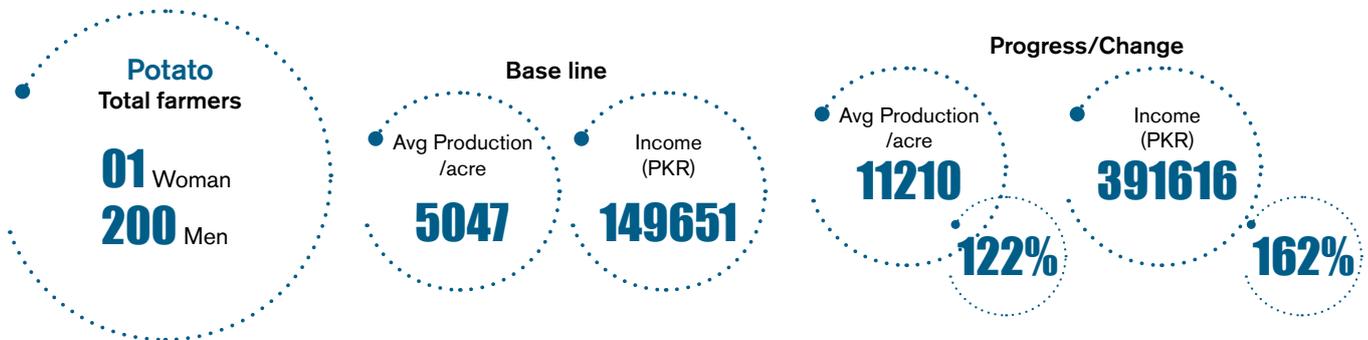


Contractual Farming with private sector: In agribusinesses, contractual farming has become a regular feature in case of commercial crops. Now the farmers and their associations plan properly before making commitment with the buyers/investors. This planning involves the use and share of the resources (both financial and technical) through the preparation of business plans. Proper agreement with the concerned investors with defined roles and responsibilities are prepared. The agreements with Magnus Kahl Seed (MKS), Abdul Ghafoor Bhatti Seed Corporation (AGB) and Syngenta Company are some of the examples of contractual farming in Onion, Potato seed and vertical tomato farming respectively.

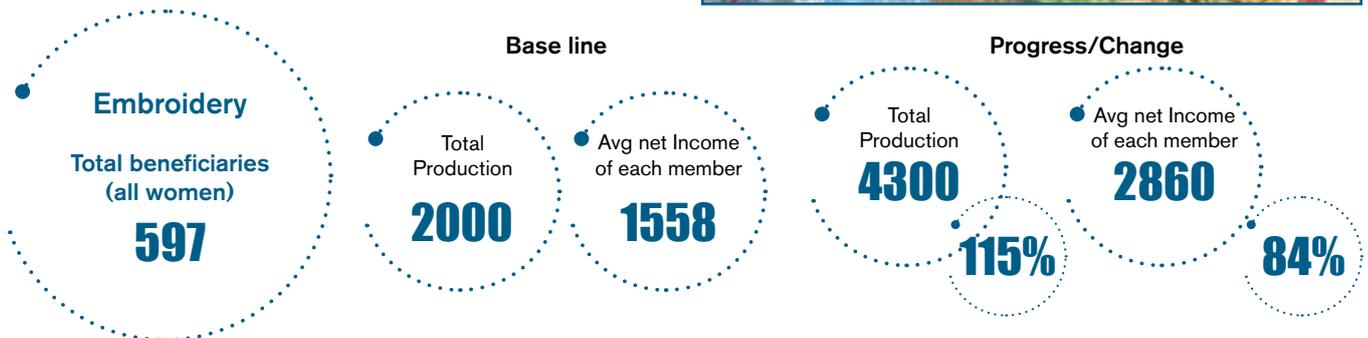
Tomato	Baseline		Progress / Change				
	Total Farmers (all men)	Avg Production /acre	Income	Avg. Production /acre	%	Income	%
Bajaur / Lower Dir (Tomato V)	70	7923	287954	12500	58%	657074	128%
FR DIK (Tomato H)	200	3500	45628	7923	126%	167911	268%

Bringing private sector in fragile and disaster prone areas: Private sector actors are usually reluctant to invest in fragile and disaster prone areas due to potential insecurity of their investment and weak market infrastructure. LPH has been successful in convincing the

private sector for making investment in such areas. This helped not only the local economy to grow in terms of business expansion and turnover but also encouraged the new businesses to emerge by harnessing local potentials and thus created job opportunities for the unemployed people. LPH partnered with the private sector companies for extending their services/quality inputs in the project areas e.g. LPH facilitated AGB Seed Corporation (Paramount variety of potato), Hazara Agro Seed Company (Roko variety of potato) & Zamindara Seed Corporation (Santee & Asterix varieties of potato) to establish potato plots (varietal trials as well as seed multiplication plots) in Gabor & Shishi valleys of district Chitral in collaboration with Agriculture Research Centre Chitral and later on after the successful trials AGB started contractual farming with the farmers to grow seed potato in Parabag village of Gabor valley. Another example is that of mobilizing Syngenta to introduce vertical tomato farming in Lower Dir and FATA which brought revolution for small owners in climate change affected areas.



Creation of Employment Opportunities (Youth involvement / Economic activities): LPH worked both in off and on farm sectors, creating job opportunities for un-employed youth especially women. As a result 731 skilled youth (83% women) trained by the project and engaged in vocational trades (e.g. Livestock extension workers, female veterinary assistant, embroidery workers, etc.)⁷. Also LPH facilitated aspirant individuals to establish businesses and Ms. Tahira Yasmeen, an embroidery worker transformed herself as a business woman and has employed 800 workers for preparing different embroidery products. This happened in a short span of three years.



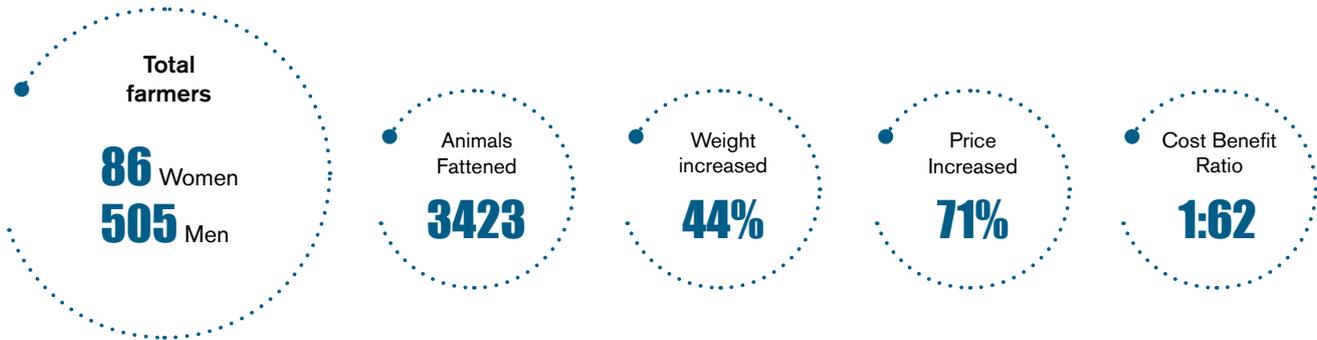
Similarly, in the agriculture sector, LPH facilitated inputs suppliers in establishing their businesses by building their capacity, market linkages and business planning with the objective to ensure quality seed availability at local level. To ensure better quality service availability in livestock, the local youth with basic level of education were trained as veterinary service providers known as livestock extension workers.

⁷Outcome Monitoring sheet

Use of Improved technologies: LPH introduced new advancements in technology in different value chains. This upgrading helped the value chain players to increase productivity and income. These technologies include simple and cost effective equipment (for instance honey filtration machines, harvesting tools for pine nuts & walnut, pine nut roasting machines.). Also new farming techniques with improved input packages and practices (e.g. vertical tomato farming with quality seed varieties, onion bulb production and livestock fattening techniques) and new designs/ trends in embroidery value chains are some of the examples of value addition that project has promoted during its implementation.



Example: Feedlot fattening



Diversification and institutionalization of different interventions: LPH introduced the concept of market led diversification by introducing cash crops on pilot scale in the working areas. To diversify the traditional cropping pattern, garlic was introduced in FR DI Khan and vertical tomato farming was initiated in Lower Dir and Bajaur. Based on LPH learnings, such interventions were institutionalized; for instance, projects were approved for tomato vertical farming and feedlot fattening in FATA by their respective directorates.

Promoting dialogue among private sector, public departments and authorities: To make markets work for poor, the need for generating discussion among the public and private sector actors emerged as one of the areas that needed improvement. Therefore, the project concentrated on developing synergies and generating discussions among both the public and private sector actors. For example, the studies of different agricultural value chains showed that the Agriculture department used to consider private sector as a competitor, whereas private sector had negative perceptions about the knowledge and skills of the department. This was the reason that both the actors could not find a common ground to interact with each other in people’s interest.



In order to cope with such issues, a coordination mechanism was developed where all the relevant actors including government and private sector organization could discuss their issues and could chalk out joint improvement plan for the value chain. It helped in creating synergies among the actors as well as created enabling environment for different private sector organizations to play their role efficiently in the value chains. Example of these companies include AGB Seeds Corporation for potato seeds production, Magnus Kahl Seeds (MKS) Company was involved in onion bulbs production through contract farming and Asasah micro finance institution for strengthening of weaving industry.

Integration of all stakeholders: MSD approach concentrated on the whole system in which a particular value chain operated or

number of value chains that interlinked with each other. During the implementation, the establishment of Market Development Forum (MDF) proved to be instrumental in the integration of different stakeholders, which brought in significant changes and improvements in the concerned sub sector or value chains. MDF in Mohmand agency was initially developed for discussing and solving issues concerning coriander value chain. However, later on its scope was broadened to other agriculture value chains and helped the concerned stakeholders to talk about the changes that could bring improvement in the overall market systems of agriculture products.

Sustainable Source of Income: LPH interventions enabled the marginalized groups not only to enhance their income but assured its continuity on regular basis by expanding the market outreach of the whole sellers so that they could generate enough demand for their products that in turn will generate enough orders from the producers. The examples relevant here are from the embroidery and shawl making sub-sectors where the whole sellers operating in these products were linked with markets in major cities of Pakistan.



Development of Local Human Resource: The project has invested in preparing a locally trained cadre of people serving in different domains like livestock extension service providers, agriculture input suppliers, middle persons (also master trainers) for livestock fattening, BIGs of embroidery workers and middlepersons supporting these women in carrying out the small scale businesses.

2.3. Sustainability:

The sustainability of MSD related work depends on the understanding of the market system around each value chain/sub sector and its systemic constraints. During LPH implementation, the interventions were more focussed on changes and improvements in the system by involving the relevant stakeholders. Since LPH did not indulge in creating new value chains due to shorter phases and worked on existing value chains by addressing the systemic constraints, majority of the interventions would sustain beyond project life. In order to do so private sector actors were facilitated in testing and adopting the models developed during implementation while involving them from the beginning e.g. in seed production seed marketing companies were involved in testing the varieties, providing the right technologies and facilitating producers and companies in negotiating the agreement. Another major aspect that would contribute to sustainability of the interventions was setting targets that could be achieved within the available time frame and being realistic. In most of the value chains MDF forums were established which not only ensured the sustainability of the concerned value chains but also promoted mutual discussions on systemic constraints, transparency, accountability and fair pricing at different levels.

While applying MSD approach LPH acted as a facilitator to the actors in the value chain and let the main actors in the value chain like producers, government line agencies and private sector take lead in different interventions. Following are the few selected examples in this regard:

1. Seed potato production through AGB Corporation is likely to sustain as the company has established good working relationship with the cooperative and both are forward looking for long term partnership in seed potato production. Additionally, the farmers have a right to keep a percentage of seed for themselves that they can even multiply and sell locally independent of the company.
2. MKS and Business Interest Group signed an agreement to produce onion bulbs in 2016 without the involvement of the project, which will be harvested in June 2017, which indicates that the actors in a value chain are collectively continuing with the interventions independently.
3. Feedlot fattening showed impressive results and is expected to continue beyond the project life as quite a few middle persons had already started expanding this activity beyond project areas during the life of the project. It was also observed that other local buyers had started learning from the middle persons involved with the project and replicating this model in their areas. Livestock department, FATA has already developed a project to replicate this model in other agencies of FATA. .
4. Tomato vertical farming undertaken in Arang valley is also being replicated by Agriculture department through its own resources in other Agencies of FATA. Since the economics of this crop are favourable for small farmers and the issue of availability of quality inputs and technical expertise are ensured by the project through private sector and agriculture department it is most likely that the farmers will continue with this intervention,
5. Since the market link of Embroidery workers was broken and they had limited access to the market through the introduction

of middle persons this market link was restored which will ensure that the embroidery workers will continue getting orders for embroidery.

6. The farmers' cooperative developed by the project (potato growers' cooperative and honey beekeepers' association) are running their enterprises successfully. Their existing business operations are financially viable and sustainable and their financial assets and membership are increasing.

Future of Islamic Credit System⁸: The Islamic micro financing was introduced in hand weaving sector of district Swat. Different financial products as per needs of the weaver were introduced and it played an important role in the business growth of the sector. Lahore based Islamic microfinance institution, Asasah (www.asasah.org) was supported in establishing their branch in the project areas and development of financial products whereas the credit was disbursed by the institution from its own funding.

2.4. Major challenges

- An inconsistent security situation discourages private sector investment and does not allow using full potential of linkages. Ensuring a rewarding MSD approach in these circumstances was not easy. In FATA particularly, there were little signs of the presence of private sector due to insecurity and remoteness.
- Agriculture, the main source of livelihood of the people in the LPH working areas that faced variety of constraints in profitable operation. These included climate uncertainties and risks, scarcity of water for irrigation, natural disasters and malfunctioning input and produce markets.
- Lack of coordination among relevant stakeholders remained a hindering factor contributing to low productivity and efficiency at all levels of the value chains.
- Access to finance by the poor and small producers is a huge constraint for growth. As a result, the poor producers do not have the option but to stick with the old technologies and practices. Lack of conducive environment for the financial institutions also does not allow them to operate and provide services in the prevailing context.
- Subsidized approaches of different donor organizations in FATA do not allow the private sector to grow and flourish in the area. LPH had difficulty in competing these approaches and it took a while for communities to understand why LPH does not 'distribute' things for free.
- Poor infrastructure, high cost of business transaction due to remoteness and shortage of skilled labour hindered business growth in these remote areas.
- Irregular power supply and overall energy crisis in the country increased cost of production per unit. Businesses are paying fixed electricity bills even with long power cuts. It was also difficult for businesses to employ and retain suitable skilled workers under these uncertainties.

2.5. Lessons learned

- An in depth analysis of the prevailing market systems, identifying systemic constraints, relevant market actors and facilitative role are key principles of working on MSD approach.
- Developing synergies among the market actors and public private partnerships have successfully ensured up-scaling, outreach and sustainability of the value chains' interventions.
- Private sector is an important actor in ensuring sustainability and may be engaged in extension of business development services. However clear terms and conditions should be chalked out to protect farmers' interests and possible exploitation by the private sector.
- Establishment of market development fora is an important step for improved market governance and development of backward and forward linkages.
- Provision of incentives to market actors with clear exit strategy helps in perpetuating and promoting partnerships (e.g. micro-finance institutions).

2.6. Future Perspectives:

- There is still a lot of scope to take these value chains further for up-scaling and for taking secondary value chains also into consideration. LPH was confined to phases and only intervened to the extent that was possible within this period.
- The successful model of Islamic microfinance may be extended to FATA to promote self-employment for both men and women.
- Mainstreaming climate change in value chain analysis is becoming important. Weather forecasting is increasingly important for timely predictions especially for farmers relating to their crop management.

⁸It is a non interest based financing and mostly operates on profit and loss basis with agreed ratio and terms and conditions



03
CHAPTER

Building Resilience





02 CHAPTER

3.1. Background

Pakistan is classified predominantly as an arid (annual rainfall below 250mm) and semi-arid (annual rainfall between 250-500mm) country with very high seasonal variability in the form of rainfalls triggering floods in one part of the country while droughts in the other. The phenomenon of climate change has also influenced the seasonal variability and weather shift to a greater extent. In the current scenario the temperature in working areas of IC/LPH has reportedly increased, summers are becoming hotter and longer. Scenarios indicate that the annual precipitation is largely unpredictable and rains are likely to increase in summers and drastically diminish in autumns / winter. This adds to the vulnerability of the people living in most of the programme areas. Climate has become highly unpredictable for the farmers whereas chances of floods and snow avalanches are high in the programme areas.

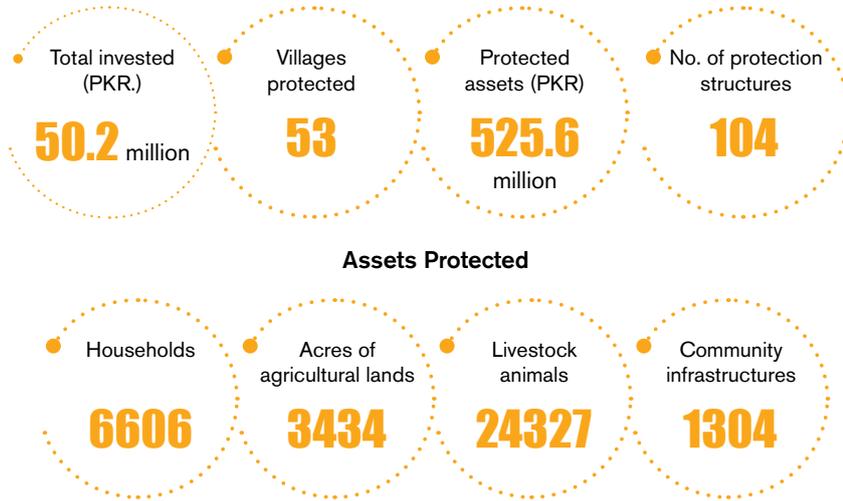
Based on this shift and likely implications, Pakistan is placed within the top most vulnerable countries in the world to the effects of climate change. These are manifesting in various hazards e.g. the severe floods in 2010 and 2015 caused by extensive monsoon rain and Glacial Lake Outburst Floods “GLOF”⁹ respectively. The emergence of recurrent humanitarian crises as a result of major floods in 2010, 2011, 2014 and 2015 had amplified the degree of vulnerability among the people; particularly in the areas where LPH has been working. The exposure to various types of hazards and consistently recurring floods have greatly reduced people’s resilience. While working in these disaster prone areas, it was imperative to build the resilience among people with the shift in the prevalent approach from purely recovery and relief assistance to prevention, preparedness and disaster risk management.

Agriculture is the main source of livelihoods for the people living in the working areas of LPH. The crop production in these areas is dependent on irrigation water that is derived from melting of high altitude snow glaciers in the north and flood water in the south (Rud Kohi in DI Khan).

Besides damaging the standing crops and agriculture land the consistent floods in recent years particularly from 2010 to 2015 had resulted in catalysing the soil erosion and devastated many of the community infrastructures including: irrigation infrastructure, drinking water supply schemes,

⁹Glacial lake outburst floods is a type of outburst flood that occurs when the dam containing a glacial lake fails. The 2015 flood in Chitral was caused by this phenomenon.

roads, bridges, and micro-hydel units. Many fruit orchards and forest plantation were also badly affected by the frequent disasters. For the farmers it was almost impossible to divert irrigation water to the crop fields with the damaged irrigation infrastructure especially channels. Damaged channels also were likely source of other minor and major disasters such as seepage, land erosion, landslips and slides. The lack of protection work exposed communities to a high risk of having washed away their remaining agriculture land.



During the process of risk assessment, several instances were noted where productive land had been lost and the reclamation required investment and materials (mainly machinery and even explosives at times to remove big boulders) which was not possible for the individual farmer. Disasters therefore can completely change the livelihood landscape by affecting important capital. Therefore improved resilience and sustainability of coping strategies are directly connected with livelihoods of the people living in disaster prone areas. The LPH therefore in post flood 2010 increased its focus on building resilience among the communities by building their capacities to properly respond to disasters and supporting them with structural, biological and non-structural DRR measures. IC/LPH experience has proven that investment in DRR measures, especially in infrastructure, are effective with costs-benefit ratio of 1:11; which suggests that every Rupee spent on risk reduction and prevention saves 11 in the event of disaster. This economic analysis has been documented to add to already existing analysis elsewhere in the world to advocate the case for more investment in preparedness.



3.2. Strategy for building up resilience in humans and infrastructure

LPH understands resilience as the ability of a socio-ecological system, community or society exposed to various shocks and trends to anticipate, manage change and recover from the effects of an event. This requires adaptive, absorptive and transformative capacities, which can be fostered through communities' livelihoods assets. During implementation, the LPH particularly focused on marginalized women and men through increasing local economic opportunities, promoting sustainable management of natural resources, improving access to basic needs such as water and education and building infrastructure.



Over the years, Intercooperation has strengthened and increased

its capacity in emergency response by visualizing the complete cycle of emergency response, concentrating on preparedness, longer term risk reduction, continuum from emergency to development. Intercooperation has consistently made efforts in integrating Disaster Risk Reduction (DRR) and climate change adaptation measures into development planning for improved resilience. LPH has provided ample opportunities in these efforts. While humanitarian organizations are mostly expert in extending immediate support with short term emergency recovery, relief and humanitarian assistance, the LPH was planned to support long-term development with an aim for building resilience of people against natural and man-made vulnerabilities, e.g.:



- Prioritization of villages according to likelihood of hazards and risks.
- Risk assessment and mapping for relevant planning and capacity building of stakeholders aimed at reducing risks
- Working through participatory approach and inclusiveness; follow the proper criteria for selection of people. However, in this selection oriented development, ensure that relationship between so called power groups and the poor improves and becomes complimentary with certain roles. Otherwise this will create new vulnerabilities for the poor who ultimately still live in the same society.
- Ensure regular follow up and long term commitment from permanent service providers (e.g. government, private actors, community based actors)

In the spirit of improved preparedness capacity and building resilience, the LPH focused on the following key interventions and ensured that each of these is sustainable without project interventions (see in various sections):

- i. Implementation of hardware/software solutions
- ii. Building social capital for enhanced resilience (collective bargaining power of the weak players) and preparedness to act in an organized way collectively.
- iii. Resilience to changing climate, especially in case of agriculture
- iv. Advocacy for enabling environment (preference for preparedness)

3.2.1. Hardware/software solutions

A continuous awareness raising led to forming an understanding among actors that an investment (in DRR) saves ten times the expense in rehabilitation and recovery. Therefore the project invested in developing local capacities to build resilience such as village based CBDRM (documenting early warning signs, training in search & rescue and first aid, village disaster management plans and strengthening committees), growing diverse crops, taking measures in reducing crops / livestock losses, provision of first aid kits, distribution of search & rescue kits to communities, construction and rehabilitation of flood protection walls, diversion spurs, integrated watershed management, check dams and so on. Most of these interventions involved one village and at times two to four adjoining villages.

The project in collaboration with the local stakeholders and experts demonstrated the entire trail of risk assessment, and decision making on suitable solutions using local knowledge and these interventions led to a great success. LPH in consultation with the local communities and through CBDRM approach, was able to prioritize several DRR interventions and took different resource protection measures.

The experience of building local capacities not only gave boost to the resilience but also contributed to the sustainability in the post project scenario. LPH also helped community institutions in linking with the government organizations to ensure responsibility on both



sides. This helped in generating self-propelling systems that are put into work automatically in case of disasters and emergencies. In many villages, the community, including women, have been trained in CBDRM and early warning systems were introduced.

In Birzeen village of Gobor valley, IC constructed 280 feet mass concrete flood protection wall for the safety of the village on the bank of Garam Chashma River. "The intensity of the flood was severe and the only thing that saved our village from annihilation was the protection wall", remarked, president of the village organization.



District/Agency	Watershed Management									CBDRM				
	Number of protection schemes	Number of Watershed Managed	Diversions structures	Slopes stabilization	Check dam	Pond	Plantation	Total Number of HHs protected	Total # of agricultural land protected (acres)	Number of Beneficiaries	VDMCs established	Search & rescue tool kits provided	First aid tool kits provided	VDMPs prepared
Bajaur	9	1	6	0	0	1	12700	92	127	70	25	0	25	25
Mohmand	5	1	0	7	50	0	17430	310	157	84	24	0	24	24
FR DI Khan	6	1	0	3	1	0	10400	125	375	60	20	0	20	20
FATA	20	3	6	10	51	1	40530	527	659	214	69	0	69	69
Chitral	32	3	3	13	194	0	35500	1646	2076	195	5	6	5	5
Lower Dir	4	0	0	0	0	0	0	270	201	445	0	0	0	0
Swat	1	0	0	0	0	0	0	35	0	55				
KP North	37	3	3	13	194	0	35500	1951	2277	695	5	6	5	5
Haripur	6	0	0	0	0	0	0	1016	46	44	0	0	0	0
Karak	6	1	0	4	4	1	8140	390	146	56	0	0	0	0
DI Khan	8	0	0	0	0	0	0	2757	306	769	20	12	11	15
KP South	20	1	0	4	4	1	8140	4163	498	869	20	12	11	15
KP	57	4	3	17	198	1	43640	6114	2775	1564	25	18	16	20
Overall	77	7	9	27	249	2	84170	6641	3434	1778	94	18	85	89

Sustainability of these interventions is closely associated with social capital (see next section). Each soft and hardware intervention has been undertaken in close partnership with Village Organizations and relevant government actors (e.g. Forest department, soil conservation, District Disaster Management Unit (DDMU) and so on). For every scheme, O&M committees were formed prior to implementation of scheme. They are trained in relevant aspects of the scheme and are involved not only in the construction of the scheme but are also involved in mobilizing resources for maintenance of these schemes. For example after the floods of 2010 in DI Khan Kohawar village mobilized its own resources to repair the village protection bund and in 2015 in village Tar, Chitral the villagers seeing the effectiveness of protection walls during the flood in protecting village properties collected funds to repair the damages caused to these structures. For both these villages floods were a wake-up call regarding the importance of DRR for their villages and they could relate that their survival is in maintaining these DRR structures for their own protection.



3.2.2. Resilience through building social capital:

- LPH has integrated people at three levels:
 - o At the level of situation analysis and prioritization of issues
 - o Taking preventive measures
 - o Capacity Development
- Social cohesion has increased considerably, e.g. 122 Tiraqati Jirgas (TJs) in FATA were formed and their Village Development Plans have been developed. The TJs are also enlisted with the Political Administration. The TJs have been networked in a consortium to have a common platform to work for the development of FATA e.g. in Mohmand Agency the network with the name of Society for Rural Development is formed and is in the process of registration with the Political Administration.
- Many other projects are now also using TJs for delivering development interventions e.g. in FR DIK the TJs are now linked with different government agencies i.e. agriculture extension and livestock. Similarly, in Bajaur and Mohmand different international organizations i.e., UN-Habitat, IRC, FSSP and Acted are implementing different activities with these TJs. The list comprising TJs has been shared with the Assistant Political Agent (APA) and is now a part of FATA Secretariat database as well.
- In Mohmand Agency, the Political Agent (PA) office took the initiative to make a district profile comprising services, actors and resources. The preferable approach at the PA level has been similar to “please contribute what you can but lets work”.
- The watershed committees were established as an interest group under the TJs / CBOs to manage watershed interventions in case of most vulnerable locations. They have resolved many disputes and resource conflicts among villages and owners.
- In case of most vulnerable villages identified in partner districts, Village Disaster Management Committees (VDMCs) were organized under the auspices of village based organizations. These VDMCs were centre-point for all risk assessment exercises, village disaster management planning, keeping custody of material (e.g. search & rescue and first aid kits) and supervise early warning system (and SOPs in case of disasters).



The people have realised importance of building resilience and creating the possibility to live in peace in their own social setup, collective action and mutual interaction. Some of the VDMCs have not only started to respond to local incidents but have also started contacting other similar organizations to collaborate in such direction.

Some of the examples of initiatives taken to ensure long term benefits of the investment are;

- Sense of ownership was promoted among the people. In case of sustainability of infrastructure investments, the local resource was built with the know how to organise, repair and do maintenance of such schemes.

- Local people learnt management and application of integrated watersheds.
- The stakeholders at the level of Chitral, Bajaur, Dir, Mohmand, Karak, DI Khan, FR DI Khan and other districts are sensitized on the issue of climate change and its repercussions and have initiated some serious efforts in this regard. The District Adaptation Plan for Chitral was developed with multiple stakeholders. The public sector has started to contribute to the Climate Change Centre with financial allocation.
- In many vulnerable villages, communities have massively contributed to building infrastructures such as flood protection walls, watershed management structures, embankment plantations, diversion structures and irrigation schemes.

Village Disaster Management Committees (VDMCs) are organized and registered with DDMUs for support in the event of disasters.

3.2.3. Resilience to climate change and preparedness in agriculture

The impact evaluation of Rudh Kohi in southern district of DI Khan for the floods of 2010 vs. 2015, has shown a drastic improvement in minimizing the effects of flood disasters. The study has shown that despite a heavier wave of floods in the Rudh Kohi channels in 2015 when compared to 2010, the inundations and losses were far less than in 2010 and villages were protected from inundations. At the same time it was also for the first time that many farmers on the tail end (downstream) of the system had sufficient flood water for irrigation which otherwise was not possible. The data for comparison of flood water was taken from the record maintained by Rudh Kohi Department (Revenue Department) in DI Khan.

Right from the inception of the project in 2008, LPH has tried to establish climate baseline in all the partner districts, document local knowledge on early signs of disasters, local perceptions regarding climate change and defining key parameters for adaptation to climate change including agriculture, water and DRR. In this process, there have been three rounds of comprehensive training courses for all major stakeholders ranging from ministerial level to basic functionaries of the districts dealing in disciplines that relate significantly to climate change. These training courses encompassed basic orientation on what climate change is about and how does it affect livelihoods, climate risk management and options to deal with climate change. This series of courses and awareness sessions engaged more than 500 participants from government departments and other partner organizations including universities provided a mass level of support on adaptation to climate change agenda for improved resilience of farmers and inhabitants in KP and FATA associated with livelihood strategies sensitive to climate change.



In order to sustain and continue these interventions in the long run and to ensure that a permanent institution takes over this responsibility from LPH, the establishment of Climate Change Centre at the Agriculture University Peshawar took place after an extended dialogue on need for such an institution in KP that supports long term adaptation strategies in the agriculture sector (and associated fields such as water) to address future vulnerabilities. Chapter 7 brings more details on this achievement.



In short, in the field of resilience, LPH has not only looked at the domain of natural disasters and how best this may be responded through creating local capacities, it has also inculcated a sense of adaptation to long term effects of climate change which are equally important to address vulnerabilities in the region.

3.2.4. Advocacy for enabling environment

Resilience can be built by encouraging or creating a systemic response in an enabling environment. The challenge is to get through

different mind sets (to be specific, mind sets which are more inclined towards response than preparedness). LPH has ensured that:

- The public sector has been sensitised on disaster prevention and climate change, especially the communities realise preparedness as priority than response.
- Climate scenarios/assessments for districts have been made so as to be better at handling implications of rainfall, drought and floods.
- Through various interactions, LPH realized that the DDMU setup is at an infant stage and needs time and resources to fully gear up to respond to disasters in an effective and efficient way. Therefore, the process of handing over Village Disaster Management Committees (VDMCs) and Village Disaster Management Plans (VDMPs) was planned in a manner that helped DDMU to have recorded capacity at hand and replicate this experience in other places.
- Gender inclusion was another dimension that the project has achieved. The VDMCs, VDMPs and watershed committees include both women and men with an active role.
- The community institutions (VOs/CBOs/TJs, VDMCs, Interest groups) mobilized by LPH were useful in providing platform for interaction with different development stakeholders. In due course of time many organizations/projects used these community structures e.g. SDC-HA supported the HJRA project.
- Successful and effective demonstrations were carried out for integrated watershed management with the contribution and participation of relevant government departments and communities. The Chitral Contingency Plan is one of the best examples of enabling environment for disaster management



3.3. Major challenges

Due to frequent emergencies, both people and government line agencies are increasingly indulged in short term recovery activities and give little attention to building long term resilience or making strategies and plan of action for reducing the effects of natural hazards in future. In such a situation people, on the one hand develop dependency syndrome and lose sight of their future needs and planning on the other, when the emergency is over, people find themselves in 'back to square one' situation where they have to start from the scratch again.

In Shishikoh valley which is considered relatively conservative and environment is reportedly not conducive for nongovernment organisations (NGOs) to operate freely, IC managed to gain entry and recognition by a strong engagement with communities. Some of the most recognized work included construction of several flood protection and diversion spurs at the critical points. Village Tar in Shishikoh valley which was badly damaged by flood in 2013 escaped any damages in 2015 flood due to protection walls built a year before in 2014 by IC/LPH. After the flood passed by the village without causing any damage to lives and livelihoods of the population, the people of the village led by a local religious leader gathered at the site of protection wall and expressed their gratitude to IC. "It was more severe flood than the previous ones and was expected to cause more damages to our houses, crops and land", remarked the religious leader, "but thanks to IC for the good protection work that we escaped any damages to our lives and properties. We feel safe now".

Some of the major challenges the project faced in this domain were:

- It is a fact that the districts with history of disasters are more open to discuss preparedness than those who are susceptible but are not affected by the disaster yet. Hence social mobilization and consensus building for collective actions among such communities is a challenge.
- Research has shown that investment on preparedness is far more efficient than spending resources on response. However, funding constraints in preparedness activities put limitations to the extent of contribution in DRR. The donors are more inclined to fund humanitarian response.
- Initially the community did not realize the importance of resilience building. People were more interested in dole-outs or hardware related interventions than soft activities such as CBDRM training. Hence availability of community volunteers for training and onwards commitment for DRM was a challenge
- Illiteracy among majority of the people in the communities was another major hurdle in building adaptation skills and knowledge – however this was often compensated by local knowledge of senior community members

- Lack of coordination amongst organizations and institutions despite they were all needed to contribute to DRR objectives, was a major challenge.
- DDMU setup is at an infant stage and not yet geared to take preparedness actions or large scale emergency response.

3.4. Lessons learned

- Each emergency has its own dimensions. Therefore, it is advisable to take some time in understanding the area and people's priorities before starting any kind of emergency response. If not, emergency response stays in isolation to the people priorities.
- There is a wise saying that "A stitch in time saves nine". Over the years while working with disaster prone communities the project established that preparedness is better than response, therefore, it is imperative to streamline DRR component in all interventions particularly in more fragile areas.
- The recurrent disasters have proven that all long term development initiatives should have inbuilt component on resilience and preparedness. When designing a new project, local risks and vulnerabilities need to be completely understood. Such awareness needs to be raised on both sides, i.e. the communities tell the project and the project relates its expertise in that regard.
- Research on crops/fodders by institutions with reference to climate change can further augment coping mechanisms and long term strategies to save livelihoods.
- Involvement of the stakeholders in the DRR promotes the sense of ownership. Equipping them to lead with suitable set of capacities can add to resilience and sustainability.
- Taking indigenous knowledge in planning and designing interventions can help building relevant and practical concepts within the specific local contexts.
- Investing in strengthening of community institutions (e.g. VDMCs, WMC, O&M committees) and linking them with relevant government institutions (like DDMU, PDMA etc.) is a viable option for building resilience and self-propelling systems for DRR.
- Research is an important element to achieve improved resilience due to ever changing climate induced hazards. It is therefore important to enhance research capacities of relevant actors (e.g. universities).
- PDMA and DDMU need to be on board for all initiatives right from the beginning. PDMA's Disaster Resilience Roadmap contributes to implementation.

3.5. Future perspectives and Scope for Work

In future perspective there is still a lot of room for resilience building among the communities and the institutions. Some of the possible dimensions for future scope of work can be:

- A Systemic approach to address climate change adaptation at local level needs to be promoted for efficient use of available resources such as water, soil etc. By its mandate the Climate Change Centre established in Agriculture University Peshawar can be a continuous source of support in finding viable solutions for adaptation and mitigation and therefore needs further capacities.
- Investing in building further capacity of public, private institutions and community structures (O&M committees, VDMCs) and up scaling systems engaging a multi-actor response needs further augmentation in future.
- There is a need to establish a link between useful information generated by PMD and end user in a manner that is user-friendly and easy to understand e.g. a farmer can plan the crop production on the basis of weather forecasts, a village prone to flooding can take decisions and measures in timely manner and so on.
- Public, private sector and community are different actors of DRR action putting their energies together in a more efficient manner.
- FATA Disaster Risk Management plan is another avenue to work in future. There is a need to build lots of capacities and materialize identified structural needs.
- The emerging water scarcity has a potential to transform into a disaster in drought prone areas (e.g. DI Khan, FATA). Hence there is need to put serious efforts in water sector especially its judicious use and conservation.



04
CHAPTER

Non-Formal Education & Adult Literacy





04 CHAPTER

4.1. Background

Being able to read, write and do some basic mathematics is a basic necessity to improve lives, to connect with the market, learn from other experiences and live with dignity. It was therefore imperative for LPH to make sure that most beneficiaries of the programme would have these basic skills. At national average the literacy rate in Pakistan is around 60%; 71% for men and 48% for women. However, in LPH geographical areas, literacy is much lower. In KP it is just over one-quarter (28%) of the population i.e. men 39% and women 16%. In FATA literacy rate is only about 7-8% among men and less than 1% among women. The main reasons are extreme poverty, lack of education facilities and awareness regarding the importance of education, cultural barriers and so on. In some places schools were built but were never functional while in others there were no schools at all. Therefore, LPH was looking for ways to create learning opportunities for adult illiterates and children without a school.

A rapid rural appraisal (RRA) in 2011 in FATA revealed that access to education was one of the high priority issues for the people. Schools either did not exist or whatever structure existed as a school, met with a fate of closure. In the deteriorated security situation, school buildings became a soft target for militants. In some remote villages with about 80-90% male children out of schools, sending the girls to schools was neither a motivation nor a priority for the people; it was never realized as their right.

4.2. Approach and strategy to implement education amongst LPH beneficiaries

LPH inherited and further improved a non-formal education approach that served as a source of connector and build rapport with the community. This approach made it possible to address the strategically significant need of the area with all the different actors and stakeholders. With 73 schools inherited from its predecessor project, the LPH was able to use this platform to improvise its approach and improve partnership landscape for better sustainability of schools. National Education Foundation (NEF) Government of Pakistan stepped in as an interested stakeholder to acquire these schools once they reached certain maturity and passed NEF test.



There was a dire need to either make the non-functional schools functional or establish a non-formal school. In this regard, an assessment was carried out before launching the education programme. The assessment concluded that a total of 7'548 children (4438 girls and 3110 boys) were found out of school in 100 villages in the agencies of Bajaur, Mohmand, FR DI Khan and DI Khan. The average age of out of school children was 3-7 years for girls and 3-6 years for boys. The average distance of a government primary school was 3.2 km. The major reasons for not attending school were: non-availability of schools, non-functional government schools, unwillingness of sending children to school, poverty, wanted their children to go to madrassas (Islamic education), wanted their children to work in the fields, elder children taking care of the young siblings particularly in case of girls, no proper washrooms in government schools, and school located too far from the villages. In these 100 villages, 75 villages had Boys Primary Schools (including 3 Boys Secondary School) but none for girls, 11 villages had no boys' and girls' government primary schools and 14 villages had boys' and girls' government primary schools but were overcrowded.



4.2.1. Non Formal Education (NFE)

LPH established specific Non Formal Education Schools, which ended up being very important connector between LPH and the community. For the setting up of these schools, LPH developed strategic linkage with the Directorate of the Government's Basic Community Schools Programme (BECSP), Ministry of Education. The ministry provided technical support necessary to establish the Non-Formal Education (NFE) schools as well as training the teachers. It was strategically planned and implemented with the BECSP so that these schools are in line with their standards regarding teacher capacities, curriculum, etc. so that at the time of merger fewer issues are faced. Also BECSP was involved in the monitoring of these schools and conducting exams. It was agreed with the ministry at the start of the programme that these NFEs would merge later into their regular BECSP Programme. The following criteria was used for the establishment of Non-Formal Schools:



1. Non availability of Government school in a radius of 2-3 KM
2. Government schools are not functional
3. Willingness of community for providing a single room space and security to the school
4. Availability of local educated person (at least matriculate) in the village
5. Willingness of the community for sending their children especially girls to the school

Under the NFE system, the communities contributed to the school with a local teacher and a free of cost space for the schools. The

¹⁰These schools were inherited from a predecessor project of LPH and therefore data for out of school children at that time was not available.

teachers for NFE Schools were selected by a Core Group which comprised of a member each of FATA Education Department, partner NGO, LPH and BECSP. The teachers were also given training on different aspects of handling school and on subject specific issues. In most of the villages, a Village Education Committee (VEC) representing parents, elders of Jirga and religious leaders was established to ensure security, monitoring and supervision of the school and a close liaising with LPH and BECSP. In FATA the VEC comprised of men only while in DI Khan both men and women were part of the committee.



The formation of 100 VECs (93 men and 7 women) with a membership of 627 men and 14 women was the first step to make the parents realize the importance of education and to send their children to school. This was easily accepted for boys but initially majority of the parents were reluctant to send their girls to school.

A number of awareness sessions and campaigns were carried out to sensitize the parents to send their children (boys and girls) to school. The community school was formed in a common place, which was accessible to the children both from far and near. These VECs promoted the importance of education and its impact on the social and economic development of community through campaigns.

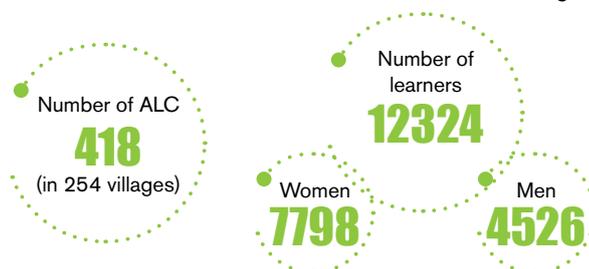
LPH selected 173 local teachers for teaching in schools in their own locality.

- In order to be accepted by the community, it was very important to pick the teachers from within the area where literacy was being addressed.
- LPH selected local educated persons and contacted influential local people in the area (religious leaders, Jirga elders) to support the literacy activities and to make community realize and convince parents on the importance of education involving TJs members.
- The major emphasis was laid on girls' education but the programme did not exclude boys.
- Education served as an excellent entry point for other interventions and became a participatory social connector.
- LPH consulted with relevant government line department for selection of teachers who were matric, intermediate or graduate
- Low profile, low visibility of school (no prominent building etc.) in order to avoid security issues
- Exit strategy was pre-defined and exactly implemented the way it was defined in collaboration with relevant actors.

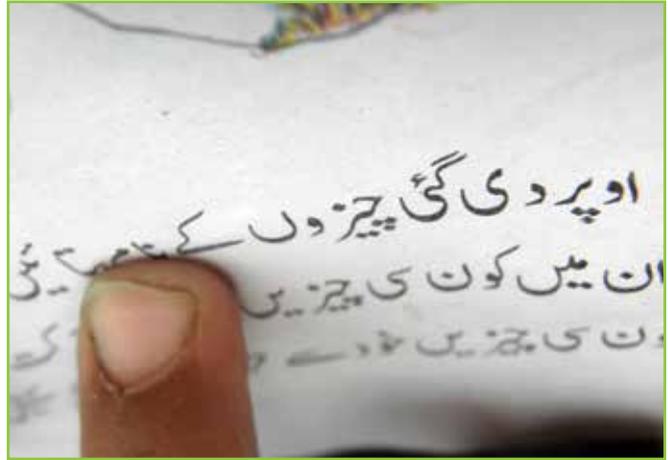


4.2.2. Adult Literacy Centres

In order to equip adults, men and women beneficiaries of the LPH, with basic skills of reading, writing and simple calculation, LPH set



up Adult Literacy Centres (ALCs). These ALCs created functional literacy which could help them in improving their enterprise or small businesses and enable them to use the modern equipment to approach the local and district markets for better returns. The literacy session was for the age group of 15-45 years and lasted 6 months with a 4 hours' session per day. The educational material used in these Centres was acquired from the Ministry of Education's Charag-e-Rah primer series Government of Pakistan. The core working group comprised members from the National Education Foundation (NEF), Agency Education Department (AED), the local NGO Service Provider Facilitation (SPF) and a Non-Formal Education specialist, LPH. They were involved in the sites and teachers' selection and in the monitoring of these ALCs. The demand of ALCs by the remote communities was high during all the LPH period.



Due to cultural barriers and as a first step towards improvement of adult literacy, LPH initially started the programme for men only and later on the service was extended to the aspiring women and during the consolidation phase organized ALCs for women only. All beneficiaries of core areas of LPH were encouraged to participate in the literacy training: farmers, middle men, producers, livestock extension workers and members of Business Interest Groups and community organizations.

4.3. Achievements and most significant changes:

The main added value of working with this approach was to increase basic literacy among people in very remote areas and create awareness on the importance of education. The programme trained teachers, empowered farmers and created new employment opportunities for some. It set up Village Committees, brought together governmental social service providers with local leaders and gave the community tools to decide how they wanted to carry education of its people and contributed to some extent towards a more peaceful region.

The most significant change was mainly in FATA where girls and women went to school for the first time in their lives. This gave them a higher self-esteem and contributed to better hygiene and hopefully better health in the families. Community ownership is apparent from the fact that in most cases the community came forward to offer a one-room facility for a school. LPH adopted its approach that had higher social approval among people so that the change process continues from within. The constant efforts were made to convince the religious leaders/Jirga elders on education. It was made possible with the continuous negotiation with the community and Jirga elders. The government capitalizing the social capital organized by LPH engaged TJs and VECs in its student's enrolment campaigns.



NFE was a good connector activity as many other activities got linked through provision of non-formal education proven by the fact that community organization was always preceded by the formation of NFE Schools.

4.3.1. Achievements in Non-Formal Education:

- 73 schools were formed from 2008 to 2010 with 1434 girls and 3630 boys enrolled. The schools were formed in Buner, Chitral, Karak, Swat, DI Khan and Haripur. These community schools were merged into the government programme of Basic Education and Community School in 2010. Now these schools are running successfully under BECSP.
- 100 NFE Schools were established during 2011-16, with 4988 students (2643 girls and 2345 boys). All these schools are also running successfully under BECSP.
- All 173 NFE schools merged into the government school system "Basic Education and Community Schools (BECSP)".

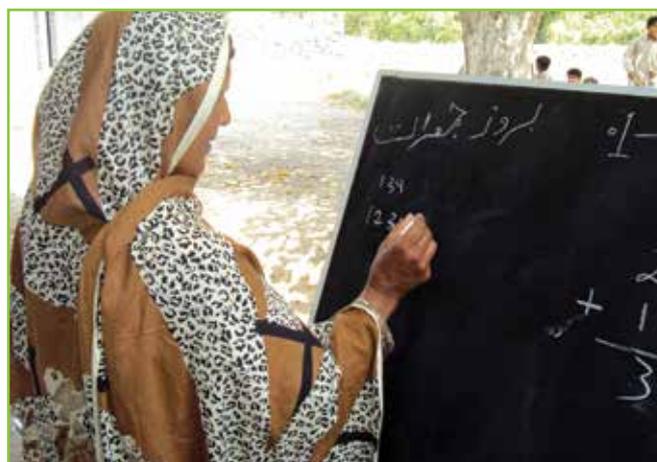
- In Mohmand Agency 590 boys and girls are enrolled in different grades in the government schools.
- Approximately 230 children from these 100 NFE Schools are now primary graduates and are continuing their education in the Higher Secondary Schools.

4.3.2. Achievements in Adult Literacy Centres

- 418 ALCs were successfully run with 12,324 persons (4526 men and 7798 women) in Buner, Chitral, Karak, Swat, DI Khan and Haripur during 2008-10 and Chitral, Karak, Bajaur Agency, Mohmand Agency and FR DI Khan during 2011-16.
- All the enrolled learners successfully completed the literacy course and are now able to read and write simple sentences and names and can do simple calculation.
- Embroidery workers and many other beneficiaries can count and write, can use mobile (recognize names and numbers).
- The Director of Non-Formal Education, Khyber Pakhtunkhwa and FATA has uploaded the data of the learners in the National database of the Ministry of Education, Government of Pakistan.

4.4. Major challenges

LPH programme operated during the time when the security situation was very fragile; interaction and rapport building with the local communities for participation in the development work was extremely challenging. Due to longstanding conflicts because of enmity or land disputes, many communities were divided. Project areas had recently emerged from the control of Taliban and schools were easy targets for the militants. Religious leaders and Jirga elders were tied up in their traditional systems and practices and were reluctant to work with non-government organizations. They were of the view that these organizations work against the Islamic ideology. Some of these leaders and also the community preferred boys' education over girls. LPH strategy to mobilize and sensitize the elders and religious leaders about the importance of education and appointing local teacher helped in overcoming these challenges.



Another major challenge in FATA was to find locally literate persons to be inducted as teachers particularly women. In some cases even, if an educated woman was available in the area she was not allowed to teach in a village away from home or was rejected by local leaders. It required a lot of time and social mobilization in the beginning to convince members of the community and its leaders to establish schools by selecting teachers in consultation with them. However, no woman teacher could be appointed in FATA but the people agreed to send their little girls to NFE Schools being run by the local male teachers selected in consultation with the village representatives.

4.5. Lessons learned

During the project implementation, the following lessons were learned:

- Education has proven to be an excellent social connector provided their sensitivities are accounted for. In case of FATA it was quite de-mystifying that FATA people were perceived as not interested in education at all.
- Village Education Committees and community organizations active involvement in the running of schools and monitoring the progress of the schools quietly create education friendly environment and gradually these organizations expanded their role by addressing bigger issues related to education in their areas e.g. school enrolment, opening of formal schools, etc.
- Predefined exit strategy and understanding with relevant departments/stakeholders plays a major role in sustaining efforts in the education sector.
- At least in the beginning, Work for women, not necessarily with women is the best way to work for women's education within the special context of FATA and FR.
- Enrolment campaigns can sensitize parents and community to send children to school. However it is equally important to work on the religious leaders/ tribal elders and sensitize them to support education. Their counter opinion can serve as a divider which may sabotage literacy efforts.
- Enrolment increases if the strategies are devised according to the culture and suggestions of the local people.

4.5. Recommendations

Based on LPH experiences following recommendations for working in KP and FATA in non-formal education are drawn:

- Appoint local teachers in consultation with the village representatives.
- An exclusive focus on boys or girls must be avoided. The focus must be on the girls and boys as well as parents if we want them to educate their children.
- Local educated women can take part in sensitizing other women to educate their children, especially girls in specific.
- Village Education Committees could play an important role in reviving Non-functional Government Schools through active lobbying with their leaders and administration.

4.5. Future perspectives

Duly shared by authorities in education, the following measures may be considered to sustain progressive approach in literacy improvement:

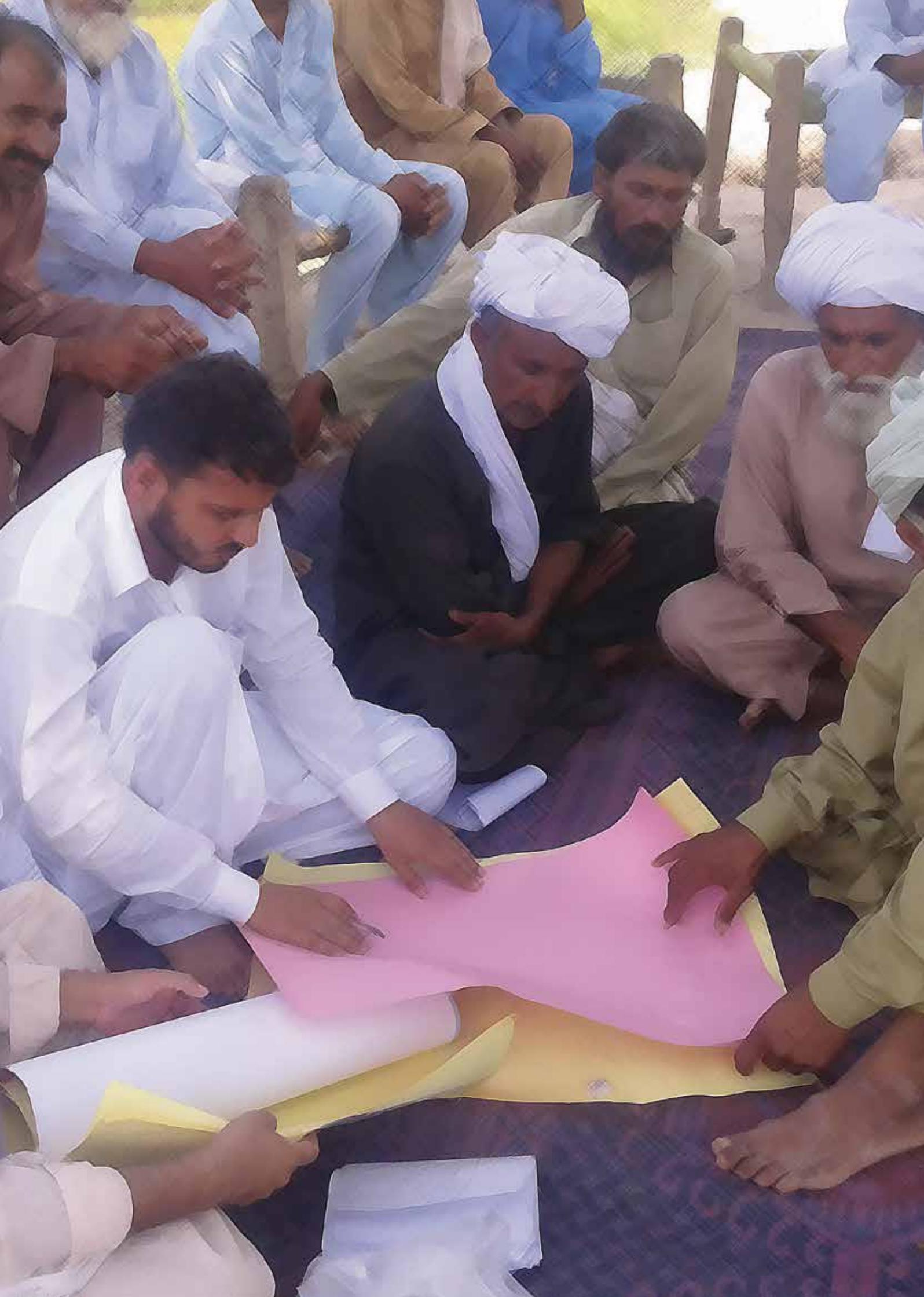
- The communities, VECs and teachers contribute significantly towards promoting education amongst children. These VECs should also be further strengthened for better monitoring, facilitation, enrolments, and for financial stability of the schools. This approach could be strengthened by increasing the TJs' role and collaboration with the Education department.
- ALC is the first step for improving literacy and increasing school enrolment of formal schools. ALC is also an empowerment tool. Therefore there is a need for paying a systematic attention to ALCs (as in case of primary education of children).
- LPH has shown that there is a high demand for a long term project in this area in education. The students from the ALCs many times have demanded education (NFEs) for their children as well. It has also become clear that the approach taken and the lesson learned from LPH would make it easy to run an education project with success in any other area of KP and FATA.
- In the specific case of FATA with its very low education rate, there is a strong need for short course for adults to acquire at least the primary level quickly.
- LPH also has shown the importance of functional literacy. It must be part of any economic intervention. When working with MSD, functional literacy methodologies become even more important.





05
CHAPTER

FATA Leadership/Governance in Transition





05

CHAPTER

5.1. Background – Governance in FATA at a Glance.

During transition phase (January 2011 – April 2012), LP was extended to three agencies (Bajaur, Mohmand and FR DI Khan) of Federally Administered Tribal Areas (FATA). The objective of including FATA in the project area was to respond to the call of Government of Pakistan to extend development support to the marginalized areas of FATA as envisaged in the Post Conflict Need Assessment (PCNA) study conducted in 2010. LPH focused on two sub domains, namely “Increase income through economic options” and “Adapt production systems (notably water and land management) to local context including climate change”. The project tried to contribute to development as a means to promoting peaceful coexistence of the people in the region.

FATA have historically remained deprived of development opportunities, from government and non-governmental agencies. Poverty is eminent in these areas mainly due to poor governance, little access to services and few employment opportunities. This is the reason that insurgency can easily spread taking refuge in people’s ignorance and impoverishment. Since military invasion of Afghanistan by former USSR, FATA has been a hub of issues like hosting of large no. of refugees, spread of weapons, and space for drug trafficking and hiding place for criminals. This volatile state of affairs further weakened the already weak governance of FATA giving birth to emergence of armed groups. Over the past decade (post 9/11 military action of US army in Afghanistan) these areas became the hotspots of security concerns due to insurgent forces shifting from across the North-Western border into FATA regions, further depriving people of their livelihood means and personal security. The subsequent Pakistan military operations in all FATA Regions including Bajaur and Mohmand Agencies have improved a situation to greater extent.

Due to the military operations in FATA in the last decade many people have migrated to the settled districts. Following the transition of governance from militants to the security forces and political administration the return of 3 million temporarily displaced persons (TDP) started and their immediate rehabilitation was initiated on priority basis by the government. The process of TDPs return had put in more strain on the weak public services. Thus the government agencies had proclaimed that the returning of TDPs and recovery was taking longer time than perceived. Hence the explicit interest of communities as well as government was in tangible results rather than process oriented sustainable development. They encouraged and fostered subsidized trend of approaches.

The private sector and NGOs were reluctant to work in this region either due to security concerns working in FATA or due to the prevalent misperceptions and controversies about FATA. Also the

media had portrayed the picture of FATA as conservative and this image still largely prevailed among the people outside FATA. These images are persistent since no mutual exchange of information and expertise with settled districts takes place. FATA therefore continued to be a victim of exclusion from the development process.



Traditionally and culturally the people of FATA have lived with tribal customary codes which are very important in day to day lives of the people. Therefore, openness to other cultures and codes of conduct has been historically limited in this area. Generally, FATA is considered as a closed society in terms of its social set up. Access to women, marginalized groups and youth is not easy in the prevailing social system, which is led by tribal leaders (Maliks) and elders (Mashars). FATA have a peculiar type of governance system inherited from the British colonial era wherein all sorts of administrative and development powers are vested in the hands of the political administration which comprises the Political Agent (PA) and his team as nominee of the government of Pakistan and the Malik as a nominated leader and representative of a particular tribe. Therefore, traditionally all the decisions including

development are taken at the top level and are implemented by the Maliks in their respective communities with little or even no say of the common and marginalized communities.

FATA are ruled by the governing law called Frontier Crimes Regulations FCR¹¹. To ensure smooth implementation of interventions under this top to bottom approach, subsidies are used as a lever force. Development initiatives and allocations in FATA are concentrated around sectorial facilities and are benefiting few influential and politically active sections of the population. Access to the public services for the citizens of FATA has improved in some areas but still it cannot be addressed on sustainable basis until the core constitutional, legal, executive and political issues are either decided or clear doable road map arrived at with consensus of the stakeholders in FATA. Nikat System for resource allocation is still in practice, in which the Maliks of respective tribes have a decisive power whereas the common people have a little say, so the element of transparency remains elusive.

As per constitution of the country, all the administrative and financial matters of FATA fall within the jurisdiction of Federal Government, controlled through the Governor of the province of Khyber Pakhtunkhwa (KP) as representative of the Federation. Under the prevailing administrative set up, FATA people have quota in the government services and in the educational institutions but do not have their own cadre of services. Therefore, the services of the officials were requisitioned from KP. Before, creation of the Secretary FATA office in 2002 which was upgraded to a FATA Secretariat in 2006, a separate section for FATA existed in all the departments of KP to look after the FATA service delivery operations in the field. There is no local government structure as such in FATA.

FATA Development Corporation (FATA DC) is another government organization responsible for the special development activities in FATA under the financial grant coming to FATA from the Federal Government. After creation of FATA Secretariat, few line directorates such as Health, Education, Agriculture, Livestock, Public Health Engineering etc. are created along with few departments in FATA Secretariat which still need formalization and up grading of the institutional changes for effective service delivery in FATA.

While tribal codes of governance have their own history and strengths, these do not help in mitigating long term disputes or enforcing accountability for rule of law. Tribal disputes are rather frequent and common in FATA especially over land. Once such a conflict arises, it stays for decades and generations and both the rival parties are adversely affected by the consequences. These disputes adversely affect the social and economic lives of families and often movement of women and children is restricted to their homes, hence minimizing their social interaction.

5.2. Approach and Strategy to implement LPH in FATA

The LPH after deciding to engage in FATA initially spent more time on getting acquainted with the prevailing context and gradually win trust of the tribal communities. The project was extremely careful in selecting valleys during the inception period following a thorough

¹¹ Frontier Crimes Regulations (FCR) comprises a special set of laws of Pakistan which are applicable to the Federally Administered Tribal Areas (FATA). The law states that three basic rights are not applicable to the residents of FATA – appeal, wakeel and daleel (the right to request a change to a conviction in any court, the right to legal representation and the right to present reasoned evidence, respectively).

assessment. All the valleys were selected on the basis of set criteria which was mutually elaborated with the stakeholders. After area selection, in order to further sift the information and real needs, a Rapid Rural Appraisal (RRA) was carried out in all the selected valleys. Based on the findings of RRA, the project initiated activities that also served beyond addressing the real needs as connectors (e.g. Non formal education (NFE) schools for children and drinking water supply schemes) and were inclusive (women, youth and marginalized segments of community) in nature benefitting the whole community rather than few individuals.



Being sensitive to the context the LPH strived to avoid using technical jargons more frequently used by different development organizations and preferred to use local nomenclature as a better alternate. For instance the project instead of using the terminology of Village Organizations used the locally acceptable term of Taraqiati Jirgas (TJs) to ensure community participation, inclusion, ownership and sustainability. These TJs paved the way for bottom up decision making and had a well-defined role in deciding the types of activities needed, site and beneficiary selection and implementation. Besides all these, the TJs also had a prominent role in conflict resolution just like in case of traditional Jirgas. The project invested massively in the capacity building of TJ members being new to the participatory concepts of development.

The LPH embraced do no harm approach and carved strategies that are not perceived as antagonising with local norms and culture. Besides all the above, the project was implemented in close coordination with all the concerned levels of government (e.g. FATA Secretariat, Political Agents (PAs), Government Line Agencies (GLAs)).



5.3. Achievements and most significant changes

5.3.1. Working through Traqiati Jirgas (TJ's):

The strategy of working through the platform of TJs went well and struck the most relevant chords for development. The Political Administration and line departments not only recognized and appreciated working through TJ's but also provided support to the TJs in executing different development initiatives in their respective areas. On the other hand, the TJs provided a ground for the communities to have their say in the development process. Resultantly inclusion, representation and participation of the community at large has promoted the sense of ownership and responsibility towards the development initiatives that they have materialized with the support of LPH and other development agencies.

Throughout the project cycle LPH has made efforts for inclusiveness of all the relevant stakeholders and this stance has led to acceptance of its development partners in the community as well. The concept of TJs has started strengthening its roots deeper in the society as different development agencies (public and private) are contacting and using this platform for implementation of different initiatives. Some of the visible signs of transition are:

- The TJs have been instrumental in shifting the trend from individual to collective decision making. Village development plans for the respective areas were developed with the participation and inclusion of communities. These plans are being used as reference by the TJs for pursuing the development opportunities in organized manner.
- The biggest change was that the communities in FATA offered their contribution in the execution of different developmental

schemes. This has never been the case in the past since projects, if any in FATA, were simply gifted with 100% subsidy. In this regard, the lead role of TJs in mobilizing and promoting sense of ownership on various development interventions among member households was commendable. They took the responsibility for operation, maintenance and future sustainability of about 100 development schemes. Operation and maintenance of solar panel replacement, pump and dug well repair in FR DI Khan and Mohmand Agency are the most recent examples in this regard.

- To ensure transparency during implementation of schemes the LPH came up with the unique strategy. Before submitting request for the release of next instalment for implementation of the schemes, the Office bearers of the TJs had to share with the respective community members about the details of progress and expenses incurred in a meeting.
- The TJs played a very crucial role in the domain of conflict resolution and mediation. Among such accomplishments the examples of Baba khel, Babi Khel and Kot Kalay are the most prominent ones in which the TJs remained successful in resolving the decades old disputes. However, it is never easy to resolve conflicts in one go. Same was the case with the TJs as in Mohmand agency where in order to resolve a 16 years old dispute over drinking water the TJ with the assistance of PA Office had to make consistent efforts for 5 months.
- To have more organized representation at larger forums and levels the TJs have organized themselves into valley level Apex bodies in FATA. In this context the TJs have clustered themselves into 5 Apex bodies and have proceeded with submission of applications for formal registration with Social Welfare Directorate of FATA Secretariat.
- The TJs played a central role in building the trust amongst the community and provided the breakthrough for inclusion of women in some of the development aspects. E.g. the proactive TJ of Kot Kalay in FR DI Khan organised trainings on health and hygiene especially for the women. The TJ of village Pindiali in Mohmand Agency after having series of discussions with farmers finally succeeded in organizing the training for the women who were directly involved in the livestock management.

5.3.2. Youth engagement

Contrary to the traditional practices and customs where usually the community elders had sole authority in decision making and the youth were least involved in such processes, the mobilization efforts of LPH remained fruitful in attracting and engaging the youth (mostly under 30 years of age) with well-defined roles in TJs. There are 122 TJs with 70% membership of youth. By default with representation and elders' support, the youth have started to play a stronger role in their respective TJs. The most significant change achieved by the project over the years is that the decisions on development activities, beneficiaries and locations are now being taken in a collective manner and the youth is being engaged actively by the elders in this process.



Since 2011 the LPH has ensured numerous opportunities for the participation of youth in all the progressive initiatives such as schemes (irrigation, DWSS, protection structures), agriculture, economic development fora and livestock and health & hygiene activities for women etc. the youth has also taken lead in organizing successful sports and cultural events.

5.3.3. Working for Women

Vast majority of women in FATA is underprivileged and all this is attributed to the atmosphere created at large due to the intricate web of region's political, economic, educational, socio-cultural and legal structures. Also in remote areas of KP the situation of women is no different.

Over the years through continuous efforts the project has sensitized the community to the level where they started to admit the need to work for women. They often iterated the catchphrase "work for women and not with women". In the context of FATA where working directly with the women is synonymous to daydreaming; the engagement of youth has opened the doors for new hopes as it created some degree of openness to introduce activities designed at household level particularly for women (e.g. health and hygiene sessions).

In lieu of, the project has achieved a huge symbolic benchmark of opening the avenue for out of school children especially girls. The project established 90 NFE schools in FATA for these children. The ratio of girls' enrolment in these schools is nearly 53%. However, inclusion of girls was not as easy as it seemed and the project with the involvement of TJs had to conduct numerous dialogues with

the communities and mobilized the parents to send their out of school children (especially girls) to school. Another connector activity that the project had initiated to impart functional literacy was establishment of Adult Literacy Centres (ALCs). Amongst the learners 22% were women.

In FATA the women are mostly responsible for taking care of livestock at household level. Therefore, in addition to men farmers, 184 women were also trained in Livestock Management (health, production, feed & shelter) whereas 25 women farmers were also trained in onion drying and post-harvest crop management. Sensing the need, the project with the support of youth in TJs had also trained 669 women (including young girls) on health and hygiene.

5.3.4. Improved Governance:

The interventions of LPH in FATA have shown gradual transition in local governance. Over the years the acceptability of IC/LPH and trust among the local people has increased. Clearer signs of ownership are visible at both ends i.e. the people and the government. Unlike pre project scenario where the Maliks were the sole authority to decide on behalf of community, the role was shifted to the larger representation of the community in the Taraqiati Jirgas (membership in TJs is on the basis of household representation). These TJs are not parallel structures to the traditional Jirga System and are different in a sense that the traditional Jirgas are not permanent in nature and are constituted around certain dispute or issue whereas the TJs are the permanently formed organizations working for the development of the area and conflict resolution is only one of the components of its mandate.



The project implementation strategy and the evolved structure of TJs served as a bridge between the government and the community. In this manner rather than vesting the whole decision making power in the hands of one influential the project handed over the lead to the organized group of community. But while doing so the role of Malik was not undermined and they were assigned other alternate roles within the TJs. In this manner the TJs were in a better position to tap the development opportunities from the government and implement the same in more participatory, inclusive, transparent and accountable manner. One of the visible signs of ice breaking is that the FATA Administration has started to accept the role of community in the development and rather than using Malik as the main driving force for development, is now encouraging implementation through community based institutions (TJs) e.g. recently the Directorate of Planning (DoP) has shared the list of TJs (established by LPH) with the FATA Water Resource Development Project (FWRDP) which is being funded by Asian Development Bank.

The transition has contributed in improving access of people to the services in different sectors like education, agriculture, livestock and safe drinking water.

5.4. Major challenges

Following were the major challenges faced by the project:

- Unpredictable security environment in FATA required a lot of flexibility in planning of interventions.
- The LPH was rather new to the fragile context of FATA. Switching mode of thinking of development actors from subsidized short term rehabilitation into long-term sustainable developmental agenda was a challenge for the project.
- The top bottom approach in decision making and implementation was adopted by various development agencies working in FATA, hence inclusion of voices from the grass root level was a challenge.
- Disputes among the communities often hindered the pace of development work. The project to mitigate this challenge had assigned lead role to the TJs in the process of project implementation and also in conflict resolution.
- Women inclusion in the process of development in FATA is still a challenge. Nevertheless, the project was successful to make a beginning in engaging women in different interventions but on the larger scale still the people are not in favour of “working with women” though they have shown some signs of willingness to “work for women”.

5.5. Lessons learned

Some of the lessons learned regarding Leadership in FATA include:

- As with nearly all development projects, understanding the context of an area before intervening is extremely important. Challenging local culture and traditions can influence development agenda.
- Share a clear message with stakeholders and honor the commitments on fast track to generate trust in new areas. Continuity and logical conclusion of the activities is important.
- Inclusion of women in the development process in FATA can be achieved through the involvement of TJs after establishing project credibility. In the beginning, prioritize interventions for women that are 'connectors' in nature and are not potentially perceived as threatening for local values and culture.
- While initially in FATA it is important to engage individual opinion makers to pave the way, it is imperative to ultimately affiliate with the institutions whereas individuals still remain relevant and present.
- There is a need to work persistently for longer term in FATA, since the social change takes time. Short term involvements may bring the results back to square one.
- In socially challenging contexts such as FATA, new projects instead of insisting to work with women should focus on working for them and establish credibility with communities.
- It is very important to engage family while developing women related interventions in any development project.
- Local women service providers such as lady teachers and medical technicians in the villages are more acceptable as social mobilizers for women related initiatives at least in the start.



5.6. Future perspectives

In future there is better scope for the following:

- Formalising the TJ's role further as TJs can serve as a huge social capital, an asset for developmental initiatives. TJs also need to be oriented (along with their communities) regarding the existing or new laws/by-laws/acts.
- A number of interventions are ready for up-scaling, such as: (i) the tomato vertical farming by involvement of Government through PC1 and private input suppliers (ii) up scaling of seed certification and buyback through Government Farm Services Centres, department of Agriculture (iii) enlisting of CBDRM volunteers with local disaster related organization (PRC, civil defence, FDMA), and (iv) consistent efforts on female education and health.
- Space to work with women is evolving and there is need for designing special programmes for further inclusion of women in accordance with the social and cultural norms.
- The youth has realized that developmental initiatives are possible only if peace is maintained in the area. Hence youth can play a very crucial role in the peace and development process and there is scope to design programmes exclusively for wider engagement of youth in positive activities.
- FATA is facing acute water crises. For centuries the people dwelling in FATA used dug wells as the main source of drinking water. This situation has further aggravated with the increase and expansion in population and hence more wells are being installed to fulfil the need; consequently diminishing the ground water level. There is huge scope to work on water governance to deal with the water crises.
- Governance in FATA is in transition due to FATA reforms. There is need to continuously engage FATA communities to keep them abreast with new frame conditions and building them to quickly adapt to the new systems.





06
CHAPTER

Gender and social Equity





06

CHAPTER

6.1. Cultural Background

Life of women in rural KP and FATA is very different than from those in other areas of Pakistan. The role of women in this region bordering with Afghanistan, is invisible and their interaction with the external world is rather limited by the social norms of this society heavily motivated by religious values. Even though women in FATA and rural KP play a very important role in the household economy, providing farm labour and animal husbandry, they are not permitted to do business in public places and are bound to carry out economic activities within the sphere of their household and family. The public space is usually occupied by men, also for social activities including access to services where most of the services are offered by men. The small enterprises do not offer employment to women. Unemployment in these areas is often highly correlated with land ownership and most of the marginalized groups are small self-operating or landless farmers. Particularly during the lean period with minimum agricultural work available, many households face chronic food shortage and mostly men migrate temporarily for work to urban areas.

Women are working in the fields and performing most domestic duties including bringing water from distant sources to meet water requirements of the family members and livestock. Water fetching considerably increases their workload and also the mental stress as they have to arrange for water without any leniency with regards to extreme seasonal fluctuations. In some valleys, the area is snow bound with frequent avalanches and landslides. Being directly exposed to the degree of harshness, women comparatively are more subjected to contract a variety of diseases. It is also the responsibility of women to take care of the patients in the family.

Within a family, men steer more power since they are connected with the out of home sphere more strongly. They are relatively more aware of what is going on in their little world of the village or beyond. Since they are the providers of cash income, they enjoy the main decision making power within the family. To get a better idea of the different gender profile, this chart might be very helpful.

Daily Activity Chart of women and men in a family (based on most common denominators)			
Men		Women	
Prayers in the mosque or home	05:00 - 06:00	Prayers at home	05:00 - 05:30
Rest / Breakfast	06:00 - 07:30	Milking Cows, breakfast	05:30 - 07:00
Field Preparation.	07:30 - 08:00	Sending kids to school	07:30 - 08:00
Jobs / Bazar others	08:00 - 14:00	Washing Utensils, cleaning Fetching Water, fire wood + livestock mgt etc. Cooking, serving meal, eating	08:00-14:00
Lunch and prayers	13:00 - 14:00	Prayers / nap	14:00 - 15:00
Resting (especially in hot weathers)	14:00 - 15:30	Livestock mg., guests, artisan (embroidery)work, tea and chatting with neighbour women or attending any ceremonys of marriage / death etc.	15:00 - 18:30
Outside home socialization, visiting Friends, relatives; guests, discussing social issues. Only few work in these hours	15:30 - 19:00	Cooking, serving meal, eating	18:30 - 19:30
Dinner	19:30 - 20:00	Washing, preparing for the morning	19:30 – 20:00
Prayers, attend Hujra, Political discussion	20:00 - 22:00	Preparing beds, putting children into bed	20:00 – 20:30
Rest	22:00	Any other tasks, pray and sleep	20:30

In times of complete stability, activities in a household had a regular spin where men go out, bring income and women run the household economy. In a situation of insecure environments or economic stress when the man of the family has no proper source of income, families are no longer connected to their social web and therefore instability and acute economic and social pressures within a family results in decisions as vital as migration of men from home.

In this given context, LPH aimed to create development opportunities both for women and men alike.

6.2. Approach and Strategy to include women in the programme

In proposed areas, often only women can access water. Lots of mistrust is posed by local communities regarding engagement of women in development activities since they fear that this will result in breaking down their traditional cultural values. LPH followed a household approach and considered communities (men, women, youth and children) as its development partners. It aimed at activities which impact livelihoods system of a household where each member of the household is important with his or her potentials and vulnerabilities. The livelihood assessment exercise conducted at the beginning of the project, formed the basis for improving livelihoods through harnessing potentials and mitigating vulnerabilities. In LPH areas, it was found that access to most relevant services by women was quite limited. Being aware of social barriers, LPH made subtle efforts for engaging women as development partners with an aim to slowly but progressively gain trust, explore and unlock their potential for economic activities. LPH believed that the best strategy was to improve women's economic empowerment – this automatically results in their improved position in the household and society and also improves access to services. LPH took two types of interventions: those, which aimed at a family as a whole (e.g. access to water, disaster risk reduction) with a visible impact on women; and those, which were specifically aimed at women (e.g. women's functional literacy, income generation opportunities including improved management of livestock).



While LPH was preparing a trustful ground for improving access of women to development interventions, effective entry point activities

were being explored that may be supported by the tribal elders for women. In case of FATA, one such entry point was non-formal schools where more than 50% students enrolled were girls. In both KP and FATA, 35 adult literacy centres were established for women. Non formal schools not only have an impact on the percentage of girls now going to schools – but have also positively brought a change of mind-set among parents for accepting their obligation to send girls to schools. The Basic Education Community School Program (BECSP) established by Government of Pakistan has taken over all these schools and continue to cover costs and monitor them. Another was health and hygiene improvement training in which women actively participated and asked questions from the training instructor who was a trained health practitioner.



Youth on the other hand have remained marginalized in the sense that tribal culture hinges mainly on old people due to high level of respect attached with age. The decisions are led by elderlies, who are wise on the one hand but carry a baggage of former disputes and revenge histories on the other. In the process of organizing local organizations (termed as Taraqati Jirgas) in FATA, young people remained more involved since for elderlies, youth were well placed to supervise development activities whereas village level decisions still remained with Jirgas as a council of elders. Youth are very much taking the lead in the Traqati Jirgas as well as in various business ventures. Slowly however youth also gained trust of the elders in village decision making and the distance continued to reduce.

The approach of LPH to engage young people, was to involve them in their trades and business. Youth involvement significantly increased in four value chains: Honey, Embroidery, Weaving, Livestock fattening. This explained that economic prosperity is a high priority in FATA after decades of disturbance and loss of livelihood opportunities.

6.3. Achievements, Added value and most significant changes

An inclusive social mobilisation process has kept women, farmers, villagers, teachers, children, youth, religious leaders, elders, entrepreneurs, community organisations and interest groups, fully engaged. LPH's innovative approaches have ensured improvement in outreach to women. Over the years, LPH approaches continued to evolve as it progressed and results started to hail pertaining to women and youth participation.

- Safe drinking water is now available to 83% of the households, bringing a fundamental change into women's lives. In collaboration with Water and Sanitation Programme, Community Led Total Sanitation (CLTS) approach is introduced in all the villages where drinking water supply schemes are implemented in order to promote healthy village environment and thereby reducing the incidence of water borne diseases to 29% and health expenses by 39% contributing to the well-being of the village households. Due to water supply schemes there is 86% reduction in distance and 69% reduction in time spent for fetching water reducing workload on women and children (especially girls). Children got more attention of mothers as mothers have more time at home.
- Women participated in Adult Literacy Centres and converted into advocates for sending their children and especially their girls to school. Over a 100 Non-formal Education (NFE) schools (90 in FATA) installed by LPH were integrated to the governmental BECSP at the end of the programme. In these schools, 4988 students were enrolled including 2643 girls (53%). These 100 schools have Village Education Committees (VEC) involving 14 women and 627 men members. 14 women and 157 men members are trained in different aspects of school improvement and supervision.
- LPH also contributed to a changed way of thinking which allowed women to participate in development activities. Behaviour change among men made possible for LPH to educate women.
- One of the most significant change is certainly that women learned to discuss their problems with other women and to think about themselves. They became aware of their social role in the communities and improved their role in the decision taking processes. In some cases women got elected to become member of incipient local government structure.
- Women participated more by contributing to the income of the family. An example is that income of the embroidery women groups enhanced up to 84%. Their Business Groups have now options for different business services including micro finance & other business related services. 33 service providers (including 7 women) were developed in 33 villages. This will ensure the improved delivery of services to the entrepreneurs to flourish their business at local level.
- Some of the participant women stepped out of their homes for the first time for earning an income (for example in the embroidery

exhibition where 22 women from DI Khan participated).

- Family health improved by teaching women to integrate food production at home, low external input farming and the value of good nutritious food for women in reproductive age and children.
- Inclusion of women cadre in the department of Livestock and Dairy Development for reaching out to the main stakeholders in this field, women are often excluded. This was a milestone step since one of the reasons women remain excluded from services is that there is hardly any female staff in the structure of service providers that interest women.



Among the current value chains the project targeted to engage youth women and men. Through different value chain activities, the project engaged 1150 youths (426 women and 724 men):

- **Honey:** 85% out of the total members (213) are young between the age of 20-32
- **Embroidery:** (Total 597 women now) 225 out of 597 are young women in the age group of 21-25.
- **Livestock fattening:** (302 famers) 108 youth including 40 women and 68 men.
- **Weaving:** 200 out of 238 are young men and women aged between 22-30
- **Other (tomato, potato, seed production etc.):** 260 young men farmers involved in different production, service provision and market related interventions.

6.4. Major challenges

It was a big challenge for LPH, to work in these remote areas in KP and especially in FATA where for a long time, men, women and children have been deeply attached with the tribal traditions and culture, living without fundamental rights, basic human dignity and no economic means. FATA are historically governed through strong tribal traditions where on the one hand the role of women as a mother, sister, wife and daughter is honoured, but on the other hand women remain highly protected within the specified limits as permitted by their men. The decision making remains men's sphere and women cannot access services, let alone independently, and have lesser opportunity to avail education.

Till recent past, FATA people were reluctant to get National Identity Cards (NIC) for their women nor allowed women to vote. This was not considered important since NIC, as was perceived, was only required for various transactions out of home (such as economic activities, education and so on).

It had been after post 9/11 military operations in FATA, when the government with the support of international funding, shifted a stronger focus on development of this region. However, a common perception of doubt prevails about NGOs and development projects working in FATA and the tribal people by no way were willing to allow external men or women to access or interact with their women. This negative perception got more momentum during 2008 to 2012 with the post-Taliban era in Afghanistan and extremism in FATA. In some of the remote areas like FR DI Khan, the community expressed open reluctance to host the NGO style of work and the community elders had loudly announced that they



were not going to allow their girls to go to schools. This hostility prevailed as a challenge opening however a continuous engagement in the district and constructive dialogue with tribal elders helped building trust and creating a positive image

6.5. Lessons learned and Recommendations

During the eight years of LPH programme, the following lessons were learned on gender and social equity.

- A project must first study and build on local traditions and to establish credibility. When tradition is limiting outreach to women, it is always better to start in a new place at a slow pace.
- One of the lessons learned evolving out of LPH programme is described by the implementers as at least in the beginning, “don't insist to work with women but still continue to work for them”.
- It is very important to take a family approach when wanting to work with women in any development project. It is important to first involve and discuss with the men for identifying the women's priorities and then access women through women.
- Local elected representatives and activists are key to build trust and for ensuring outreach to female segments of community.
- Cultural and context sensitive approach contributed to have access to the communities and to women, building trust of communities is necessary for working on sensitive issues. Involvement of local elders is essential
- Development oriented approach was welcomed by community while sensitive issues like women rights were not addressed directly as that could cause hurdle.
- In Pakistan, it is always safer and better to work for women through women staff preferably from local backgrounds. Similarly, local women service providers (both for government and private) ought to be promoted.
- It is very important not to exclude any of the actors in the region (even influential who are not primary beneficiaries do have a role).
- Well planned and need-based interventions have a better possibility to be accepted by the targeted community. LPH witnessed that male community members enthusiastically participated in the implementation of schemes hence putting their efforts in reducing the workload of women community members in fetching water.
- Local women, e.g. lady teachers and medical technicians /TBAs are more acceptable as social mobilizers for any women related initiatives at least at the start.
- Regular monitoring, follow ups, focused and result-oriented work promotes quality assurance also on gender issues.

6.6. Future perspectives

The situation today is quite different from what it was back in 2008 when LPH first started. The LPH opened the door for women to participate in the development activities at a low profile in their houses or villages. They have realized that women's needs particularly in health and education must be addressed on priority basis followed by other development requirements but in FATA it must be in accordance with their tribal norms.

Based on this foundation, in the future, women skill development can be one of the potential interventions. To address this in KP and FATA, the training of such skills should be done in collaboration with government institutions especially established to attend women's needs functional in the area.

- The fact that some women got elected into the local governmental structures is key to maintain a new role for women in the area.
- There is a strong need to include women cadre into service providers, especially the Agriculture Extension Department. This is one way of respecting tradition, culture and norms and at the same time benefiting all members of a community.
- Some initiatives for women became self-sustaining e.g. embroidery. Others need more institutional support e.g. social welfare dept. (M.D.O) or middle men.
- It is very important to keep on consulting women to ensure interventions that benefit them (at times a little adjustment makes a huge difference).

LPH has achieved these first steps, but it also has become clear that much more time and resources will be needed to achieve and maintain fundamental changes for women.





07
CHAPTER

Systemic and Policy Influences





07 CHAPTER

7.1. Institutional changes. External Review Mission Report, September 2014

It is one of the hardest challenges in a project life to propel institutional or systemic changes on the basis of success stories propelled by a project. Often high expectations are attached with the project by the staff, donors and partner organizations but such changes are connected with several preconditions beyond control of the projects.

The External Review of the LPH (2014) also highlighted that expecting implementation based project to undertake policy reforms and institutional changes is farfetched and there needs to be a separate project to focus policy influences and institutional changes. There is only hope that these are introduced in the long run but definitely not so in the short run. The review mission concluded that LPH experiences had successfully conveyed and convinced the policy makers about replicating the LPH model in KP and in FATA. However, moving from convincing to getting the job done is another battle owing to multiple factors.

7.2. Understanding a systemic approach

In the LPH context, systemic approach was applied through livelihoods assessment to understand the opportunities and vulnerabilities of the beneficiaries concerning their livelihoods strategies. The value chains analysis through systemic approach also helped in identifying bottlenecks in the frame conditions, so that the interventions are planned in a systemic manner. It helped for example in identifying legal issues with the free movement of beehives across the districts and resolving this issue by advocating with the district revenue authorities. Similarly, while reviewing the potential for seed production in FATA, absence of Seed Act extension was identified as a bottleneck and thus LPH advocated with the FATA Secretariat to extend Seed Act as an enabler to benefit the farmers from seed production.

An overall approach of LPH was to understand the frame conditions with respect to the livelihoods opportunities and vulnerabilities and based on these assessments design interventions at appropriate level. LPH built capacities of FATA Agriculture department staff in operationalizing the Seed Act in FATA through hands on training as well as mobilizing FSC&RD in extending its jurisdiction to FATA. It organized small producers into interest groups / associations to help them improve their negotiation capacity in purchase of inputs as well as marketing of their produce; and facilitated private sector companies to extend their outreach to benefit the farmers and themselves. Main emphasis of the project was to empower all the actors in value chain and facilitate them in performing their roles more efficiently.

7.3. Achievements and Added value

Institutional Change:

LPH strived for institutional changes at three levels i.e. community, government and business.

At community level, particularly in FATA, the LPH organized Taraqati Jirgas (TJs) and brought about the change from traditional system of development to participatory development and demonstrated through these TJs that if communities are empowered to take control of their own development they can undertake their own development in an efficient and sustainable manner. Not only these TJs demonstrated that they can undertake the development initiatives more efficiently but also resolve disputes at local level and bring social cohesiveness at the local level. Organizing smaller players of the value chains into interest groups helped secure the interests of these players in the performance of these value chains. Village Education Committees played a major role in enrolment of girl students (54%) in Non formal schools. Village disaster management committees' details shared with the relevant government authorities and included these lists in the disaster contact rosters of these departments.



At the government level LPH demonstrated to the government the effectiveness of Livestock Farmer Field School (LFFS) approach by jointly establishing LFFS in the field and training district level staff in this approach. Based on the success and effectiveness as an effective extension approach, Livestock and Dairy Development department (L&DD) institutionalized this approach and established a directorate of LFFS. Since livestock management is a women centric activity and LPH demonstrated by training Women Veterinary Assistants and engaged them in LFFS related activities thus convincing the L&DD department to include a cadre of female Veterinary Assistance. This also brought sustainability to project interventions in livestock, particularly with women farmers and in the field of LFFS.

Based on the successful demonstration of Tomato Vertical Farming in Bajaur and Lower Dir the Agriculture Department FATA developed a planning document to promote this technology in all FATA and allocated finances.

Livestock rearing in the project areas is mostly done as a support activity by the farmers and they only sell their livestock on need basis. In order to transform livestock rearing, LPH applied Market System Development Approach to livestock sector in 4 districts of KP and Bajaur and FR DI Khan. Based on the successes shown by this approach Livestock department FATA developed a planning document to promote this approach in FATA and work with the private sector in livestock fattening throughout FATA. LPH helped the department in training their staff and developed manuals to guide the staff of the livestock department in implanting this approach.

Economy of the project areas of LPH is mainly agrarian in nature. Agriculture is the mainstay of the livelihoods of the target beneficiaries. Since these areas are mainly dependant on rainfall, vulnerability to climate changes is obvious due to changing hydro-met patterns. LPH started the dialogue with different stakeholders in the province to address the climate related vulnerabilities and Agriculture University Peshawar showed interest in establishing a Climate Change Centre (CCC) that could cater to the climate change induced vulnerabilities of the agriculture sector through research, training and human resource development. In the past four years, continuous efforts have led to establishing the Climate Change Centre at University of Agriculture to fill an institutional gap in the field of adaptation to climate change. The CCC has undertaken different research projects, organized seminars and conferences, undertaken courses on climate change and initiated PhD courses on climate change and related topics. CCC also



conducted research and advice on suitable wheat varieties with regard to climate zones based on varietal trials in different agro-ecological zones of KP for 2 years. Government of KP has provided resources to the Climate Change Centre by approving a project and research finances for strengthening the Centre.

Climate scenarios were prepared for all LPH areas, published and disseminated. These documents also highlight implication of changing climate for agriculture, disaster, water resources and so on. As a pilot only one Local Adaptation Plan (LAPA) was prepared in close collaboration with the Climate Change Centre, Pakistan Met department, communities and 21 other organizations based in Chitral. This LAPA has gone through several consultations and was finally approved by district authorities. This was a big systemic breakthrough given that there are rare examples of LAPA in Pakistan with such a comprehensive involvement of stakeholders and its significance for concrete actions in the field to respond to the challenges brought by climate change.

LPH organized weaker players of the value chains into Business Interest Groups and Associations and strengthened their capacities so that they could benefit from the opportunities offered by the market to improve their livelihoods. Associations were formed to benefit the weaker players most often the producers in value chains where multiple issues in a value chain were needed to be addressed. Associations included potato growers of Chitral, pine nut collectors and honey producers whereas in other instances business interest groups were formed where the producers were facing fewer issues like in agriculture related value chains, female embroiderers of DI Khan, livestock farmers and seed producers. These organizations served two purposes in the value chain performance; firstly, it helped the producers' better access to the market and secondly collectively their bargaining power improved with the market players whereas to the whole sale buyers bulk buying from the producers became possible and they did not have to access each individual farmer. The relevant line departments played their role as technical service providers and overall supervisors as custodians of these activities in their areas. Particularly in agriculture and livestock related activities, a tri-partite set up of government, producers' associations/farmers and private sector was very important in building the confidence of the farmers and private sector who were working for the first time together.



Another interesting partnership facilitated by LPH was of Farmers, Farm Service Centre (FSC) and Agriculture department to produce wheat seed in FATA. In this partnership, FSCs contracted farmers to produce wheat seed with the guarantee to purchase the certified seed at premium price at the time of harvest. This enabled the FSCs to ensure availability of quality wheat seed to its farmer members.

Examples of policy notification:

- Due to the efforts of LPH Seeds and Pesticide Act 1976 was extended to FATA and LPH then further collaborated with the Agriculture department by facilitating the farmers and agriculture department staff in the field to operationalize this Act by engaging farmers in wheat and onion seed production.
- The Climate Change Centre was notified by the Vice Chancellor Agriculture University, Peshawar and established in the premises of the university.
- A cadre of Female Veterinary Assistants was created in Livestock and Dairy Development Department, KP to provide extension services to the female livestock farmers who are now posted in each district of KP.

Network/Linkages:

Due to the remoteness of the project areas a lot of effort was needed to establish the linkages of the producers with the right actors of the value chains and it consumed a lot of resources of the project to mobilize important actors relevant to our value chains to work in our project areas. Project has successfully mobilized private sector companies both local and multinational to work with



farmers in project areas in establishing input supply chains, extending their technologies to the farmers and engaging with the farmers' groups in contractual farming. Not only the private sector but also the extension services of the government departments were made accessible to the farmers and farmers and government extension staff both were sensitized in demanding and extending services.

The LPH trained livestock extension workers in collaboration with the livestock department and facilitated them in establishing their practice charging the farmers for their services. They are operating under the overall supervision and guidance of Livestock department. With the intervention of Intercooperation, CCC was able to establish linkages with various national and international institutions. Some of these institutions worth mentioning are Kunming Institute of Botany, China, RIMES Thailand, ETH Zurich Switzerland, Pakistan Meteorological Department, University of Agriculture Faisalabad and International Centre for Chemical and Biological Sciences, University of Karachi and so on.

7.4. Major challenges

- Frequent transfers at decision-making positions and in the field is a major concern for the continuity of policy uptake and is slowing the wheel of transformation.
- Working culture within major stakeholders to maintain status quo and avoiding new responsibilities
- Frequent emergencies divert attention from systemic changes and long term development
- Lack of trust between public and private sector actors is leading to lack of interface. This is further augmented by lack of knowledge of each other's priorities, working culture and knowledge.
- Lack of think tanks that can influence policies independent of the projects.

7.5. Lessons learned

- Stakeholders at times offer reluctance to share experiences and information. At times, the two views 'political' and 'development' do not match and a policy (and its implementation) is not even recognized as an issue.
- There are often unnecessary fears attached with political involvement due to mixed experiences in the past.
- Most policies are sectoral in nature and require sectoral specialization. Broad focus of livelihoods in the beginning prevented better systemic focus and influence at sectoral level.
- Integration of knowledge management in the project cycle management is a must to influence policy and change makers.
- Remaining humble about project achievements and low profile is not always useful as far as policy influence is concerned.
- Shorter duration of phases of development in the project leave little time for full cycle of demos, policy influences, etc.

7.6. Future perspectives

- Much more is still needed in FATA where private sector and government's consistent presence is now firming up. There is still a huge gap of service provision, limited business opportunities, climate information and so on.
- There is a need to bring welfare and business interests close to each other in favour of sustaining agriculture and other economic means of livelihoods essential for community. This particular element, especially the engagement of private sector, is still juvenile.
- Climate Change Centre, though operates on its own by the time LPH has phased out, is still in its infancy stage. For this centre to provide meaningful support in improved resilience of farming communities, a long term support is needed for institutional strengthening as well as for improved capacity in field of climate change adaptation.
- Given the experience of first step on engaging women cadre in livestock, a future perspective to introduce the same in agriculture department is even more crucial. This aspect has been ignored for too long.
- Based on the climate scenarios, local adaptation planning and limited experiences in the field regarding adaptation of crops to climate change, there is a need for a large scale effort to cover all the districts under LAPA, climate smart agriculture and DRR to improve resilience. This may be guided by a provincial adaptation strategy under a climate change policy.
- Access to micro-finance is a huge bottleneck in promoting rural economy particularly in FATA. A huge commitment with incentives is essential to attract service providers in FATA with consistent and long term vision.



08
CHAPTER

Context Sensitive Programme Management





08

CHAPTER

Programme Sensitivity to context / conflict refers to the ability to assess the sensitive parts and invisible divisions of a context and adapt programmes and projects. It is essential to differentiate between conflict and violence. Conflict is a relationship between two or more parties (individual or groups) who have, or think they have, incompatible goals, values, interests or claims to status, power or scarce resources. Conflicts are a fact of life, inevitable and often creative. Conflicts are usually resolved peacefully and often lead to an improved situation for most or all of those involved". (Chris Mitchell, 1981). Conflicts can be inter-personal, inter-group, between countries and between resource users or custodians. A progress or change happens when there are differences in a society, disagreements are articulated and even conflicts are caused. In other words, when there is a change, there is a conflict in the background. No change results in inertia in any society and hence development stops. Having conflicts may be an opportunity if the reasons of conflict are well understood. Many times such conflicts remain invisible and only become vocal when certain threshold is crossed. Hence an advanced level of a visible conflict may be apparent as violence.

Fragile and conflict affected situations do not require entirely different development programs and projects but they require a different approach, which recognizes political and security challenges and the specific characteristics of fragility. When insecurity prevails, the political, social, economic and cultural environments are unstable and prone to unexpected changes, harmful cleavages in society put social cohesion at risk.

While working in sensitive situations in LPH programme areas, it was crucial to understand whether political legitimacy is high or low and if institutions are legitimate or not. The design of project highly depended on the political situation; for example, where there are little functional state institutions, but legitimacy of the ones present is high, it is crucial to include and strengthen these in the action. However, if for example the State institutions do exist but are hardly trusted by men and women, a careful selection of partners and capacity building activities is necessary to reduce this trust deficit. Likewise, special care was needed if the context was characterized by insecurity to ensure safe project operation.

The relationships between the different actors and their respective roles in LPH context were carefully assessed on regular basis, identifying sources of tensions and existing local capacities for positive change.

8.1. Our context and relevance for CSPM

LPH mostly worked in rainfed areas, with high incidence of poverty. Scarce (natural) resources and inequitable distribution of resources are major drivers of poverty in the areas where LPH worked.

Most of the times, resources are dominated by power structures which causes struggle and conflicts for accessing resources and conflicts. Poor public structures and services, and remoteness also causes inequalities and poverty of opportunity which causes deprivation. Lack of exposure of remotely located communities also causes conflict since this is linked with little openness to new ideas, new cultures, societies and ways of thinking. Religion in our society determines social values but is also used to gain power in communities with limited exposure. Resistance towards changes results in slow absorption of development since much time is taken by changing mind sets and generating mutual learning between traditional and outside world. An important aspect of culture is associated with how women in certain societies interact within their own kind and with external factors and actors. In our areas of operation, often only women can access women. Lots of mistrust is posed by local communities regarding engagement of women in development activities since they fear that this will result in breaking down their traditional cultural values.

The region where LPH operated faced instability for several decades, but more particularly for the last one and a half decade. This general lack of security and instability further aggravated already sensitive context.

Taking all the above-mentioned dynamics, we believe that CSPM as an approach was always relevant in Pakistani context¹² with its broader relevance and not just when conflict erupts and insecurities for development actors are caused. Conflict sensitivity was embedded in LPH, and all the approaches and modus operandi to implement were tailored to contexts. We naturally and regularly adapted our day to day behaviour based on field situation.



LPH ensured active participation of people in all steps of interventions as we believe that exclusion in any form causes conflicts. Therefore, although LPH tried to introduce specific interventions for usually excluded groups (e.g. women) yet, LPH avoided focusing on few! Even when they need more attention! A household approach has been more rewarding as it helps being creative in accessing and directly benefiting women and involving them in development mainstream. Our emphasis will remain on empowering the weak as oppose to pure advocacy since the latter may lead to confrontation. Advocacy however was also an important element of the programme planned in a thoughtful manner taking all relevant actors on board. LPH slowed-down in situations when the ground was not ready for some reasons.

8.2. Mainstreaming CSPM

LPH invested in local NGOs through on-the-job capacity building as we think they are close to the context, understand context and can continue even when the situation is not deemed fit for external staff to travel and interact with communities or when project come to an end. Engaging local NGOs however also brings other forms of challenges and projects / programmes must be aware of these as well as take precautions to deal with these. They are too close to local politics and staff is part of social fabric and power structure that we may be trying to change. Transparency in information sharing and “balancing the information” within two extremes of too fragile or too relaxed is always a challenge. Working with knowledgeable staff that has good local networks is important in this regard.



Engaging religious clerics has been useful when and where possible since they are important opinion makers in a community. We need to recognize competing interests within a society and possible resistance from dividers. The programme should never contribute to strengthening dividers. We must be able to pre-empt tricky issues so that we can strategize to deal with them.

A minimum requirement of CSPM is to avoid causing harm to an already fragile situation (do no harm). Commitment towards social change in favour of disadvantaged needs to be fulfilled without causing harm for them or for the project and without aggravating conflict. This particularly was true in case of LPH's effort in ensuring that benefits directly reach women and interventions are directly

¹²Context and Conflict Sensitive Programme Management in Pakistan, by: Arjumand Nizami and Herman Mulder. 2012

relevant for them. LPH asserted no unnatural pressure to ensure women's engagement but slowly carved its way to seeking local confidence and space for women's engagement.

Regular sittings with staff and partners were ensured for discussing how they see the context, role dividers and connectors, and how to intervene in different situations with specific cases they confront in the field. At least once in three years a CSPM refresher workshop was conducted for all involved staff. They conducted context analysis, actors' mapping and devised strategies to deal with the findings in the field (using 3-step approach). This helped in creating a natural sense of CSPM in their day to day work attitude.

8.3. 3 Step Approach for Conflict/Context Sensitive Programme Management

The 3-Step approach¹³ of working in fragile situations focusses on all aspects relevant to the project. It adopts a subjective or self-assessing approach, to outline locally relevant governance problems. The aim of the approach is to avoid possible negative impacts for instance by involuntarily aggravate existing tensions and to foster a positive impact on the fragile and conflict affected context.

Step 1: Understanding the conflict context

Conflict context analysis: An organisation working in fragile and conflict situations is part of its context, it is important to understand the conflict actors, tensions and the conflict related events. The conflict context analysis focuses on factors, which can reduce or increase tensions and looks at key actors, sources of tensions (SOT), local capacities for positive change (LCC) and non-violence as well as key questions on (local) governance. The scope and depth of the conflict context analysis depends on its aim, use and the context.

Step 2: Understanding the interaction between the organization and the conflict context

What is the interaction between the identified key elements of conflict and fragility and the key project/program elements, such as the programs, the organisation and the relations with partners and stakeholders? A list of sample questions regarding these elements help to identify relevant factors in the program, which are creating tensions or have a positive impact on the conflict context.

Step 3: Strategic Choices

Based on the identified factors, which are creating tensions or have a positive impact on the conflict context, strategic programme and management choices have to be developed. The three fields of observation – programme, organisation and relations – need to be considered. Adjustments of the projects to the conflict context have to become part of the programme management cycle.

An interaction between the three steps has been provided in the following diagram¹⁴:

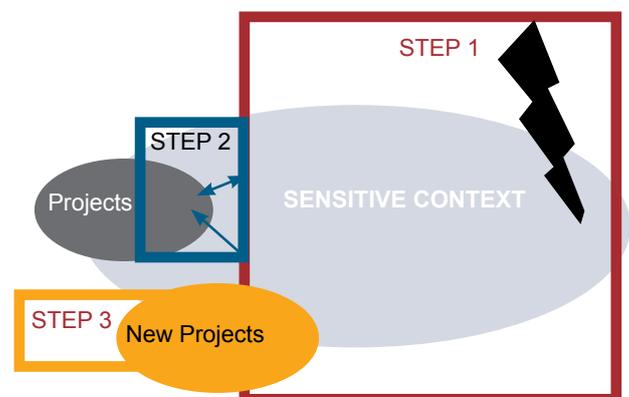
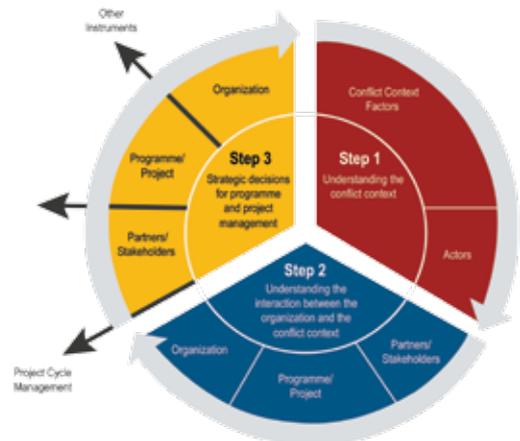
Step 1 is conducted in a neutral manner making use of evidences and analysts' experience independent of project objective.

Step 2 addresses interaction between the project and overall context.

Step 3 is about taking strategic decisions for the project taking these interactions and context into the account.

LPH regularly conducted such analysis segregated by areas in a workshop environment with the entire team and decided its course in the field. The team mapped actors, their relationships and aspects to avoid and approaches to follow based on the identified sources of tensions, connectors and dividers.

LPH's experience suggests that CSPM is a useful approach and this must be disentangled from security and fragility. It is relevant even in situations which are termed "not fragile" or "normal" with hardly any potential of conflict. It is very easy to be wrong, but hard to correct things when they go wrong due to an insensitive approach based on assumptions instead of analysis.



¹³Working in Fragile Contexts – The 3 Step Approach. Training Manual, HELVETAS Swiss Intercooperation Switzerland. 2012

¹⁴Context Sensitive Implementation of Development Projects - A Summary Guide for Staff and Partners. Intercooperation Pakistan. 2012





09
CHAPTER

Monitoring in Fragile Context



09

CHAPTER



Monitoring is one of the most discussed subjects these days since development contexts are often challenged by fragility and risks. Donors often cannot go to the field due to security reasons. Hence they mostly rely on monitoring by implementing agencies and other partners and actors involved in the projects and programmes.

The Livelihoods Programme Hindukush (LPH) started in 2008 and inherited geographical locations from its predecessor projects which later became subject to instability, insecurity and unpredictability. This has escalated especially in 2008 first in Kurram Agency, where the project was expected to operate and later spread to other districts of Peshawar and FATA. An unpredictable security situation reduced accessibility to project areas particularly international staff. It was in 2010 last that the access to these areas was relatively smooth and afterwards it only continued to become increasingly difficult. This has not only limited the monitoring possibilities but also reduced learning potential for all layers of staff and stakeholders. This warranted finding ways and means to ensure effective monitoring and flexibility to ensure that the project remains a learning ground for all interested stakeholders. It was also necessary for all the stakeholders (donor, government and senior staff of Intercooperation) to remain confident of good quality processes, activities and just fund utilization in the field.

9.1. Learning on monitoring in fragile contexts?

- Often lots of useful processes are lost the way we organize our monitoring systems. We achieve much more than an M&E system can capture. A constant art of adaptive project management in the field is hard to report and easier to explain and learn while in the field.
- Monitoring systems in less accessible contexts must be more inclusive and participatory with clear dimensions of learning and accountability. Mostly systems are designed with the balance of accountability more upward (for donors' and our own satisfaction). In fragile situations where development actions are geared to acquire local trust so that projects can smoothly operate, there is a high need to strive for a balance with greater downwards accountability.
- Quantitative aspects often shadow qualitative ones. Better understanding and acceptance of a mixed M&E system and methods is essential at all levels (staff, partners, donors) but the challenge is how should this look like and which tools may be used in this regard.
- All the monitoring players have to have a shared understanding of what they are contributing to (some tiers are very much log-frame imprisoned whereas others only look into the processes).
- There is often a tendency to overload a monitoring system. In fragile contexts trying to do everything leads to not much being achieved in good quality which causes frustration (regrettably also losing trust at community level).
- Maintaining staff and partner communities' motivation is a challenge in fragile contexts when

senior staff and donors cannot visit the field to appreciate little accomplishments.

- The system should not solely rely on project staff. Hence building local partners', community and government technical departments' capacity in monitoring is essential. It is to reinforce mutual trust and to fill the gaps left from the project side due to intermittent inaccessibility.

9.2. Monitoring system of LPH

While we continued to learn in the field and continued to exchange on the above-mentioned learning, LPH developed (and continuously improved) its monitoring system. It comprised the following:

1. A gender and geographical area segregated monitoring database was established in MS Access, which covers all aspects of monitoring. Initially it was difficult due to limited capacities of staff and partners. These capacities were augmented through training and continuous supervision. The system was effective in producing desired reports on a click of a button and in required details.
2. In less accessible context, the partner NGOs, government line departments and communities were rigorously involved in monitoring and reporting at their own respective levels and to the project, while simultaneously community organizations were also accountable to their own communities.
3. Field visits by senior national staff were ensured as permitted by the context. Back to office report was mandatory to share with the team. The overall spirit of these visits was not a top-down monitoring. It was to learn, solve problems and answer relevant questions in the field – and bring remaining questions to the management. This was highly appreciated by the staff and partners.
4. Capture good photos! Staff were trained to capture good photos before, during and after interventions – and were also sensitized on what is important to capture in the photos. Photos provide much needed evidence and a reflection rather than creating an imaginary (almost wrong) picture of the contexts. Staff also captured brief videos of the events when feasible.
5. A strong emphasis on knowledge management, was part of the monitoring system. This comprised small stories, anecdotes, articles, case studies, economic analyses, impact studies, analytical reports and so on, to capture trajectory of progress. This material was produced to capture what led to progress or failure in the field.
6. Triangulate and validate information – which was largely a responsibility of the Team Leader and regional leaders. Since MS Access database had names of districts, valleys, villages and community member or beneficiaries – triangulation and validation of monitoring data from field staff and partners became much easier.
7. LPH also tracked media reporting and involved local and national press more frequently. News articles with facts are carefully read by local authorities and any kind of wrong reporting is not easy to support. In one instance, a high level government authority in Peshawar demanded media reports of LPH in the field to triangulate annual progress report. Hence this aspect is important in less accessible contexts as far as monitoring is concerned.
8. Face to face interaction with partners, community representatives and stakeholders has been more frequent than usual to fill the gaps if any due to less access to the field at certain times. In these interactions the team deliberated on progress, challenges and adjustments needed to find solution to the problems.
9. Third party reviews, visits and cross visits of staff from within LPH from various regions. This included engaging for instance a university to conduct a study of project effects, students conducting a case study, a journalist interviewing a community and external experts conducting case studies. LPH also encouraged visits of staff and partners from one region to the other to provide a neutral analysis of how things have been.



10. The mechanism of self-evaluation at mid-term of the phase proved a great success. Intercooperation organized teams for conducting self-evaluation in the team in a manner that the selected staff for assessing one region had never been involved in conducting activities in the region where they went for evaluation. They brought neutral and self-critical perspective and hence a good degree of triangulating monitoring data compiled by the project.
11. Project steering was organized through a joint steering committee co-chaired by Additional Chief Secretary and Country Director of SDC. All relevant government departments are its members besides CSO and private sector representation. This committee was responsible to oversee project performance and at times also appoint monitoring missions to the field comprising of government staff. In the field, there was a close coordination between the project and district authorities which helped keeping investment in the field known and transparent to all parties involved.
12. Financial monitoring becomes even more crucial than usual in such contexts. Intercooperation developed an internal control system which ensured strict adherence to the rules and procedures defined in financial handbook. Internal audits in the field were punctual. Four-eye principle in checking transactions was strictly followed. Each transaction included actors with segregated functions and responsibilities with multiple checks. Hence the level of alertness in fragile contexts remained much higher so that no chances are left for corrupting resources and if corruption of even minor nature is discovered, zero tolerance policy is applied with severe measures.



9.3. Key principles for monitoring in less accessible areas

- It is essential to find and provide physical and organizational spaces for learning and reflection to register innovative approaches that worked in fragile contexts and how these were adapted to find local solutions to avoid harm.
- The monitoring systems should not be overambitious – these must be defined by simple and doable methods.
- It is essential to focus on collecting evidences of social change from the people themselves (beneficiaries' perspective) – it is not up to the monitors alone to suggest what had changed for good or worse. Without this, it will be hard to seek a recognition and ownership for a change.
- It is necessary to be innovative to diversify methodologies for monitoring – especially when certain methodologies are not appropriate under certain sensitivities due to security.
- It is worthwhile involving community in identifying success indicators. There are experiences in the projects in defining poverty, livelihoods assets, opportunities and constraints.
- Peer review among staff and like-minded organizations on knowledge material and learning adds value and boosts motivation within the team.
- Good communication within the entire organization chain including the Head Office and donor helps reducing the distance and allows collective thinking. It helps building a shared contextual understanding and acquire support when needed.
- Documenting good experiences for easy communication is a must! Well written and presented documents jointly written by field and monitoring staff are sometimes the only means to communicate successful and less successful experiences.
- Staff back-to office reports from field / training have been very useful since these help document own views and experiences and also bring out perspectives that may be useful for the organization.
- A lot of trust and flexibility are required at various levels including the donor for accepting the right balance between mechanics and reflection. Under the normal circumstances, tedious quantitative mechanisms may produce large scale statistics and tables – whereas in this case there is a larger reliance on qualitative aspect of monitoring which must be equally respected.





List of LPH publications – 2008 – 2016

S. No	Name of Publication	Writers	Year of Publication
1	The Livelihoods Programme and Food Security - examples from the field	Pierre-Yves Suter, Mahjabeen Aman and Bacha Jehan	2009
2	Identifying the Real Target Groups	Mohammad Fayyaz	2009
3	It is never too late to learn...	Khurshid Ahmad	2009
4	The Livelihoods Programme and Food Security – examples from the field	Pierre-Yves Suter, Mahjabeen Aman and Bacha Jehan	2009
5	Non Formal School: Chani Khel of district Karak	Khurshid Ahmad	2009
6	Briefing Note 01: The Livelihood Programme and Food Security – examples from the field	Pierre-Yves Suter, Mahjabeen Aman and Bacha Jehan	2010
7	Briefing Note 02: Climate Change, Early Signs and Warming Systems	Arjumand Nizami, Iftikhar Hussain and Muhammad Asad Salim	2010
8	Briefing Note 03: Conflict sensitive programme management in NWFP- Pakistan	Arjumand Nizami, Pierre-Yves Suter	2010
9	Briefing Note 04: Local Service Provision in the Livelihood Programme areas	Muhammad Anwar Bhatti, Ruqia Khattak	2010
10	Briefing Note 05: Value Chain Approach in the Context of IC, Pakistan	Muhammad Anwar Bhatti, Lionel Giron	2010
11	Value Chain Study – 01: Improvement in Pine nut Value Chain by The Livelihoods Programme	Muhammad Anwar Bhatti, Amjad Ali, Pierre-Yves Suter, Muhamamd Asad Saleem	2010
12	Value Chain Study – 02: Improvement in honey value chain by The Livelihoods Programme	Muhammad Anwar Bhatti, Ruqia Khattak, Pierre-Yves Suter, Muhamamd Asad Saleem	2010
13	Value Chain Study – 03: Improvement in walnut value chain by The Livelihoods Programme	Muhammad Anwar Bhatti, Amjad Ali, Pierre-Yves Suter, Muhamamd Asad Saleem	2010
14	Climate Risk Management - Synthesis Report Pakistan	Arjumand Nizami, S.H.M. Fakhruddin, Rose Rubi Pilcarbio	2010
15	Natural Resource Management and Climate Change Mitigation, Adaptation and REDD +	Carmenza Robledo, Oliver Gardi, Nadeem Bukhari	2010
16	Wheat & Gram certified seed availability and access - a challenge!	Khalid Hussain and Munawar Khan Khattak	2010
17	Service delivery for women in livestock sector	Bacha Jehan and Khalid Hussain	2010
18	Universalize primary education	Khurshid Ahmad	2010
19	Wagi Banda stands out A Non-Formal Education project	Khurshid Ahmad	2010
20	Adult Literacy Centers 2010	Khurshid Ahmad	2010
21	Value chains work for the poor	Muhammad Anwar Bhatti	2010
22	Productive assets of walnut trees	Amjad Ali	2010

23	Our water channel gave us power to grow more! A case study of improvement in irrigation channel of Zor Chail	Irshad Ali and Shahid Mehmood	2010
24	Physical structures contributing to social cohesiveness	Shahid Mehmood and Sajid Hussain	2010
25	Engendering value chain and income generation activities in the context of the Livelihoods Programme	Muhammad Anwar Bhatti, Ruqia Khattak	2011
26	Livestock Farmer Field School approach	Munawar Khan Khattak, Bacha Jehan	2011
27	A hand that colors the life	Ruqia Khattak, Amjad Ali	2011
28	Women in the livestock sector	Mahjabeen Aman, Bacha Jehan	2011
29	To educate a girl is to educate a nation	Khurshid Ahmed	2011
30	Dhanian key zamindaroon key liye aham sifarishat	Fayaz Ahmed, Jan Muhammad,	2012
31	Livestock Farmer Field Schools-Guidelines for Facilitation and Technical Manual	Kim Groeneweg, Gertrude Buyu, Dannie Romney, Bruno Minjauw	2012
32	Janwaro Ki Bimarya, Tadaruk aur Elaj	Bacha Jehan, Mahjabeen Aman	2012
33	Colorful hands of life	Amjad Ali, Ruqqiya Khattak, Muhammad Asad Salim	2012
34	Women in Livestock Sector	Mahjabeen Aman, Bacha Jehan	2012
35	Girls Education - Our Responsibility	Khurshid Ahmed	2012
36	Climate Change-Adaptation needs for Agriculture and Water resources in Khyber Pakhtunkhwa, Pakistan	Syed Sajidin Hussain, Shabir Hussain	2013
37	Climate Change Scenario and Possible Adaptation Measures, District Chitral and DI Khan-Khyber Pakhtunkhwa	Syed Sajidin Hussain, Shabir Hussain, Muhammad Hanif	2013
38	A Step from Need -Based Development for Harnessing Local Potential	Kifayat Ullah Khan	2013
39	Vegetables in Spate Area	Kifayat Ullah Khan	2013
40	Sad Naleen Irrigation Scheme	Abid Latif and Faheem Iqbal	2013
41	An emerging Leader – Lal Bibi	Rania Tamkeen Zaidi	2013
42	Restoring livelihoods and agriculture	Abid Latif and Faheem Iqbal	2013
43	Women raising voices for their development	Abid Latif and Faheem Iqbal	2013
44	Women Leader – Jannat bibi Journey	Fatima Duad Kamal, Muhammad Asad/ Salim, Interviewer Rania Tamkeen Zaidi	2013
45	The Livelihoods of the tribal belt	Mohsin-ul-Mulk	2013
46	Increasing impact and sustainability of Pro-Poor value chains by applying a market system approach	Martin Dietz Muhammad Anwar Bhatti	2013
47	Climate Scenarios 2011-2040 District Haripur, Swabi, Attock, and Chakwal Pakistan	M. Hanif, Jawad Ali	2014
48	Climate Change and Adaptation – Farmers' Experiences from Rainfed Areas of Pakistan	M. Akmal, Nazir Ahmad, Amanullah Khan, Farzana Bibi, Jawad Ali	2014
49	Exploring Islamic Mode of Financing	Fatima Daud Kamal	2014
50	Skills for better services and livelihoods	Fayaz Ahmed, Muhammad Anwar Bhatti, Syed Nadeem Bukhari	2014
51	Non Formal Schools of Mohmand Agency	Khurshid Ahmed, Ubaidullah	2014
52	Better Household Economy	Fayaz Ahmed, Muhammad Anwar Bhatti, Qazi Ajwad	2014
53	Soil and Water Conservation in Dryland watersheds	Dr. Bashir Hussain shah	2015
54	14- The Adult Literacy Centers in Bajaur Agency	Khurshid Ahmed	2015
55	15- Ahmad Gul- A ray of hope for the children of village Daim Kor	Khurshid Ahmed	2015
56	Embroideries Traded in DI Khan Market	Khawaja Zia Siddique, Rehana Khan, Fayaz Ahmed, Aamir Hameed Mughal	2015

57	Agency local service providers (Urdu)	Dr. Nisar	2015
58	Hazards and coping strategies, A case study from Chitral Valley Pakistan	Muhammad Asad, Shams Wali, Shagufta Hassan, Muhammad Asad Salim, Roshan Ara	2015
59	Hydro-Meteorological hazards, Vulnerabilities and Coping Strategies in Garam Chashma Chitral – Pakistan	Jawad Ali, Arjumand Nizami, Roshan Ara, Muhammad Asad Salim	2015
60	10- Reducing Vulnerability through Participatory Watershed Management	Shabir Muhammad	2015
61	Market Works for the Poor - A case of embroidery sector in DIKhan	Rehana Muhammad Khan, Arjumand Nizami	2015
62	Improving Access to Water - Changing Women's Lives	Haider Ali	2015
63	Women Empowerment through Islamic Mode of Micro Financing in Islampur Swat	Rehana Muhammad Khan, Samira Qazi	2015
64	02- Certified Wheat Seed in FATA, Pakistan	Fayaz Ahmed, Hamidullah, Ubaidullah	2015
65	Crop Diversification - A strategy to enhance farmers' resilience in Bajaur	Qazi Ajwad, Ubaidullah	2015
66	SWAT - Weaving hope once again in Islampur	Rehana Muhammad Khan, Sadaf Tahir	2015
67	Public Private Partnership on Onion Bulb Production	Qazi Ajwad, Sadaf Tahir	2015
68	Change of Rainfall and its impact on Groundnut Production in District Karak	Fayaz Ahmed	2015
69	Climate change in Bajaur and Mohmand Agencies, Farmers experiences and perception	Dr. Jamal, Dr. Arjumand, Syed Nadeem Bukhari	2016
70	Climate Scenarios 2011-2040 Bajaur and Mohmand Agencies	Dr. Hanif, Dr. Arjumand, Dr. Jawad	2016
71	01- Public Private Partnership in Agriculture Sector	Fayaz Ahmed, Qazi Muhammad Ajwad	2016
72	03- Garlic Production and Marketing System	Amir Nawaz, Fayaz Ahmed	2016
73	04- Groundnut and variable Rainfall Patterns in District Karak	Fayaz Ahmed	2016
74	05- Revival of Coriander Crop in Tehsil Haleemzai	Fayaz Ahmed	2016
75	06- Profitable Ventures in Water Stressed Climates	Qazi Muhammad Ajwad	2016
76	07- Potato Seed Production in Chitral	Fayaz Ahmed	2016
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78	09- Impact of Disaster Risk Reduction Measures - 2015 Chitral	Muhammad Riaz	2016
79	11- Life of a woman in Deghari	Haider Ali	2016
80	12- Reduced Women's Stress	Hamidullah	2016
81	13- New Dimensions of Malik's Role in Bar Kaley	Amir Nawaz, Mohsin ul Mulk	2016
82	16- Taraqiati Jirga- A viable formula for Conflict Resolution in Mohmand Agency	Hamidullah	2016
83	17- Opening the door for Peace	Hamidullah	2016
84	18- Mediating Resource Conflict for Sustainable Watershed Management District Chitral	Muhammad Riaz	2016
85	Synthesis of "TARAQIATI JIRGAH: AN ALTERNATE DEVELOPMENT VEHICLE IN FATA": (The synthesis is an extraction from the learning and experiences of LPH Programme in Bajaur Agency, Mohmand Agency and FRDIKhan- Not Published)	Synthesis by: Hamidullah, Ubaidullah, Mohsin ul Mulk, Samira Qazi	2016
86	Why did Floods 2015 cause less damage than in 2010 in Rodh Kohi Areas of Dera Ismail Khan- Impact Case Study	Rizwan Mahboob	2016
87	Fatima - Student NFE School Garang Pindiali Mohmand Agency	Khurshid Ahmad, Samira Qazi	2016
88	A Role of CSPM in avoiding conflicts in FATA	Mohsin ul Mulk	2016

89	Experiences in Feedlot Fattening	Fayaz Ahmad	2016
90	Tending to the animals - Arang Valley	Ubaidullah, Fayaz Ahmad	2016
91	Kitchen Garden – A Full Package of Nutrition, Income and Relief from Stress	Fayaz Ahmad, Sadaf Tahir	2016
92	Off-season Crops for Small Farmers District DI Khan	Qazi Muhammad Ajwad, Elsbeth Horbaty	2016
93	Improved agriculture services in Talash valley of Lower Dir	Muhammad Riaz, Qazi Ajwad	2016
94	Provision of Livestock Extension Services through Local Service Provider	Ubaidullah, Fayaz Ahmad	2016
95	Long Term Development in Emergency Context – An experience from Chitral	Muhammad Riaz, Sadaf Tahir	2016
96	The Evolution of Honey Association in Thal, Karak; 2008 to 2016	Fayaz Ahmad, Rehana Mohammad Khan	2016
97	Monitoring in Less Accessible Contexts –Lessons from LPH	Arjumand Nizami, Iftikhar Hussain	2016
98	Breakthrough in Reaching Out to Women in FATA	Amir Nawaz, Samira Qazi, Sadaf Tahir	2016
99	Vertical Tomato Farming A profitable solution for small farmers in stressed climate	Qazi Ajwad, Sadaf Tahir	2016
100	People in Change - LPH - Album	Sadaf Tahir, Samira Qazi	2016
101	Final CAPEX document	Sadaf Tahir, Nadeem Bukhari, Elsbeth Horbaty, Dr. Arjumand Nizami, Samira Qazi, Fayaz Ahmad, Anwar Bhatti, Mohammad Riaz, Iftikhar Hussain, Mohsin ul Mulk, Qazi Ajwad	2017



Capitalization of Experiences

Livelihoods Programme Hindukush 2008-2016



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