



Final Report

In-Depth Assessment of Social Mobilisation Component

Submitted to:
Pakistan Poverty Alleviation Fund (PPAF)
Plot 14, Street 12, Mauve Area, Sector G-8/1
Islamabad

August, 2018

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I. Acknowledgement

Authors of this report extend their thanks to PPAF (MER and PPR departments) and its POs (NRSP in Gawadar, SEHER in Pishin, AKRSP in Chitral, KK in Upper Dir and NIDA-Pakistan in Bajaur for extending full support in understanding the scope of the project and providing the relevant information.

Authors of this report would also like to thank WiC field teams in the sampled 5 districts for collecting data.

Without active support of all the partners of development, this report could not have seen the light of the day.

A thank you to all of you!

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II. Acronyms

AICS	Italian Agency for Development Cooperation
AKRSP	Aga Khan Rural Support Programme
AVDP	Ayun Valley Development Plan
BADO	Barawal Area Development Organisation
BISP	Benazir Income Support Programme
BOQ	Bill of Quantities
CEO	Chief Executive Officer
CI	Community Institution
CIGs	Common Interest Groups
CLF	Community Livelihood Fund
COs	Community Organizations
CPI	Community Physical Infrastructure
CRPs	Community Resource Persons
DGCS	Directorate General for Development Cooperation
FATA	Federally Administrated Tribal Areas
FGDs	Focus Group Discussions
GoI	Government of Italy
HHs	Households
KIIs	Key Informant Interviews
KK	Khwendo Kor
KP	Khyber Pakhtunkhwa
KPO	Key Punch Operator
LEP	Livelihood Enhancement and Protection
LSOs	Local Support Organization
MER	Monitoring, Evaluation and Research
MIS	Management Information System
MT	Master Trainers
NGO	Non-Governmental Organization
NIDA-Pakistan	National Integrated Development Association
NRM	Natural Resource Management
NRSP	National Rural Support Program
NSER	National Socio-Economic Registry
PAD	Project Appraisal Document
POs	Partner Organizations
PPAF	Pakistan Poverty Alleviation Fund
PPR	Programme for Poverty Reduction
PRA	Participatory Rural Appraisal
PSC	Poverty Score Card
PWD	Person With Disability
RBP	Rating Based Performance



RSPs	Rural Support Programmes
SEHER	Society for Empowering Human Resource
SM	Social Mobilisation
SO	Social Organiser
SPSS	Statistical Package for Social Sciences
TF	Takatoo Foundation
ToR	Terms of Reference
ToT	Training of Trainers
UC	Union Council
UCDO	Union Council Development Organization
UCDP	Union Council Development Plan
VDP	Village Development Plan
VOs	Village Organizations
WiC	World in Consulting (Private) Limited

III. Executive Summary

Programme for Poverty Reduction (PPR) is one of the on-going programme which is funded by Italian government and being implemented by PPAF in 38 Union Councils covering 14 districts of Pakistan bordering Afghanistan and Iran.

PPR is multi-dimensional poverty reduction programme which covers five components but this report is only restricted to social mobilisation component. Within the social mobilisation component, this report only covers the aspects which cover the strategy part of the programme.

Key assessment of the programme are detailed below:

Selection of Districts and UCs:

PPR strategy for selection of districts and UCs are quite clear and well thought out. Programming is targeting bordering areas of Iran and Afghanistan which are difficult to access due to rough terrain couple with moderately unsettled and unsettled areas. However, PPR strategy for selection is (a) PPAF previous investment (b) level of social mobilisation (c) law and order situation and (c) clustering/contiguous UCs is good and should be the basis for future programming.

Situation Analysis and Baseline:

First time in the history of PPAF, PPR developed the strategy to develop situation analysis and baseline by developing district socio-economic profile. This is a good strategy in right direction. PPAF should continue to adopt this strategy for developing socio-economic analysis for every programme district if it is not available from other sources. In addition to that PPR should also consider updating district socio-economic analysis at the end of PPR life to highlight the changes occurred during PPR interventions.

Exit Strategy:

PPAF started defining its social mobilisation exit strategy in written form at the beginning of the programme. However, strategy document or work plan does not explicitly explains that the activities are part of exit strategy. It is recommended that in future programming, exit strategy for the sustainability of the CIs should be explicitly explained at the beginning of the programme to all POs. Similarly, POs should also be encouraged to develop their own exit strategy.

Timely Release of Fund:

One of the major setbacks for smooth and effective execution of the PPR component implementation strategies was that funding to the POs was not available in time. PPAF was also not receiving the donor money as per agreement. As a stop-gap arrangement, PPAF has been doing bridge-financing to PPR from its own resources. However, later on, PPAF was stopped to do any bridge-financing from its own resources which eventually resulted in prolonged delays of funding to the POs resulting into suspension of activities. To avoid this situation in future, PPAF may consider getting the its standard agreements (both of donor and POs) vetted by the legal department to bring necessary changes to ensure continuity of funding of the programme activities.

Strategy for formulation of CIs revolved around time tested mechanism initiating with 2-3 initial dialogue and starting formulation of CIs from those communities which agreed to women, PWDs and marginalised groups inclusion. This strategy found to be very good and should be continued in future design.

Membership at CIs:

POs were found doing a job in engaging every segment of the society including women, PWDs and other social excluded groups for forming CIs. This is a very good practice and should be carried out in future.

CIs, as per their own design, nominate, elect or select office bearers in their respective tier. It was noted that this process was not repeated in most of the cases as their tenure was not completed. No negative reaction of the losing CI members was noted in areas where election process was repeated.

Elite capturing the CIs were not found. In fact in some of the cases, CI members want educated and wealthy individuals to come forward and take charge of their institution as they believe that elite might be able to highlight their issues in a better way.

VDP and UCDP were prepared by the CIs with the active support of POs. PPR provided training to POs for development of VDP and UCDP plans in a central locality. POs further trained their respective LSOs and VO in this regard, however, so far no refresher courses have been arranged since initial training. Same is now planned under 3rd and 4th work plan. Furthermore, implementation of VDP and UCDP was limited as only those schemes could materialise where PPR funding was available. Funding from other sources could not be arranged except for Ayun and Barawal Bandi in the sampled UCs. Community members were found involved in designing of schemes and release of payment.

CI members were found to be actively engaging with the representatives of local bodies. Few of the CI members are also part of the local body system which helps them to utilise this platform for the development of their area.

PPR strategy is for development of linkages between CIs and public and private sector to mobilise and crowd in of resources for sustainable and viable development. It was found from the field that CIs have been linked with several development partners and local government institutions. Active CIs from the sampled area (Ayun and Barawal Bande) have been able to generate resources for the implementation of UCDP/VDP over and above PPR.

Three types of CIs have been formed under PPR i.e. male, female and mix. Due to religio-socio-cultural aspects, it is recommended that PPR should continue its current strategy to carry on gender segregated CIs.

MI for all three levels should be sent to POs for regular update (currently it has been sent for two levels). Currently, PPR has been following Rating Based Performance (RBP) earlier, however, it is recommended that for all future programmes, MI should be used instead of RBP as MI is more comprehensive and the updated tool developed by PPAF. Furthermore, it is also recommended that PPR should seek regular updates on the use of Maturity Index from POs.

PPR has used integrated approach for inclusive growth in which all programme interventions were combined. This is found to be a good approach and is recommended for future usage.

PPR also designed active involvement of women and youth engagement in holistic community development, celebration of national and international days, youth engagement events (Debate competition, art & music events, sports events etc) and regional workshop for learning and sharing. These are good activities to bring peace and harmony in the area beside bring inclusive growth.

PPR has undertaken series of activities for women empowerment. It is recommended that in future PPAF should develop a standalone “Women Empowerment Strategy Document” for economic and social empowerment focusing on immediate, medium and long-term results.



I N T R O D U C T I O N

1. Introduction: Background and Rationale of the Study

Strategy report relates to the assignment, “In-depth Assessment of Social Mobilisation Component” under Programme for Poverty Reduction (PPR). Draft report provides detailed information about the approach used for the assessment, methodology, evaluation tools, sample size & coverage and data collection plan.

The main objective of this assessment is to:

- To assess the relevance, efficiency and effectiveness of overall three-tier social mobilization approach in relation to the local cultural and governance dynamics as well as programme objectives and outcomes of PPR.
- To evaluating the viability, functioning of the CIs formed/strengthen to date as well as their role in the community development process.
- To identify areas of improvement and recommend strategies for enhancing effectiveness and relevance of the social mobilization approach.

1. Background of the Assignment

1.1 About PPAF:

Pakistan Poverty Alleviation Fund (PPAF) is the lead apex institution for community-driven development in the country. Set up as a fully autonomous not-for-profit private sector organization, PPAF enjoys facilitation and support from the Government of Pakistan, The World Bank, International Fund for Agricultural Development (IFAD), KfW Entwicklungsbank (Development Bank of Germany) and other statutory and corporate donors. PPAF aims to be a catalyst for improving the quality of life, broadening the range of opportunities and socio-economic mainstreaming of the poor and disadvantaged, especially women. The core operating units of the PPAF deliver a range of development interventions at the grassroots/community level through a network of more than 100 Partner Organizations across the country. These include social mobilization, livelihood support, access to credit, infrastructure and energy, health, education and disaster management. Externally commissioned independent studies have demonstrated positive outcomes and impact of PPAF interventions on the lives of benefiting communities related to their economic output, household incomes, assets, agricultural productivity skills and other quality of life indices.

PPAF's Theory of Change:

Empowered Communities and Reduced Poverty	Social Mobilisation + Integrated Development Strategies (social, economic, environment) + Private and Public Investment
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PPAF is currently implementing Programme for Poverty Reduction through Rural Development in 3 administrative units of Pakistan i.e. Federally Administered Tribal Areas (FATA)¹, Balochistan and Khyber Pakhtunkhwa (KP) project financed by the Government of Italy (GoI) and the Italian Agency for Development Cooperation (AICS). Initially, the programme duration was from September 2013 to September, 2016; with the revised timeline has been extended till March, 2020.

1.2 Purpose and Scope of the Assignment:

PPR comprises of four components², the current report only focuses on one component i.e. Social Mobilisation (SM).

Social mobilisation component focuses on:

“Strengthening social structure and community organisations with increased empowerment of the local communities and increased capacity of relating with central institutions, other organisations and markets”

WiC understands from the Terms of Reference (ToR) that since the inception of the programme till June, 2018 Partners Organisations (POs) of PPAF have formed and strengthened 4,913 Community Institutions (CIs) in the project area with a bifurcation of the following:

COs 4,223
VOs 648
LSOs 42

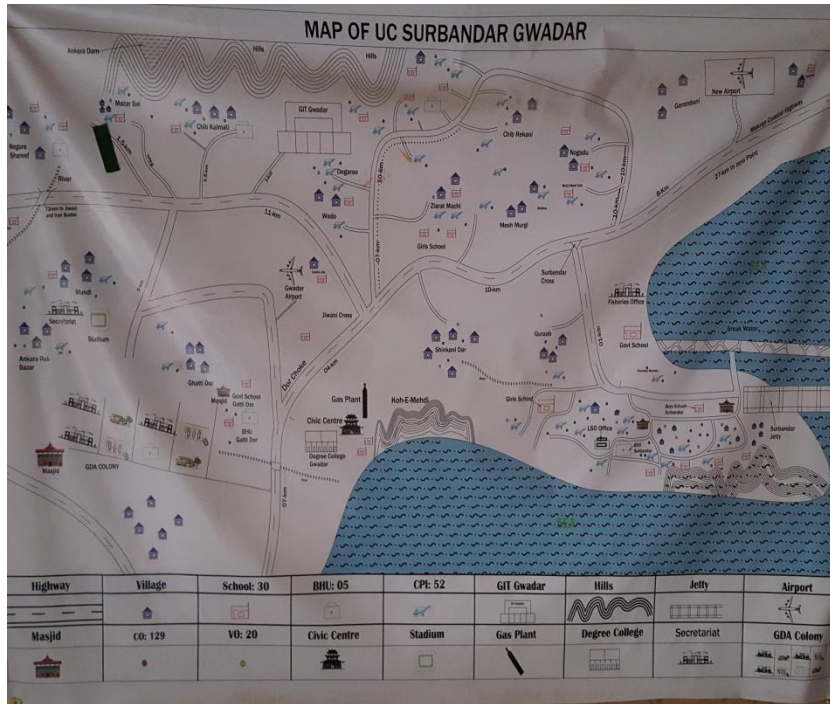
Objective of the assignment:

The key objectives of the assessment of social mobilisation component strategy are:

¹ FATA has now been merged in to KP under the Constitution (Twenty-fifty Amendment), 2018

² **Component 1** Social Mobilisation (SM), **Component 2** Livelihood and Enhancement and Protection Component (LEP), **Component 3** Community Physical Infrastructure (CPI) and **Component 4** Education, Health & Nutrition (EHN)

- To assess the relevance, efficiency and effectiveness of overall three-tier social mobilisation approach in relation to the local cultural and governance dynamics as well as programme objectives and outcomes of PPR.
- To evaluate the viability, functioning of the CIs formed/strengthen to date as well as their role in the community development process.
- To identify areas of improvement and recommend strategies for enhancing effectiveness and reliance of the social mobilisation approaches.



METHODOLOGY

2. Methodology

2.1 Literature Review:

PPAF and POs provided number of strategic documents related to social mobilisation strategy and its practices. These documents were reviewed in detail to develop clear understanding of the project to draw inferences. Detail of documents reviewed are attached at Annex-A

2.2 Development of Research Tools:

Only qualitative research tools were developed for field research:

Qualitative:

Two types of qualitative tools were developed i.e. FGDs and KIIs. Their details are as follows:

FGD tool for:

- Local Support Organisation (LSO)
- Village Organisation (VO)
- Community Organisation (CO)

KII tools for:

- Pakistan Poverty Alleviation Fund (PPAF)
- Partner Organisations (PO)
- Community Resource Person (CRP)

Above mentioned tools are attached at Annex-B.

2.3 Development of Sampling Framework

PPR is being implemented at three administrative units covering 14 districts (9 districts in Balochistan, 4 districts in Khyber Pakhtunkhwa and one district of FATA) – details of these districts are provided at Annex-C.

Three different levels of data were gathered from the field (a) PPAF (b) Partner Organisations and (c) Community Institutions (COs, VO and LSOs).

WiC selected two districts from Baluchistan one each from Pushto and Balochi speaking belt. WiC selected Pishin from Pushto and Gawadar from Balochi belt while Chitral and Upper Dir from KPK and Bajour from FATA.

Selected districts for assessment are as follows:

S No	Administrative Unit	District 1	District 2
1	KPK	Chitral	Upper Dir
2	Balochistan	Pishin	Gawadar
3	FATA	Bajaur	
Total Selected Districts		5	

Sample selection for POs, LSOs, VOs and COs is given below:

Administrative Unit	S No	Districts	Tehsil	UC	POs	LSOs	LSO Type
KPK	1	Chitral	Chitral	Ayun	AKRSP	AVDP	Mix
KPK	2	Upper Dir	Barawal	Barawal Bandi	Khendokor	Barawal Area Development Organisation (BADO)	Mix
Balochistan	3	Pishin	Karezat	Bostan	SEHER	Takatoo Foundation	Mix
Balochistan	4	Gwadar	Gwadar	Peshukan	NRSP	Karwan	Mix
FATA	5	Bajaur Agency	Khar Bajaur	Khar	NIDA	Chinar	Mix

Community Institutions Covered

Type of CIIs	Male	Female	Mix	Total Number of CIIs
COs	19	21	0	40
VOs	8	7	10	25
LSOs	0	0	5	5

2.4 Hiring and Training of Field Researchers

WiC hired experienced field staff for the data collection activities. Based on the sample size WiC had calculated required number of staff and their inputs. The entire data collection process was based on the enumeration teams that were hired for each district. Each team consisted of 2 Enumerators (2 male and 2 female). In addition to that, one Field Supervisor was also hired to supervise the field activities. Field Supervisors were responsible to monitor the data collection activities at district level. In total 20 Enumerators and 5 Field Supervisors participated in the data collection activities. It was also ensured that field staff was local and could speak local and regional languages.

Before start of the data collection process, two day's comprehensive training sessions were held for the training of field staff in Islamabad. All the nominated staff participated in the training session. Field staff was trained about the protocols of data collection methods and research tools and guidelines. Team Leader was leading the training while other key experts actively participated.

PPAF staff was also invited to participate in the training sessions.

2.5 Monitoring of Data Collection and Quality Assurance

Three layer of quality assurance were added to ensure that data collected by the field is accurate.

Layer 1: Spot checking and field monitoring by the Team Leader

Layer 2: Spot checking by the PPAF core team; and;

Layer 3: Continuous, on the spot coordination, guidance and spot checking by the district supervisors.



KEY
FINDINGS

3. Key Findings:

PPR Social mobilisation strategy revolves around:

Formation and strengthening of three tier community institutions (model neutral approach)

Development of VDPs/UCDPs for integrated programme implementation

Capacity building of all tiers with all basic trainings and awareness to manage their area development projects and activities

Integration of PPR Components

Engagement of community institutions with PPR components' activities i.e. CPI, health, education, government, banking sector etc

Capacity Building of community institutions

Active women and youth engagement in holistic community development

Celebration of National/International Days

Youth Engagement Events (Debate competition, art & music events, sports events etc)

Regional Workshop for Learning and sharing

3.1 Social Mobilisation Strategy

3.1.1 Selection of Implementation Areas

Poverty imposes a repressive weight on Pakistan, particularly in rural areas where almost one third of population and majority of the poor live³. Repressiveness of poverty covers both social and economic facets of rural population, creating huge challenges for the policy makers. One project intervention cannot cover all or every geographical area of rural Pakistan; therefore, it is of high importance to be extremely cautious about the selection of geographical areas for project implementation so that poverty of most deprived areas can be alleviated to a certain degree.

PPR component strategy about the area selection is given below:

“The area assessments will be carried out by assessing and analysing the secondary data. The profile of each PPR District and Union Council, and detailed household assessments will be conducted that will serve as baseline for internal and external assessments and evaluations plus also a base for further additions by partner organizations (POs) and community institutions (CIs) and will provide information to shortlist priority sectors and design innovative interventions.”

A: PPR is being implemented in 14 districts boarding Iran and Afghanistan. Culturally all selected districts can be divided into two language zones i.e. Pashto and Balochi while

³ <http://www.pide.org.pk/pdf/psde20AGM/Landlessness%20and%20Rural%20Poverty%20in%20Pakistan.pdf>

Balochi is restricted to Balochistan province, Pashto is spoken in the areas of Balochistan, KP and formerly FATA area.

Criteria adopted for selection of districts is given below:

- Geographical location
- Incidence of poverty (PPAF district prioritization)
- Contiguous (clusters for better social impacts)

Based on the above selection criteria, four bordering/adjoining districts of KP province, nine bordering/adjoining districts of Balochistan province and one Agency of FATA was selected.

Selected districts have been divided into 3 zones. Six districts of settled zone (Lesbela, Gwadar, Pishin, Zhob, Chitral and Swat), 4 districts of moderately unsettled zone (Killa Abdullah, Killa Saifulla, Lower Dir and Upper Dir) and 4 districts of unsettled zones (Awaran, Kech, Panjgur and Bajur) were selected for implementation.

Districts selected for the PPR implementation falls into highly mountainous areas in case of KP, Balochistan and FATA and desert areas in case of Balochistan. Education, health and economic opportunities remained at the low ebb. Women participation in those areas is also not very encouraging. Beside that there is unrest in moderately unsettled and unsettled zones due to variety of reasons.

B: Moving down to sub-sub-district level, PPR selected 15 Union Councils (UCs) from settled zone, 11 UCs from moderately unsettled zone and 12 UCs from unsettled zones.

PPR strategy for UCs selection has been defined as:

- PPAF previous investment
- Level of social mobilisation
- Law and order situation
- Clustering/contiguous UCs

Partner Organisations (POs) selected for the implementation of PPR had apparently no role in making selection at the above mentioned three levels. POs role started at the selection of villages and communities.

3.1.2 Situation Analysis and Baseline

For the first time in its history, PPAF decided to compile socio-economic profile of all target districts by hiring an independent 3rd party firm. Poverty Score Card (PSC) was used to record the socio-economic condition at household level while profiling of entire social,

economic and environmental factor was conducted. District profiling approach also helped PPR to integrate all intervention areas with a holistic approach.

3.1.3 Selection of Target Communities

As part of strategy, POs were required to make selection of communities within the allocated UCs. In this regard, POs worked with four types of communities under PPR implementation areas, they were:

- Existing three tier structure where PO had previously mobilised the communities under some other project intervention in the past but since the closure of project, communities had gone dormant and needed revitalisation. This is true in case of NRSP in UC Peshukan and Seher in UC Bostan;
- Existing two tier structure where PO had previously mobilised the communities under some other project intervention in the past and PO continued with the existing two tier system. This is true in case of AKRSP in UC Ayun;
- Existing two tier structure where PO had previously mobilised the communities under some other project intervention in the past but since the closure of project, communities had gone dormant and needed revitalisation. Beside revitalisation of existing structure, PO also upgraded the structure from two tier to three tier. This is true in case of KK in UC Barawal Bandi;
- New communities where two or three tier social mobilisation process was never practiced in the past. This is true for NIDA in UC Khar.

3.1.4 Formation of CIs

A: POs either revitalised existing three tier system or converted two tier to three tier or erected completely new three tier community institutions with the exception of Chitral, where a two tier system is under operation.

B: POs adopted time tested strategy for social mobilisation process in which they conducted 2-3 initial dialogue for sensitisation of the communities. Those communities who agreed to follow the basic principal of social mobilisation (including inclusion of women, Persons with Disability (PWDs), minorities and marginalised members of the society et al) were formally converted into COs at Helmet level. Number of COs then federated at VO level and finally VOs of different villages were federated at LSO level. Depending on the cultural margins, COs and VOs were formed separately for male and female segments of the society. Even in those cases where mixed CIs were formed, permanent separation of gender is quite evident.

C: As part of the strategy, POs initially focused for five months to mobilise communities and develop VDPs and UCDPs, however, capacity building of CIs continued during 2nd 3rd

and 4th work plans. Considering that programme is dealing with human beings for behaviour change, this seems to be a good practice to carry on social mobilisation activities for longer period.

3.1.5 Membership at CIs

A: PPR social mobilisation component strategy says that POs are required to be mindful in creating an environment where all segments of the society feel part and parcel of the community institution they are building together and working for. POs have smartly worked on this aspect and have raised the awareness amongst the community members about involving every section of the society from the very beginning i.e. through dialogue process. Due to this initiation, it was observed that all segments of the society (women, PWD, minorities etc) have become part of the CIs.

3.1.6 Office Bearers Nomination Strategy

A: According to PPAF and POs strategy, community institutions are required to nominate, elect or select their office bearers at all the three levels. The following process is being followed by the POs:

Nomination, election or selection of office bearers at CO level

Nomination, election or selection of office bearers at VO level

Nomination, election or selection of office bearers at LSO level

As a thumb rule, CO office bearers become general body member of VOs and VOs office bearers becomes members of LSOs.

B: Three methods are in practice for the nomination of office bearers i.e. election, selection or nomination. Proper elections are being held in most of the cases (65% COs and 85% VOs), whereas selection or nomination of office bearer is also in practice (35% COs and 15% VOs). However, re-election, re-selection or re-nomination has mostly not in practice as tenure of the office bearer has not completed.

C: Reaction to the losing party could not be judged at all places as in most of the cases, process of re-election, re-selection or re-nomination has not been followed. However, in those areas where elections are held on regular basis⁴, negative reaction of losing party was not recorded as they adopted a transparent process. Entire community seems to part of the CIs.

⁴ e.g. LSO, Ayun Valley Development Programme (AVDP), Chitral

D: Elite capturing and hijacking of the community institutions has not been found. One of the reasons could be that it is a lengthy process of getting on top position from COs to VOs and then VOs to LSOs. In some of the cases, community members themselves want educated and wealthy individuals to take charge of their respective institutions as they believe that literate members would be more effective in trying to resolve their issues.

3.1.7 Participation at Each Tier of CIs

All VO and COs without exception confirmed that women, poor households, especially ultra-poor, minorities, persons with disabilities were included in all tiers of CIs where possible. POs managed to achieve this by ensuring that inclusion of every segment of the society at the very beginning of social mobilisation process. However, level of continuous participation of women and persons with disabilities remained low during regular meetings mostly due to mobility and access concerns. CIs facilitated community members by selecting appropriate time where members could easily participate. In major decisions like election, identification of community issues, prioritisation of development agenda is one time activity, therefore, majority of community members (more than 80%) participated in those meetings.

3.2 Role of CIs in Community Development

3.2.1 Formulation of VDP/UCDP

A: For the development of geographical area related to a particular community, community institutions were required to develop two types of plans, they are:

- i. Village Development Plan or VDP at the village level, and;
- ii. Union Council Development Plan or UCDP at the UC level

While VDP plan is prepared by a VO covering the development needs at village level, LSO combines entire VDPs planning of all VO falling under its domain to produce a plan which covers the needs and requirements of entire UCs. It is ensured by the VO and LSOs for the development of VDP and UCDP, as the case may be, mobilise all members specially women and marginalised groups to become part of development exercise. For this purpose special communication measures (for example early information, sensitising campaign) were undertaken to ensure their participation.

Strategy for development of VDP and UCDP has been defined in SM component strategy. PPAF provided training to PO staff and trained them as master trainers who then imparted trainings at CI level. These training were imparted during 2015. 80% LSOs and VO confirmed that they have not received this training. One reason might be that the individuals who received training at the time of formation of UCDP and VDP may not be present. Secondly, VO and LSOs formed after 2015 have also not received training. Additionally,

none of them were provided any refresher courses as it was not part of earlier programme implementation plans. UCDPs review exercise is now part of the 5th work-plan.

B: VDPs and UCDPs were developed only once i.e. at the early stage of PPR. POs had their full presence at that time, which fully facilitated handholding. This empowered community members to not only develop VDPs and UCDPs but allowed them to learn the art of development planning.

During the development of VDPs and UCDPs, the entirety of the community members were involved, there were even instances where non-members were also part of the exercise (like Ayun). PRA techniques were mostly employed for planning purposes. Following procedures were adopted:

- Community members of a particular village got together for identification of their issues
- A list of all issues that needed attention were prepared

Issues were prioritised for the above purpose, following PRA tools were used by the POs:

- Transect Walk
- Mapping of resources
- Interviewing (structured and semi structured)
- Social maps
- Hazard Maps
- Topical Maps
- Poverty ranking
- Wealth ranking

The above drill was first conducted to prepare VDPs. Once all VDPs were formed, the same process of development of UCDP was followed. Independent development plan for both VDPs and UCDPs were prepared for each village and UC. However, VDP and UCDP plans prepared at the four UCs were never reviewed to check the progress and bottlenecks faced during its implementation. For AKRSP, the UCDP review was part of the WB mission process. As part of the strategy, PPR has now chalked out plan to review and update UCDPs as part of exit strategy.

C: There is a progress against UCDP plans whereas the CIs completed identified infrastructure related schemes funded by PPR and other sources specially government. However, there was no strategy to capture the progress on regular basis. On the other hand,

active LSOs such as AVDP etc are contacting other donors/agencies for funding that is the main reason behind reviewing the UCDP. As part of exit strategy, PPR has plans to review and update UCDPs at the end of the programme.

3.2.2 Role and Performance of CIs in Community Development

Community development work was initiated as per priority list agreed in the UCDP. Women, marginalised groups and PWD were part of the implementation plan as they were kept informed about the progress achieved/issued encountered. Technical work like feasibility studies, award of contract, quality check was mostly covered by the POs. This line of action was necessary to ensure that proposed project is:

- Technically feasible for implementation
- Funding requirement is within the budgetary allocations
- Design of the project is prepared according to detailed feasibility study (community was part of the process)
- Tending process initiation
- Contract award
- Checking BOQs (Bill of Quantities)
- Technical monitoring of the progress
- Release of payment (community was part of the process)

Community members, despite being part and parcel of the entire process, had little or no control over the above procedures as this was beyond their capacity to make necessary paperwork and come up with right decisions in its true sense. Nevertheless it was a good exercise for them to learn how development projects are conceived, designed and, executed. Perhaps repeated training programme on the above technical expertise will help community members to have more independent role.

3.2.3 Community Development Work and PPAF Poverty Graduation Strategy

World Bank has divided the communities on the basis of Poverty Score Card (PSC). Effectively, PSC has 6 bands which have been defined by WB, they are:

Classification	PSC Bands
Extremely Poor	0-11
Chronically Poor	12-18
Transitory Poor	19-23
Transitory Vulnerable	24-34
Transitory Non-Poor	35-50
Non-Poor	51-100

All development work carried out under PPR was derived from UCDP which were prioritised during its formulation process. POs and CIs, during the formulation of VDP and UCDP, had ensured that the projects picked up by the communities should have direct linkages with the social and economic uplift of the area.

Process adopted by the PPAF and POs is definitely transformational as communities under the design are supposed to be graduating from one PSC band to the next.

3.2.4 Interaction of CIs with Local Government

Pakistan is struggling to establish functional local body's system. Every government, since the last few decades, has reformed local governments according to its own political agenda. Frequent changes in the local bodies system has not allowed the third tier of local government to settle down, nor has it been able to penetrate in the masses through service delivery.

Nonetheless, community institutions have been performing in a settled routine, which has allowed them to think about their issues and raise their voices. Community members have also realised that it is in their own interest to interact with the local bodies. So far two types of actions have been taken by them:

- **Action one:** Participation in election of local bodies. Some of the community members of LSOs and VOs are elected representatives. This helps them to understand the role and functions of the local bodies. Resultantly, their interaction with the local government is on daily basis.
- **Action two:** Despite the fact that larger community members are not part of the local body system but they keep interacting with the elected representatives of the local bodies on regular basis. This helps them to know and understand what development agenda of the local bodies are and when funds for development schemes will be available.

Both actions have ensured that communities are interacting with the local bodies system on a regular basis. The gap, however, is that local bodies seriously lack in technical and financial resources.

3.2.5 Strategy to Provide PPR Incentive/Schemes

As explained in the above pages, CIs produced two important documents i.e. VDP and UCDP. Both the documents clearly visualised and prioritised community needs. UCDP, therefore, became the binding force for CIs to allocate funding for the top priority areas identified therein.

3.3 Communication and Coordination Strategy

Communication strategy between PPAF and POs are written and well documented. Mostly emails, letters and telephone calls are used to communicate messages. However, POs communication with the CIs is mostly verbal. Messages are passed on to them through telephone calls and SMS. As part of strategy, CIs modus operandi is mostly through resolutions.

CIs internally and externally communicate through resolutions. Starting from CO level, a resolution is passed which goes straight to respective VO. VO debates on all the resolutions they received from their COs and make their own independent resolution and pass it on to LSO while LSO externally communicates with the PO, government agencies and other development partners besides PPR.

Communication and record keeping training is part of CMST module which covers basic level of communication and record keeping required at community level. Specific training for communication and record keeping for LSO is required at higher level for example.

3.4 Sustainability of CIs

PPR strategy is for development of linkages between CIs and public and private sector to mobilise and crowd in of resources for sustainable and viable development. It was found from the field that CIs have been linked with several development partners and local government institutions. Some of the CIs have been able to generate resources for the implementation of UCDD/VDP.

Beside early stage of other LSOs, other associated reason for not winning other sources of funding is the geographical area, security restrictions and limitations associated with national action plan in which they are operating.

These LSO needs more handholding in terms of linking with potential donors and training in proposal writing and negotiating skills.

3.5 Integrated approach for Gender Equality and Mobilising Youth for Social Cohesion:

Under the 3rd and 4th work plan, PPR has designed the following actions for creating gender equality and mobilising youth for social cohesion:

A: Youth Engagement in Promoting Peace and Pluralism:

Youth (boys and girls) are planned to be engaged in promoting peace and pluralism (sports, negotiations skills, debate competition, art and music events, engaging youth in technical

skills and Gender Champions) with the aim to create enabling environment for harnessing social potential for area development.

B: Organisation of Regional Workshops on Learning and Sharing:

This opportunity will provide platform to review and ensure women and youth participation and long term vision/gender mainstreaming/natural resource management in integrated manner.

C: Celebration of National and International Days:

For community awareness and sensitization, national and international days are planned to be celebrated. These events will give gender lens and third eye to communities to promote patriotism, women rights, women leadership training and natural resource management.

3.6 Regional Workshops on Learning and Sharing:

Under the 3rd and 4th work, PPR has designed to organise regional workshops on learning and sharing on best practices.

3.7 Strategy for Women Empowerment:

PPR has undertaken series of activities for enhancing the women empowerment, however, no standalone strategy document for women empowerment has been found.

3.8 Maturity Indices of CIs

Maturity indices have been prepared for all the three levels. WiC facilitated PPAF during 2014-15 in finalising MIs for VO and CO level while another firm has prepared draft MI for LSO. LSO MI has been reviewed and has been brought in line with the same structure as VO and CO with the current strategy review.

WiC had recommended that MIs for all three tiers should be circulated to POs for their information, comments and suggestions. All five POs have confirmed that they have not received such MIs earlier, therefore, they are not in use.

Currently, PPR is using Rating Based Performance (RBP) to gauge the maturity of the CIs.

3.9 Staff Retention at PO Level

Most of the issues related to POs and CIs have been identified due to continuity of funding issues arose during the implementation period of PPR which subsequently raised POs ability to retain staff. PPR needs to develop an strategy for its future programme to avoid such situation.

3.10 PPR Strategy Document

PPR developed its component wise strategy at the beginning of the programme (2015), however, since then strategy document has not been updated. Currently, all strategies are found in bits and pieces under series of work plans resultantly finding strategy documents became a challenge to the PPR.

3.11 PPR Exit Strategy

PPR defined its exit strategy as “building exit into entry”. Furthermore, 2nd, 3rd and 4th work plans provides more detailed information about PPR exit strategy. It is based on:

- Arrangement of re-fresher course for communities for VDPs/UCDPs
- Revision/updating of VDPs/UCDPs
- Linking CIs with other existing livelihood programmes, markets, business centers, goods & services providers in the public & private sectors
- Special efforts will be made to link the target beneficiaries with the line departments, local and international markets and microfinance providers (MFIs/ MFBs) to alleviate the poverty and boost up the local economy.

Establishing/strengthening linkages of CIs with local government for continuity of community driven development agenda

3.12 Timely Release of Fund:

One of the major setbacks of the PPR strategy was that funding to the POs was not available in time. PPAF was also not receiving the donor money as per agreement. As a stop-gap arrangement, PPAF has been doing bridge-financing to PPR from its own resources. However, later on, PPAF was stopped to do any bridge-financing from its own resources which eventually resulted in prolonged delays of funding to the POs resulting into suspension of activities. To avoid this situation in future, PPAF may consider getting its financing agreements (both of donor and POs) vetted by the legal department to bring necessary changes to ensure continuity of funding for the programme activities.

3.13 Women Empowerment Strategy and Youth Empowerment Strategy:

PPAF is taking several steps in the right direction for women and youth empowerment under series of activities. It is high time that PPAF should consider developing standalone strategy documents for (a) women empowerment and (b) youth empowerment.



CONCLUSIONS & RECOMMENDATIONS

4. Conclusions and Recommendations

4.1 Social Mobilisation Strategy

4.1.1 Selection of Implementation Areas

A: District selection criteria developed by the PPR are reasonably good. All aspects including culture, language, social and economic deprivation was well covered during district and UC selection. Similarly, zoning exercise for the selection of settled, moderately unsettled and unsettled was also quite good. It is recommended that PPAF should continue to carry on this policy for its future programming.

B: PPR selection criteria for the UCs are quite good as they followed UC based integrated approach which brings more dividends. Comparatively advance UCs should be able to pull resources for adjoining UCs. It is expected that through this approach benefits will go further than the intervention areas planned under PPR. Nevertheless, it is suggested that PPAF may consider involving POs for the selection of UCs as they have long term presence in their respective geographical locations.

4.1.2 Situation Analysis and Baseline:

A: PPR has stepped-in in the right direction to create socio-economic profile of the districts as this approach will allow PPAF to integrate the project interventions and deliver them on more informed basis. It is recommended that as a strategy, PPAF should consider updating socio-economic profiles of the intervention districts at the end of PPR so that it could highlight positive changes occurred due to PPR interventions.

While, strategically, it is in right direction to develop socio-economic profile of every programme district, however, on implementing side, PPAF should also explore the possibilities of acquiring district profiles being prepared by BISP. BISP is also working on the development of socio-economic profiles of all the districts of Pakistan including AJK. It is also recommended that in future, PPAF may consider utilising existing district profile generated by BISP through its National Socio-Economic Registry wherever applicable.

B: PO and communities raised some observations regarding quality and coverage of PSC. In the future, it is recommended that PPAF should consider:

- Instead of employing old version of PSC, PPAF should consider utilising NSER (National Socio-Economic Registry) version which currently being used by BISP for more informed decision making process.
- Third party firm should be hired to (i) monitor the process of data collection and (ii) re-do 5% data in each district for quality check.

4.1.3 Selection of Target Communities

A: Organisation of CIs, at two or three levels as the case may be, for social mobilisation is not a new phenomenon in rural areas of Pakistan. However, it has been observed since quite a long time that CIs become dormant as soon as POs interactions start slowing down. This shows either basic principal of SM is not being followed in letter and spirit or capacity building and other measures which includes linking with the other stream of funding is not addressed fully. Moreover, it also shows lack of proper exit strategy at the part of POs (all POs without exception) and PPAF after the closure of a particular project. It is high time that PPAF, in all future designs of the project, should start soliciting project design from their POs in which workable solution regarding sustainability of the CIs should be part and parcel. Apart from other measures which POs could propose for the consideration of PPAF, one major aspect that must be part of exit strategy is designing of Social Organizers (SOs) position for longer period. SOs presence during post-intervention period would provide necessary impetus for slowing down the factor of dormancy at different tier of CIs, specially at the first two tier i.e. COs and VO.

B: PPR programme areas are defined as hard areas in terms of district and UC profiles. POs from within the UC profiles started with relatively concentrated and easy to access areas. Although, there is no harm in starting the process of selecting the communities on the basis of access to area and targeting populous communities at the commencement of the project, but after flagging initial gains, POs strategy should be diverted towards (i) less populated (ii) hard to access and (iii) more deprived segments of the society as these segments of the society remains underprivileged in majority of the cases. PPAF in its future design should work with the POs wherein their larger focus should remain on neglected, deprived and hard to reach segments of the society within a particular UC.

4.1.4 Formation of CIs

A: Except for Chitral, POs have adopted formulation of three tier CI system. Chitral, due to its unique geographical situation where communities are thin in population, and widely spread in valleys, have adopted two tier community institutions. As this system is effectively working already with AKRSP, therefore, there is no harm in keeping the system intact. PPAF should look at the possibilities of replicating two tier CI (Vos and LSO) model to other geographical locations of Pakistan (for example Balochistan) wherein thin population is spread over wider geographical areas. This may help in enhancing inclusion and participation of the communities.

B: In culturally restricted areas, gender segregated community institutions may be allowed to continue to work independently where culturally it is not possible for male and female to sit

together in one room comfortably. It was observed in Upper Dir in KP and Pishin in Balochistan (both fall into Pushto speaking belt) where mix VOs (in case of Upper Dir) and LSOs (in case of Pishin and Upper Dir) have been federated. Although, on paper, it looks like that mix VOs and LSOs are operating together but practically it was observed that as both the genders are culturally not allowed to mix – with the exception when they are Mahram (this strategy was successfully used by the PPR), therefore, they have never been under one roof for steering meaningful dialogue/discussion. Their modus operandi is that male *Mahram*⁵ would seek opinion of their female Mahram about the issue in hand. Her response would then be relayed in the next CI meeting. This special method has its own limitations like:

- One of the main purposes of community meetings at all the three levels is that all members of the communities conduct threadbare discussion of their issues that may be social, economic or any other nature. Open debate between members of society has the potential to generate new ideas and in all likelihood, mould the behaviour or thinking process of the individuals at large – this is not being achieved in its current formation. Current formation of mix CIs where both gender can even not sit together under one room is quite contradictory in nature.
- There is a higher probability that interlocutor (*Mahram*) may not be able to capture full meaning of dialogue, or partially fail to recall the message or mix-up the message before its communication.

PPAF should continue with the strategy to avoid formation of mix CIs where free and open dialogue under one roof is prohibited due to cultural limitations. POs should look into the possibilities of encouraging as much dialogue as possible initially at the same-sex CIs then gradually move them into mix CI (starting from third tier i.e. LSO). Depending on the flexibility shown by the community members, the process may take medium⁶ to long duration.

C: Dealing with communities needs careful handling. Social mobilisation process requires slow, stepwise approach so that it does not become a formality to institute CIs while ticking the boxes of project output and outcome. Rather than that, POs need to gradually inculcate the true spirit of social mobilisation through which they not only learn the reasons for social mobilisation and formulation of community institutions but rather start believing the process so that there is no fragmentation or disillusion after slowing down and completely

⁵ In Islamic jurisprudence, *Mahram* are those individuals who cannot get married to each other under any circumstances.

⁶ Few years

halting POs interaction after closure of the project which normally results in dormancy of the institutions. As part of the strategy, PPR is taking steps in 3rd and 4th work plan to avoid dormancy factor. It is recommended that PPAF should consider as part of early work plans rather than waiting till the 3rd and 4th.

4.1.5 Membership at CIs

A: PPAF and POs current strategy in which complete message of inclusion is communicated during the initial dialogue process is commendable and must be continued.

4.1.6 Office Bearers Nomination Strategy

A: It is up to VO members how they feel comfortable in either keeping VOs representations independent or combine. POs, as per their current practice, should continue to encourage VO members to make their own independent decisions as they feel could serve them better.

B: It is immaterial if community members elect, select or nominate their office bearers. Important point is that the process should be repeated on agreed regular intervals. In majority of the cases under current strategy assessment, it was found that position holder (office bearer) remains on his/her position due to the fact that tenure of office bearers was not completed.

PPAF must continue its process of consultation with the POs with the common objective to ensure smooth transaction as and when re-election time is up.

C: Losing party raises its voice when transparency is a casualty. So far no such cases has been recorded, therefore, POs should continue to emboss the clauses of transparency on regular basis.

D: PPAF and POs should not be worried at this stage that elite will take over community institutions for their own benefit. It is rather perceived by the community members that an educated, wealthy and influential person could be more effective in resolving their issues. However, at any stage, if CI feels that office bearers, instead of working for the common benefit of the community, is inclined towards individual benefits or towards a certain group then the same individual can easily be removed through the process of election.

POs need to work closely with the CIs to train them how to keep vigilance for avoidance of elite culture which benefits to few individuals or a certain group. At the same point they should also put emphasis on importance of regular elections. Current PO strategy of keeping a close eye on the functioning of CIs should be continued.

4.1. 7 Participation at Each Tier of CIs

It is important that all segments of society remain actively engaged during most of the community meetings -- this is especially true for the marginalised segments of the society. Process designed and adopted for their regular meetings is well documented but needs more rigorous implementation.

PPAF and POs also need to think about designing special action plans for PWDs so that level of their active participation could be enhanced. PPR confirmed that more active participation is being planned in future projects.

PPR as part of its strategy should consider allocating special funding for persons with disabilities so that their mobility issue could be resolved.

4.2 Role of CIs in Community Development

4.2.1 Formulation of VDP/UCDP

A: Training plays an important part in developing the capacity of the individuals to deliver in their sphere. Training becomes doubly important when majority of the target audience is:

- either totally illiterate or with limited education
- never received such kind of training before
- never developed such kind of documents before

Even those members of LSOs and VOs who were provided training in 2015 how to prepare VDP and UCDP were divided on whether they received such training. Contents of training became the first casualty. That also prompts the importance of refresher courses.

PPR should review its strategy regarding training of CIs in relation with development of VDP and UCDP. Strategy should emphasise on original training programmes and re-fresher courses before revision of plans.

B: VDP and UCDP were prepared once but despite passing 3 to 4 years⁷, plans have not been updated so far. This important exercise is part of 3rd and 4th work plan. In all future projects, POs need to prepare a plan to hold hands of the CIs in preparing original and revised plans. This exercise should be conducted on alternate years enabling the CIs to learn and practice planning process with monitoring eyes. Regular update should be done with the objectives to:

- Remove all plans which have seen the light of the day
- Consider new issues which have been cropped up since first planning

⁷ Mostly plans were prepared in 2015

- Re-prioritise agenda items

The first production of VDPs and UCDPs should be heavy handed execution by the POs. POs role should then gradually be reduced to naught as CIs should be calling the shots while gradually taking charge in a seamless fashion. All of this could be achieved while practicing the exercise in minimum 3-4 times in one projects life. From the sampled UCs, it was found that only AVDP has been able to update the plan.

C: Effective monitoring system which monitors and records all functions of CIs at the PO level plays a vital role in keeping an eye on the progress. POs also need to translate this knowledge at the CIs level so that they would independently start monitoring the progress. Similar to the handholding of preparation of VDP and UCDP development plans, POs need to provide handholding in this regard. Initially, POs should take full responsibility of monitoring and preparing records of progress then gradually the onus should shift towards CIs. Long term effective monitoring training should be prepared by POs.

4.2.2 Role and Performance of CIs in Community Development

It is not easy for the community institution to deliver the entire process independently as it requires wide-ranging technical competencies at various level of project implementation. One VDP, UCDP training in which portions of every planning aspect is covered is not enough for them for independent performance. PPAF and POs need to consider to set-aside large chunk of amount for classroom training and handholding to enable the communities to function smoothly after winding up the project. It should be mandatory on the part of POs to cover this aspect in their proposal as an exit strategy. PPAF has initiated Tamer o Tabeer fund for the same reason. Available funds under Tamer o Tabeer should be utilised in this regard.

4.2.3 Community Development Work and PPAF Poverty Graduation Strategy

PPAF conducted PSC to determine poverty bands in all implementation areas. To collect conclusive evidence about success of PPR, PPR has conducted MTR while end line survey beside conducting beneficiary survey is in planning process.

Poverty graduation is a term used by development partners in Pakistan including PPAF and BISP under which all those households (HH) who managed to transfer from one PSC band to another are recorded. BISP provides cash grants to every female headed household which falls under the threshold of 16.17⁸. It is recommended that PPAF should enter into an agreement with BISP under which BISP starts recognising HHs which have been graduated

⁸ <http://bisp.gov.pk/bisp-graduation-model/>

from one poverty band to another. Once such an agreement is established then both the parties should duly recognise that x number of HHs have been graduated from poverty due to the efforts of PPAF project. With this recognition, BISP should stop cash grant facility to those households.

4.2.4 Interaction of CIs with Local Government

CIs do not lack in interacting with local government. In fact one of the biggest advantages of having a CI is that they have learnt the art of understanding their issues and can communicate them frequently to any institution and authority. However, as the local government seriously lack in (i) technical issues and (ii) resources, therefore, outcome of CIs interaction with them is at the lowest ebb. Although PPAF and POs cannot do much about allocation of resources for the local bodies, however, PPAF should consider raising their technical capacities of local government staff in service delivery.

Additionally, in its future programme, PPAF should look into developing a strategy wherein government functionaries should start recognising LSO as true representatives of local communities. This would help in getting UCDP implemented from government resources as per the community priority.

4.2.5 Strategy to Provide PPR Incentive/Schemes

Practice to allocate funding on the basis of UCDP is a fine example in which community consensus and confidence have been built. It is recommended that PPAF and POs should continue to carry on the same practice in the future.

4.3 Communication and Coordination Strategy

Effective communication plays an important part in an organisations life. To achieve that, capacity of the organisation needs to be enhanced, both in verbal and written communication. Due to PPR social mobilisation process, most of the community members at the LSO level and office bearers of VOs and COs are able to effectively communicate, however, they lack written communication skills and except for couple of LSOs⁹.

It is recommended that PPAF and POs should arrange special communication skills training in their future programming.

As part of the strategy, PPR should look into the possibilities of arranging extended training programmes for effective communication strategy. This training should be independent to the existing training under CMST.

⁹ LSO in UC Ayun (Chitral) and Barawal Bandi (Upper Dir)

4.4 Sustainability of CIs

CIs need handholding for a longer period that is evident from the case of LSO of UC Ayun valley. Longer gestation period helps communities in taking charge. LSO in UC Barawal Bandi has remarkably done well in a short period of time. Insecurity in the remaining three sampled areas has also contributed towards low capacity in terms of sustainability and delivery. It is recommended that PPAF and POs should design special gestation period and repeated capacity building measures in areas where unentrapped access and free movement remains challenging.

PPAF should also encourage POs to help LSO in resource mobilisation at the higher level. Success criterion of a PO should be the demonstration that how quickly they could make their position ceased by making an exit from the concerned UC. POs role then would be minimized in process monitoring and joint resource building mechanism. It has been encouraging to note that PPAF has started a new programme (Tameer and Tabeer) for further strengthening of LSO.

4.5 Integrated approach for Gender Equality and Mobilising Youth for Social Cohesion:

Districts selected for the implementation of PPR falls into less developed areas of Pakistan resultantly there are fewer chances of engaging youth (boys as well as girls) in promoting peace and pluralism. Similarly, celebration of national and international days and organization of regional workshops on learning and sharing are relatively new concepts in the programme area. This is a very good approach by the PPR and will go long way in bringing peace and social cohesion. It is recommended that PPAF in its future programme should continue to design such activities.

4.6 Maturity Indices of CIs

To be Attached

PPAF as part of the strategy should consider sending all the three level of MIs to the POs which then should be used by POs and CIs. Updated MIs are attached at Annex B

It is recommended that in future all PPAF programmes should put MIs in practice rather than using Rating Based Performance (RBP).

4.7 Staff Retention at PO Level

As part of the strategy review, PPR should consider to train CRPs in social mobilisation. This will help in shouldering burden on POs and making CIs sustainable.

POs capacity to retain its staff is found extremely low. It is recommended that PPAF should develop a strategy through which they ensure POs core staff presence throughout programme period. This aspect of strategy will provide continuity to the programme at the PO level.

4.8 PPR Strategy Document

PPR developed component strategies at the beginning of the programme which was not updated. Strategy document should be taken as a live document which needs to be updated on regular basis. All aspects of the strategy should be covered under this document.

Work plans prepared by PPR (2nd, 3rd and 4th) should work under the strategy paper. In its current form, work plans are being referred to check strategies which are not a right practice.

PPAF should consider deploying a special manager for knowledge management to become focal person for retaining all documents in their respective folders and providing to the concerned internal and external individuals and/or departments as per requirement.

4.9 PPR Exit Strategy

PPR current exit strategy under 2nd, 3rd and 4th work plan states that 'exit is built into entry'. Actions required to be undertaken are under implementation in the work plan but POs have not been informed that these actions are part of exit strategy. PPAF should consider taking POs on board from the very beginning about its exit strategy. Currently, POs exit strategy was not found.

4.10 Timely Release of Fund:

One of the major setbacks of the PPR strategy was that funding to the POs was not available in time. PPAF was also not receiving the donor money as per agreement. As a stop-gap arrangement, PPAF has been doing bridge-financing to PPR from its own resources. However, later on, PPAF was stopped to do any bridge-financing from its own resources which eventually resulted in prolonged delays of funding to the POs resulting into suspension of activities. To avoid this situation in future, PPAF may consider getting its financing agreements (both of donor and POs) vetted by the legal department to bring necessary changes to ensure continuity of funding for the programme activities.4. 11 Promotion of PPAF Women and Youth Beneficiaries through Media:

PPAF and its communities are doing some excellent work specially promoting and engaging women and youth. This needs to be highlighted and arranged to be covered in print, electronic and social media. This aspect should be part of Women Empowerment Strategy.

4.12 Women Empowerment Strategy and Youth Empowerment Strategy:

PPAF should consider developing standalone strategy documents for (a) women empowerment and (b) youth empowerment. Both strategies should clearly define social and economic empowerments with immediate objectives (1-2 years), medium term objectives (3-5 years) and long term objectives (6+ years).



A N N E X E S

Annexes

A: List of Documents Reviewed

- A-1 LSO Assessment
- A-2 Business Plan for Communities
- A-3 Social Mobilization Strategy
- A-4 Livelihood Investment Plan
- A-5 Community Mobilization Policy of PO
- A-6 Policy regarding nomination/election/selection of CIs
- A-7 Union Council Development Plans
- A-8 VDC of VOs
- A-9 Report on Impact and Outcome of VTP on local economy, local market and household
- A-10 LEP-PO Eligibility Criteria
- A-11 Beneficiary Selection Criteria
- A-12 Training Guidelines
- A-13 CIG Concept at Initial Stage
- A-14 Sector market Assessment UCLDP
- A-15 Steps involve in LEP implementation
- A-16 Various Workplans
- A-17 Value chain assessment-Alizai
- A-18 PPR Component Strategies
- A-19 PPR legal Agreement
- A-20 Sample agreement between PPAF and PO

B: Research Tools

- B-1 FGD tool for Local Support Organisation (LSO)
- B-2 FGD tool for Village Organisation (VO)
- B-3 FGD tool for Community Organisation (CO)
- B-4 KII tools for Pakistan Poverty Alleviation Fund (PPAF)
- B-5 KII tools for Partner Organisations (PO)
- B-6 Maturity Indices

B: Research Tools

B-I FGD tool for Local Support Organisation (LSO)

FGD Tool for LSOs

SM Component

Section A: Social Mobilization Process

1. What are the critical indicators which facilitate the POs to form a new LSO or revitalise the dormant LSO(s)? Has PPAF agreed this step with their POs?
2. What is the strategy for nomination/election/selection of LSO office bearers? In case of selection/election, does the formation process include any particular criteria for selection/nomination of executive body members? If election then what is the overall constituency to elect the office bearers for LSOs and what was the process to include all constituency members in the process? What is the strategy for presiding election? What is the reaction of losing party? Has this strategy agreed with your LSO? What are the lessons learnt? Do you prepare your annual budget? What mechanism and value system is in place to ensure inclusion and participation of women in the election process for LSOs? How many women were elected in the executive body and general body of the LSO? How neutrality and impartiality is maintained? How inclusion and participation of opponent parties is ensured in decision making and planning process of LSOs UCDPs and other plans. How the UCDPs developed are helpful in local development. How can we improve future plans?
3. What strategy is in place and what process was adopted for strengthening CIs by you and your PO? What support you received from your PO? What were the formal and informal trainings attended by how many office bearers? What impact those trainings had on LSO? What are your capacity gaps? What are the good practices?

Section B: Role of CIs in Community Development

4. What strategy was developed by your PO to involve your CIs in community development work? Are CIs aware about the community development strategy? How effective this strategy is in terms of community development work? What are the gaps? What are the lessons learnt? What are the issues and challenges that are being faced in implementing the agreed strategy?

No of community development initiatives in the last 3 years:

COs..... VOs..... LSOs.....

5. What is the process of development of UCDP? What tools are being used for UCDP? How many people participated in the last UCDP preparation amongst them how many were women? How many days and hours it took to finalize the UCDP? Who facilitated sessions on UCDP? How participation of women was ensured in all stages of UCDP right from problem identification to prioritization and action planning? Are the LSO members trained enough to develop UCDPs at their own while ensuring active participation of all community groups including PWDs and women in UCDP planning exercises? Was training provided for development of UCDP?
6. What capacity building measures were adopted to empower CIs for effective involvement in community development work including:
 - i. Preparation of UCDP?
 - ii. Development of linkages with local government, NGOs, INGOs, other active actors in the UC?
 - iii. Resource mobilisation for UCDP initiatives?
 - iv. Implementation of UCDP projects?
 - v. Monitoring of UCDP projects?
 - vi. Monitoring of UCDP plan?
7. Were assessments conducted post capacity building measures including?
 - i. Preparation of UCDP?
 - ii. Development of linkages with local government, NGOs, INGOs, other active actors in the UC?
 - iii. Resource mobilisation for UCDP initiatives?
 - iv. Implementation of UCDP projects?
 - v. Monitoring of UCDP projects?
 - vi. Monitoring of UCDP plan?
8. Were training courses repeated for better understanding?
 - i. Preparation of UCDP?
 - ii. Development of linkages with local government, NGOs, INGOs, other active actors in the UC?
 - iii. Resource mobilisation for UCDP initiatives?
 - iv. Implementation of UCDP projects?
 - v. Monitoring of UCDP projects?
 - vi. Monitoring of UCDP plan?
9. What role your PO played in arranging the formal/informal capacity development measures for:
 - a. initiating the UCD plan
 - b. linking with local government/other actors in the UC
 - c. resource mobilisation
 - d. implementation of the projects
 - e. monitoring of the projects
 - f. monitoring of the UCD plan

10. What strategy has been designed for poverty graduation? Is this strategy working? What is the conclusive evidence? What are action plans? How effective those plans are since the last 3 years? What role your PO played in this regards? What are the lessons learnt?
11. Are CIs involved as transactional tool for the development or as transformational process for social change? What challenges are in this respect? How the role of CI could be further enhanced?
12. Are CIs involved in:

A	Identification of development needs in their respective areas?
B	Prioritisation of development needs amongst its members and preparation of action and resource mobilization plan
C	Preparing proposals for seeking funding as per identified and agreed development needs?
D	Development of annual budgets?
E	Monitoring the project progress?
F	What challenges are involved in the entire process
G	What support POs provided in enhancing the effectiveness of CI role?
H	What are the bottlenecks and how that could be removed?

What role your PO played in this process? What are the lessons learnt?

13. Have your POs developed strategy to engage their CIs to develop VDP/UCDP Plan? Ownership of VDP/UCDP Plans rests with? What specific tools have been designed for involvement of all segment of community? What role your PO played and what are the lessons learnt and best practices?
14. What strategy POs developed to actively involve women in development of UCDPs/VDPs right from problem identification to prioritization and action planning? What customized tools have been applied to deal with cultural barriers to ensure active involvement of women in planning and development process? How this strategy was implemented? What are the lessons learnt?

Section C: Institutional Interface of CIs

15. What strategy was designed and adopted for effective communication (formal/informal) between (i) POs and LSOs (ii) LSOs and VOs (iii) VOs and COs and (iv) COs and its members? Has the process documented?
16. Is there any formal and information mechanism for linking LSO with the new local government system village/neighbourhood councils? Is there any meaningful outcome of this linkage? What efforts have been made by CIs to develop strong coordination for resource mobilization with local government bodies? Do the local council encourage LSO to develop linkages for coordinated community development? What challenges are faced in linking with local councils and mobilizing

resources from local councils for the implementation of UCDPs and VDPs? How many projects prioritized in UCDPs and VDPs have been funded by the local government? How effective the system is playing and what role POs and LSO can play to make it more relevant and effective?

Section D: Governance Dynamics of LSO:

17. What strategy has been designed for LSO making a decision at community level? How it is ensured that voice of every member is heard? Is documentary evidence available in this regard?
18. What strategy has been designed for inclusion of women, person with disabilities and marginalised groups to be part of LSO? Are CIs aware about this strategy? Is strategy producing desired results? What are the lessons learnt?
19. What strategy has been designed by PO and LSO for women participation and empowerment (social, economic, institutional)? Are CIs aware about his strategy? Is strategy producing desired results? What are the lessons learnt?

Section E: Sustainability of LSO

20. What is LSO strategy for resource mobilisation and linkages development? Are CIs aware about this strategy? What are the lessons learnt?
21. What capacity building measures adopted by PO for enhancing the capacity of LSO in terms of resource mobilisation and development of linkages? What are the lessons learnt?
22. What strategic guidance was provided by POs in identifying the active players in the area? Have the LSO been able to develop linkages since the last 3 years? How many linkages have been developed by the LSOs since the last 3 years? By developing the linkages, have the LSOs been able to develop projects for the economic uplift of the area? If yes then what is the status of project(s) and in which sphere (Community Livelihood Funding, micro-finance, social enterprises et al) resources have been channelled?
23. What are the capacity gaps in the process and what step-wise approach PO and LSO has adopted to bridge this gap?
24. What is the strategy for enhancing institutional capacity of LSO in terms of local level initiatives (CLF, micro finance, social enterprises etc)? What is the capacity of LSO to develop such institutional capacity at the CI level? What capacity building measures were adopted for enhancing CIs institutional capacity? What gaps have been identified by LSO in the last 3 years?

25. Is there any practice in your CO members to save some amount on regular basis? What role LSO is playing to encourage their CO members for regular saving practice? How much amount has been saved so far? Is there practice to utilise saved amount as internal lending? How many members have received internal lending so far? Are these members returning loan amount on regular basis? What is the tenure of lending? Do you charge interest on internal lending? What is the rate of interest?
26. Are you in regular contact with your VOs and COs? Do you think there is more focus on VOs and LSOs than you COs? Does this affect COs performance and their active participation?
27. Is elite culture prevailing at LSO level? What are the hindrances in selecting/electing poor and socially marginalised groups as office bearers? How one can gradually have more balanced representation?

Section F: Maturity Index

28. Has LSO received maturity indices (LSO, VO, CO) from its PO? Are they consent with the current MI? Are these MI in practice? What is the result of last exercise? What is the suggestion for its further refinement?

Section G: Political Interface:

29. With the strengthening of CIs, there are indications that LSOs have growing interest in the local politics? How this interest is being seen? What are the possible repercussions? What happens when an office bearer of the LSO is also officer bearer of the local council/local government? How you resolve conflicts of two positions when arises?
30. Is there any future plan of LSO to work as an independent organization?

LEP Component

Section F: Market Analysis/LIPs:

31. What strategy was adopted by PO and LSO to administer LIPs? Are CIs aware of LIPs and its development process/strategy? How this strategy was implemented? Is this strategy in line with HH livelihood plan? What are the gaps in the strategy and how these could be bridged? What are the lessons learnt?
32. What is the strategy for targeting specific HHs for LIPs? What tools (PSC, others) were used for identification of communities? What mechanism was put in place for validating the results by the communities? What are the lessons learnt?

33. What mechanism and tools are applied to conduct key economic sectors and sub-sectors analysis at primary, secondary and tertiary level and their associated vulnerabilities that help to determine livelihood targets, types of assets and trainings and scope of livelihood platforms? What are the lessons learnt?
34. Based on the outcome of the key economic sectors and sub-sectors analysis:
- what type of training programme were designed?
 - what type of assets were distributed?
 - what other measures were taken?
35. What strategy was adopted to avoid market saturation for a particular training or asset? What is the current trend of market especially for small enterprises? When the last assessment was made to assess the market trend? What is the current situation? What are the lessons learnt?

Section G: Livelihood Trainings:

36. List the type of training provided that include assets management and vocational trainings in relation to the target household and primary and secondary market needs including training for sector improvement practices (e.g. agriculture, livestock, handicrafts)? What are the relevance, effectiveness and utilization of each type of the given training? Which training has yielded more employability within local, district and regional markets and which of the training has yielded least employability as compared to other trainings? What are the lessons learnt?
37. What is the overall impact and outcomes of the trainings in relation to the increase in livelihoods and income of the target households? What is the impact and outcome of these training on the overall local economy and markets? When data was collected to verify/justify claim? What are gaps which are hindering in realising the results? What are the lessons learnt?
38. List the livelihood training that was provided to CIs? Identify livelihood training that proved effective in terms of enhancing income at HH or market level. What are the reasons of their success? Identify livelihood training that proved ineffective in terms of enhancing income at HH or market level. What are the reasons of their failure? What are the lessons learnt?
39. Do you agree that EDT and vocational training should be run separately? If yes, why this approach is recommended?
40. What strategy was adopted to identify training service providers? How many service providers were identified for each occupation/trade? What was the experience at the implementation stage? What gaps were identified by PO or CI? How to avoid that in future? Was PPAF involved in this process? Was PPAF approval sought about selection of a particular service provider? What are the issues and difficulties in hiring of appropriate training institute for technical trainings keeping in view the time bound projects? What are the lessons learnt?

Section H: Assets Transfer:

41. What types of assets were transferred to beneficiaries? What impact asset transfer has created at HH level? Is there any study to verify your result?
42. What type of assets comparatively worked well in terms of profitability, increase in asset base, improvement in the economic condition of the HH for women and PWD? Why these assets comparatively performed better? What is the relevance and effectiveness of these assets in relation to beneficiary capacity and key economic sectors identified in UCLDP? How far women beneficiaries have actual control over asset transferred in terms of sale, purchase and consumption with the objective of their economic empowerment. What are the lessons learnt?
43. What is the PPAF strategy about collective asset management? What is the strategy for distribution of profits and avoidance risk of elite capture in case of collective assets/ joint enterprises? What are the lessons learnt?
44. What is the strategy for inclusion of women, PWD, other marginalised groups for collective asset? How far this strategy working successfully? What are the lessons learnt?
45. What is the strategy for making a decision for collective asset transfer? What is the strategy for record keeping? What is the strategy for distribution of profits? What are the lessons learnt?
46. Is there any specific recommendation for enhancing women's inclusion in assets transfer and ultimately increasing their control over economic resources?

B-2 FGD tool for Village Organisation (VO):

FGD Tool for VO:

السلام علیکم

میرا نام ہے۔ پی پی اے ایف اور پی او کی پی پی آر کے متعلق حکمت عملی کو سمجھنے کے لیے ورلڈ ان کونسلٹنگ نے میری خدمات کو حاصل کیا ہے۔ پی پی اے ایف پچھلے چند سالوں سے آپکے علاقے میں پی پی آر پر عمل درآمد کر رہی ہے تاکہ گھریلو سطح پر اقتصادی حالات میں بہتری آئے۔ اتفاقی طور پر آپ کو حکمت عملی کی تشخیص کا حصہ بنایا گیا ہے۔ میں اس بات کی تصدیق کرتا ہوں کہ آپ کا نام اور آپ کی فراہم کردہ تمام معلومات کو خفیہ رکھا جائے گا۔

Name: Facilitator

Note Taker

Date:

Venue:

Sr. No	Name	Designation 1= President 2= Manager 3= Member	Gender 1= Male 2= Female	Education	Period of membership with VO (in years)	Primary Livelihood Source		Average Monthly Income of HH	
						2013	2018	2013	2018
1									
2									
3									
4									
5									
6									
7									
8									
9									
10									

Education Codes: 1. Not literate) 2. Literate 3. Primary (Grade 1 to 5) 4. Middle (Grade 6 to 8) 5. Matric Grade (9 to 10,) 6. Intermediate (Grade 11 to 12), 7. Degree (Grade 14 or higher) 8. Diploma.9. Other

Employment Codes: List of codes to be used:

1. Own farming (Agriculture/cropping, livestock/poultry/fish farming, etc.)
2. Food/agricultural processing
3. Farm Labour/Tenant
4. Off farm skilled labour (Manufacturing/light engineering/workshop, etc.)
5. Services (beauty parlour, barber, carts, service station, etc.)
6. Handicrafts/cottage
7. Off farm unskilled labour
8. Government job service
9. Private job service
10. Business/Micro-enterprise/Commerce/ retailing/petty trading
11. Household chores
12. Other work
13. Student
14. Looking for work
15. Idle/not working
16. Not applicable (child/old/handicapped etc.);

Income Codes: 1= 0-2,500, 2= 2,501-5,000, 3= 5,001-7,500, 4= 7,501-10,000, 5= More than 10,000)

MI Component

47. Have CO received maturity index from LSO? Are they consent with the current MI? Are these MI in practice? What is the result of last exercise? What is the suggestion for its further refinement?

کیا سی او نے ایل ایس او سے ماچپورٹی انڈیکس وصول کر لیا ہے؟ کیا وہ موجودہ ایم آئی کے ساتھ رضامند ہیں؟ کیا یہ ایم آئی استعمال میں ہیں؟ آخری مشق کا کیا نتیجہ ہے؟ اس کی مزید بہتری کے لئے آپ کی کیا رائے ہے؟

SM Component

Section A: Social Mobilization Process

2. What is the strategy for nomination/election/selection of VO office bearers?

VO کے عہدہ دران کی نامزدگی انتخابات/چناؤ کے لئے کیا حکمت عملی ہے؟

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In case of selection/election, does the formation process include any particular criteria for selection/nomination of executive body members?

چناؤ / انتخابات کی صورت میں کیا عہدہ دران کے چناؤ اور نامزدگی کے لئے کیا کوئی خاص معیار مد نظر رکھا جاتا ہے؟

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If election then what was the process to include all constituency members in the process?

انتخابات کی صورت میں تمام ممبران کو شامل کرنے کا طریقہ کار اختیار کیا تھا؟

1.

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	10.
What is the strategy for presiding election?	
انتخابی عمل کی نگرانی کرنے کی حکمت عملی کیا ہے؟	1.
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	3.
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	8.
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	10.
<p>What is the reaction of person not elected as member of executive body? Does that person still perform's well in the CO/VO/LSO?</p>	
<p>ہارنے والی پارٹی کا کیا ردعمل ہوتا ہے ؟</p>	
	1.
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	9.
	10.
Has this strategy agreed with LSO?	
کیا LSO کے ساتھ اس حکمت عملی پر اتفاق کیا گیا تھا؟	
	1.
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	9.

	10.
What are the lessons learnt?	
	آپ نے اس عمل سے کیا سیکھا؟
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	9.
	10.

3. What strategy is in place and what process was adopted for strengthening COs and VO?

VO اور COs کو مضبوط کرنے کے لیے آپکی حکمت عملی کیا ہے اور کونسا لائحہ عمل اپنایا گیا ہے؟

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10.

What support you received from your PO/LSO?

PO اور LSO کی طرف سے آپ کو کیا مدد ملی؟

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	9.
	10.
What are the capacity gaps?	
استعداد کار میں کیا کمی ہے؟	
	1.
	2.
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	9.
	10.
What are the lessons learnt?	
	آپ نے اس عمل سے کیا سیکھا؟
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	10.

Section B: Role of CIs in Community Development

4. What strategy was developed by your PO/LSO to involve VOs in community development work?	
گاؤں کی تنظیموں کو علاقے کی ترقی کے کاموں میں شامل کرنے کے لئے پی اے ایف کی طرف سے کیا حکمت عملی تیار کی گئی؟	
	1.
	2.
	3.
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	7.

	8.
	9.
	10.
What are the gaps?	
	کیا کمی رہ گئی ہے؟
	1.
	2.
	3.
	4.
	5.
	6.
	7.
	8.
	9.
	10.

What are the lessons learnt?	
آپ نے اس عمل سے کیا سیکھا؟	1.
	2.
	3.
	4.
	5.
	6.
	7.
	8.
	9.
	10.
How effective this strategy is in terms of community development work?	
یہ حکمت عملی علاقے کی ترقی کے کام کے لحاظ سے کتنی مؤثر ہے؟	1.

	2. 3. 4. 5. 6. 7. 8. 9. 10.
No of community development initiatives in the last 3 years:	
گزشتہ تین سالوں میں علاقہ کی ترقی کے لئے کتنے نئے اقدامات کیے گئے؟ <div style="display: flex; justify-content: space-between;"> COs..... VOs..... </div>	

5. What capacity building measures were adopted to empower your VO and COs for effective involvement in community development work?

آپ کی VO اور COs کو علاقے میں ترقیاتی کام کروانے کے لئے کس قسم کی تربیت فراہم کی گئی؟

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10.

Were assessments conducted post capacity building measures?

کیا ٹریننگ کے اختتام پر کوئی جائزے لیے گئے؟

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10.

Were training courses repeated for better understanding?

کیا بہتر تفہیم کے لئے ٹریننگ کورسز بار بار کروائے گئے؟

1.

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	9.
	10.
What role your PO/LSO played in this regard?	
اس سلسلے میں آپ کے PO اور LSO نے کیا کردار ادا کیا؟	
	1.
	2.
	3.
	4.

	5.
	6.
	7.
	8.
	9.
	10.
What are the lessons learnt?	
	آپ نے اس عمل سے کیا سیکھا؟
	1.
	2.
	3.
	4.
	5.
	6.

	7.
	8.
	9.
	10.

6. What strategy has been designed for poverty graduation	
غریب میں کمی کی درجہ بندی کے لئے کیا حکمت عملی تیار کی گئی؟	
	1.
	2.
	3.
	4.
	5.
	6.
	7.
	8.

	9.
	10.
Is this strategy working?	
	کیا یہ حکمت عملی کارآمد ہے ؟
	1.
	2.
	3.
	4.
	5.
	6.
	7.
	8.
	9.
	10.

What is the conclusive evidence?

آپ کے پاس کیا ثبوت ہیں کہ یہ حکمت عملی کام کر رہی ہے؟

1.

2.

3.

4.

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10.

What are action plans?

مستقبل کی منصوبہ بندی کیا ہے؟

1.

	2.
	3.
	4.
	5.
	6.
	7.
	8.
	9.
	10.

How effective those plans are since the last 3 years?	
گزشتہ 3 سالوں میں یہ منصوبہ بندی کتنی مؤثر ثابت ہوئی؟	
	1.
	2.
	3.
	4.

	5.
	6.
	7.
	8.
	9.
	10.
What role your PO/LSO played in this regards?	
اس سلسلے میں آپ کی PO/LSO نے کیا کردار ادا کیا؟	
	1.
	2.
	3.
	4.
	5.
	6.

	7.
	8.
	9.
	10.
What are the lessons learnt?	
	آپ نے اس عمل سے کیا سیکھا؟ 1.
	2.
	3.
	4.
	5.
	6.
	7.
	8.
	9.

10.

7. Are VOs/COs involved in?

کیا VOs/COs مندرجہ ذیل امور میں شامل ہیں؟

A	<p>identification of development needs in their respective areas?</p> <p>متعلقہ علاقوں میں ترقی کی ضروریات کی شناخت؟</p> <div style="text-align: right;"> <p>1.</p> <p>2.</p> <p>3.</p> <p>4.</p> <p>5.</p> <p>6.</p> <p>7.</p> <p>8.</p> <p>9.</p> </div>
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	IO.
B	<p>Prioritisation of development needs amongst its members?</p> <p>ارکان کے درمیان ترقی کی ضروریات کی ترجیح؟</p> <p>1.</p> <p>2.</p> <p>3.</p> <p>4.</p> <p>5.</p> <p>6.</p> <p>7.</p> <p>8.</p> <p>9.</p> <p>IO.</p>
C	<p>Preparing proposals for seeking funding as per identified and agreed development needs?</p> <p>شناخت اور اتفاق شدہ ترقی کی ضروریات کے مطابق فنڈز حاصل کرنے کے لئے</p>

	تجاویز تیار کرنا؟
	1.
	2.
	3.
	4.
	5.
	6.
	7.
	8.
	9.
	10.
D	Monitoring the project progress?
	ترقیاتی منصوبوں کی نگرانی؟
	1.
	2.
	3.

		4.
		5.
		6.
		7.
		8.
		9.
		10.
E	<p>What challenges are involved in the entire process</p> <p>پورے عمل میں کیا مشکلات درپیش ہیں؟</p>	<p>1.</p> <p>2.</p> <p>3.</p> <p>4.</p> <p>5.</p>

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		10.
F	<p>What support POs provided in enhancing the effectiveness of CI role?</p> <p>POs نے تنظیموں کی کارکردگی کو مؤثر بنانے کے لئے کیا مدد فراہم کی؟</p>	<p>1.</p> <p>2.</p> <p>3.</p> <p>4.</p> <p>5.</p> <p>6.</p> <p>7.</p>

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		9.
		10.
G	<p>What are the bottlenecks and how that could be removed?</p> <p>کن مشکلات کا سامنا ہے اور یہ کیسے ختم کی جا سکتی ہیں؟</p>	<p>1.</p> <p>2.</p> <p>3.</p> <p>4.</p> <p>5.</p> <p>6.</p> <p>7.</p> <p>8.</p> <p>9.</p>

		10.
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What role PPAF/PO/LSO played in this development?		
اس پورے طریقے کار کو بہتر بنانے کے لئے PPAF/PO/LSO نے کیا کردار ادا کیا؟		
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What are the lessons learnt?

آپ نے اس عمل سے کیا سیکھا؟

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8. What is the process of development of VDP?

VDP کو بنانے کا طریقہ کار کیا ہے؟

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	10.
What tools are being used for VDP?	
گاؤں کی ترقی کا منصوبہ بنانے کے لیے کونسے آلات (Tools) استعمال کیے جا رہے ہیں؟	
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<p>How many people participated in the last VDP preparation amongst them how many were women</p> <p>گزشتہ VDP کی تیاری میں کتنے لوگوں نے حصہ لیا اور ان میں سے خواتین کی تعداد کتنی تھی؟</p>	
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How many days and hours it took to finalize the VDP?	
VDP کو حتمی شکل دینے کے لئے کتنا وقت صرف ہوا (دن، گھنٹے)؟	
	1.
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		10.
Who facilitated sessions on VDP?		
VDP کے متعلق سیشن کی سہولت کون فراہم کرتا تھا؟		
		1.
		2.
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		10.
How participation of women was ensured in all stages of VDP right from problem identification to		

prioritization and action planning?

VDP کے تمام مراحل میں خواتین کی شراکت، ترقیاتی مسائل کی شناخت، ترجیحات اور عملی اقدامات میں خواتین کی شمولیت کو کس طرح یقینی بنایا گیا؟

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Are the VO members trained enough to develop VDPs at their own while ensuring active participation of all community groups including PWDs and women in VDP planning exercises?

کیا VO کے ممبران اس قدر تربیت یافتہ ہیں کہ وہ اپنے VDPs تیار کر سکیں، اس بات کو ملحوظ خاطر رکھتے ہوئے کہ اس میں کمیونٹی کے تمام گروپ بشمول معذور افراد اور خواتین کو VDP کی منصوبہ بندی میں شامل رکھا جائے۔

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Was training provided for development of VDP?	
کیا VDP کو بنانے کے لئے ٹریننگ فراہم کی گئی تھی؟	
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<p>9. What strategy LSO developed to actively involve women in development of UCDPs/VDPs right from problem identification to periodization and action planning?</p>	
<p>گاؤں/یونین کونسل کے ترقیاتی منصوبوں کو بنانے کے دوران ترقیاتی مسائل کی شناخت، ترجیحات کی درجہ بندی ، عملی جامہ پہنانے اور دورانیہ میں، خواتین کی فعال شمولیت کو یقینی بنانے کے لیے LSO نے کیا حکمت عملی اختیار کی؟</p>	
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<p>What customized tools have been applied to deal with cultural barriers to ensure active involvement of women in planning process?</p> <p>ثقافتی رکاوٹوں سے نمٹنے کے لئے کون سے خاص آلات (Tools) استعمال کئے گئے تاکہ منصوبہ بندی کے عمل میں خواتین کی فعال شرکت کو یقینی بنایا جا سکے؟</p>	
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	10.
How this strategy was implemented?	
<p>یہ حکمت عملی کس طرح نافذ کی گئی تھی؟</p> <p>1.</p> <p>2.</p> <p>3.</p> <p>4.</p> <p>5.</p> <p>6.</p>	

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	10.
What are the lessons learnt?	
	آپ نے اس عمل سے کیا سیکھا؟
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10. What strategy was developed to provide PPR incentives/schemes to CO	
Cos کیلئے PPR ترغیبات / منصوبے فراہم کرنے کے لئے کیا حکمت عملی بنائی گئی؟	
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<div style="text-align: right; margin-top: 5px;">10.</div>
<p>Did this strategy covered across the board or a selection mechanism was developed?</p> <p>کیا اس حکمت عملی پر مکمل عمل کیا گیا یا پھر اس کے کچھ حصوں پر عمل کیا گیا؟</p>
<div style="text-align: right; margin-top: 5px;">1.</div> <div style="text-align: right; margin-top: 20px;">2.</div> <div style="text-align: right; margin-top: 20px;">3.</div> <div style="text-align: right; margin-top: 20px;">4.</div> <div style="text-align: right; margin-top: 20px;">5.</div> <div style="text-align: right; margin-top: 20px;">6.</div> <div style="text-align: right; margin-top: 20px;">7.</div> <div style="text-align: right; margin-top: 20px;">8.</div> <div style="text-align: right; margin-top: 20px;">9.</div> <div style="text-align: right; margin-top: 20px;">10.</div>
<p>In case selection mechanism was applied then what is the difference between the COs which received incentives/schemes from PPR with those which did not?</p> <p>اگر حکمت عملی کے مخصوص حصوں پر عمل کیا گیا تو جن تنظیموں کو PPR کے تحت ترغیبات / منصوبے پیش کئے گئے اور جن کو نہیں کئے گئے تھے ان میں کیا فرق ہے؟</p>

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What are the lessons learnt?	
اس عمل سے آپ نے کیا سیکھا؟	
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Section C: Institutional Interface of VOs

<p>11. What strategy was designed for effective communication (formal/informal) between (i) LSOs and VOs (ii) VOs and COs and (iii) COs and its members? Has the process documented?</p>	
<p>(i) LSO اور VOs، (ii) VOs اور COs، (iii) COs اور اس کے ممبران کے درمیان مؤثر پیغام رسانی (رسمی اور غیر رسمی) کیلئے کون سی حکمت عملی وضع کی گئی؟ کیا اس سارے عمل کو تحریری شکل دی گئی؟</p>	
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12. Is there any strategy for linking VOs with the new local government system village/neighbourhood councils?	
کیا گاؤں کی تنظیم کو نئے مقامی نظام حکومت/گاؤں اور مضافاتی کونسلز کے ساتھ منسلک کرنے کی کوئی حکمت عملی ہے؟	
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<p>What type of linkages have been developed with the new local government system village/neighbourhood councils?</p> <p>گاؤں کی تنظیم نے نئے مقامی نظام حکومت/گاؤں اور مضافاتی کونسلز کے ساتھ کس قسم کا ربط پیدا کیا ہے؟</p>	
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<p>Is there any meaningful outcome of this linkage? What efforts have been made by CIs to develop strong coordination for resource mobilization with local government bodies?</p> <p>تنظیموں کی طرف سے مقامی نظام حکومت سے وسائل کو حاصل کرنے اور مضبوط تعاون پیدا کرنے کے لئے کیا کوششیں کی گئیں؟</p>	
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Do the local councils encourage VOs to develop linkages for coordinated community development?	
کیا مقامی کونسلز نے VOs کے گاؤں کے ترقیاتی کاموں کو فروغ دینے کے لئے رابطوں کے فروغ کی حوصلہ افزائی کی؟	1.
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What challenges are faced in linking with local councils and mobilizing resources from local councils for the implementation of VDPs?	
VDPs کے نفاذ کے لئے مقامی کونسلز کے ساتھ الحاق اور ذرائع بروئے کار لانے میں کونسی مشکلات درپیش ہیں؟	1.
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	10.
How many projects prioritized in VDPs have been funded by the local government?	
VDPs کے کتنے ترجیحی منصوبوں کو مقامی حکومت کی طرف سے مالی معاونت ملی ؟	1.
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	10.
How effective the system is playing and what role POs and CIs can play to make it more relevant and effective?	
<p>یہ نظام کس قدر مؤثر ہے؟ اور POs and CIs اس نظام کو زیادہ بہتر اور مؤثر بنانے میں کس طرح کردار ادا کر سکتی ہے؟</p>	
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Section D: Governance Dynamics of VOs

13.	What strategy has been designed for VOs making a decision at community level?
	کمیونٹی کی سطح پر فیصلہ سازی کے لئے VOs کے لئے کیا حکمت عملی تیار کی گئی ہے؟
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	10.
How it is ensured that voice of every member is heard?	
<p>اس بات کو کیسے یقینی بنایا جاتا ہے کہ ہر رکن کی آواز سنی جائے؟</p> <p>1.</p> <p>2.</p> <p>3.</p> <p>4.</p> <p>5.</p> <p>6.</p> <p>7.</p> <p>8.</p> <p>9.</p> <p>10.</p>	
Is documentary evidence available in this regard?	

کیا اس سلسلے میں کوئی دستاویزی ریکارڈ موجود ہے؟

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What are the lessons learnt?

اس عمل سے آپ نے کیا سیکھا ؟

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	10.
How transparency of operations is being ensured?	
اس سارے معاملہ کی شفافیت کو کیسے یقینی بنایا جاتا ہے؟	1.
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	10.

14. What strategy has been designed for inclusion of women, person with disabilities and marginalised groups to be part of VO/COs?	
خواتین، معذور افراد اور محروم گروپوں کو VO/COs کا حصہ بنانے کے لئے کیا حکمت عملی تیار کی گئی ہے؟	
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Are VOs aware about his strategy?	
کیا VO اس حکمت عملی کے بارے میں جانتے ہیں؟	
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	2.
	3.
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	10.
Is strategy producing desired results?	
کیا حکمت عملی سے مطلوبہ نتائج حاصل ہو رہے ہیں؟	
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What are the lessons learnt?	
	اس عمل سے آپ نے کیا سیکھا؟
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15. What strategy has been designed by VO for women empowerment (social, economic, institutional)?	
خواتین کو (سماجی، معاشی، اداراتی) باختیار بنانے کے لئے VO کی طرف سے کیا حکمت عملی تیار کی گئی ہے؟	
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	10.
Are VOs aware about his strategy?	
کیا VOs اس حکمت عملی سے با خبر ہیں؟	1.
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	10.
Is strategy producing desired results?	
کیا حکمت عملی سے مطلوبہ نتائج حاصل ہو رہے ہیں؟	
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	10.
What are the lessons learnt?	

اس عمل سے آپ نے کیا سیکھا؟	1.
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Section E: Sustainability of VOs

16. What is VO strategy for resource mobilisation and linkages development? What are the lessons learnt?
<p>وسائل کو حاصل کرنے اور رابطوں کو فروغ دینے کے لئے VO کی کیا حکمت عملی ہے؟ اس عمل سے آپ نے کیا سیکھا؟</p> <p>1.</p> <p>2.</p>

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17. What capacity building measures adopted for enhancing the capacity of VOs in terms of resource mobilisation and development of linkages?	
وسائل کو حاصل کرنے اور رابطوں کے فروغ کے سلسلے میں VOs کی صلاحیت کو بڑھانے کے لئے کس قسم کی ٹریننگ کی گئی؟	
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	10.
What are the lessons learnt?	
	اس عمل سے آپ نے کیا سیکھا؟ 1.
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18. (A) What strategic guidance was provided by PO/LSO in identifying the active players in the area?	
علاقے میں متحرک تنظیموں کی شناخت میں PO / LSO کی طرف سے کیا اسٹریٹجک رہنمائی فراہم کی گئی تھی؟	
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<p>Have the VO's been able to develop linkages since the last 3 years?</p>
<p>کیا VO's گزشتہ 3 سالوں میں روابط پیدا کرنے میں کامیاب ہوئے ہیں؟</p> <p>1.</p> <p>2.</p> <p>3.</p> <p>4.</p> <p>5.</p> <p>6.</p> <p>7.</p> <p>8.</p> <p>9.</p> <p>10.</p>
<p>How many linkages have been developed by the VO's since the last 3 years?</p>

گزشتہ 3 سالوں میں VO کی طرف سے کتنے روابط پیدا کئے گئے ہیں؟

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By developing the linkages, have the VOs by developing the linkages, have the CIs been able to develop projects for the economic uplift of the area?

رابطوں کو فروغ دینے سے کیا تنظیمیں علاقے کی اقتصادی ترقی کے لیے منصوبے بنا سکی ہیں؟

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<p>If yes then what is the status of project(s) and in which sphere (Community Livelihood Funding, micro-finance, social enterprises et al) resources have been channelled?</p>	
<p>اگر ہاں تو اس منصوبے کی موجودہ صورت حال کیا ہے؟ (Community Livelihood Funding, micro-finance, social enterprises) اور وسائل کو مرحلہ وار ترتیب دے دیا گیا ہے؟</p>	
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18.(B)What are the capacity gaps in the process and what step-wise approach VO has adopted to bridge this gap?	
اس عمل میں کیا کمی ہے اور VO نے اس کمی کو دور کرنے کے لئے کونسے مرحلہ وار اقدامات کیے؟	
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19.What is the strategy for enhancing institutional capacity of VOs in terms of local level initiatives (CLF, micro finance, social enterprises etc.)?	
مقامی سطح پر (CLF, micro finance, social enterprises etc) VOs کی اداراتی صلاحیت کو بڑھانے کے لئے کیا حکمت عملی ہے؟	
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What is the capacity of LSO to develop such institutional capacity at the VO level?

LSO میں کس قدر صلاحیت موجود ہے کہ وہ وی ا و کی سطح پر اداراتی ٹریننگ کر سکے؟

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What capacity building measures were adopted for enhancing VOs institutional capacity? What gaps have been identified by LSO/VO in the last 3 years?

گزشتہ تین سالوں میں VO کی اداراتی صلاحیتوں کو بڑھانے کے لئے ٹریننگ مہیا کی گئی؟
LSO/VO کی طرف سے کونسی کمیوں کی نشاندہی کی گئی؟

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10.

20. Is there any practice in your CO members to save some amount on regular basis?

آپکی CO کے اراکین میں ماہانہ بنیاد پر پیسہ بچانے کا کوئی طریقہ کار موجود ہے؟

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	10.
What role your VO is playing to encourage their CO members for regular saving practice?	
CO کے اراکین کو ماہانہ بنیاد پر بچت کی حوصلہ افزائی کے لیے VO کیا کردار ادا کر رہی ہے؟	
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21.	Are you in regular contact with your LSO?
	کیا آپ اپنے LSO کے ساتھ باقاعدہ رابطے میں ہیں؟
	1.
	2.
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	10.
Do you think there is more focus on LSO than your VO?	
کیا آپ یہ محسوس کرتے ہیں کہ آپ کی VO کے مقابلے میں LSO پر زیادہ توجہ ہے؟	
	1.
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	10.
Does this affect your performance and your active participation?	
کیا یہ آپ کی کارکردگی اور آپ کی سرگرم شرکت کو متاثر کرتی ہے؟	
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	8.
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22. Do you elect/select your office bearers from poor and socially marginalised groups or it always elite that gets representation at LSO level?

کیا آپ اپنے عہدہ داران کا غریب اور سماجی طور پر پڑ پسماندہ گروپوں سے چناؤ/
انتخاب کرتے ہیں یا ہمیشہ سماجی طور پر مضبوط افراد کو LSO سطح پر نمائندگی ملتی
ہے؟

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What are the hindrances in selecting/electing poor and socially marginalized groups as office bearers?

غریب اور سماجی طور پر پسماندہ گروہوں کا عہدہ دران کے طور پر انتخاب / چناؤ کرنے میں کیا رکاوٹیں ہیں؟

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How one can gradually have more balanced representation?

کس طریقے سے تمام سماجی گروہوں کو متناسب نمائندگی مل سکتی ہے؟

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Section G: Political Interface

23. With the strengthening of CIs, there are indications that VO members have growing interest in the local politics?
تنظیموں کی مضبوطی کے ساتھ، اس بات کے اشارے ملے ہیں کہ VO کے ارکان مقامی سیاست میں دلچسپی لینے لگے ہیں؟
1.
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	9.
	10.
How this interest is being seen?	
اس دلچسپی کو آپ کیسا دیکھ رہیے ہیں؟	1.
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What are the possible repercussions?

اس دلچسپی کا ممکن رد عمل کیا ہو سکتا ہے؟

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	10.
<p>What happens when an office bearer of the VO is also officer bearer of the local council/local government?</p> <p>اس وقت کیا صورتحال ہوتی ہے جب VO کا ایک عہدہ دار مقامی حکومت کا بھی عہدہ دار ہو؟</p>	
	1.
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	10.

How you resolve conflicts of two positions when arises?

جب دو عہدوں کی وجہ سے تنازعات پیدا ہوتے ہوں تو آپ ان کو کیسے حل کرتے ہیں؟

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LEP Component

Section F: Market Analysis/LIPs:

24. What strategy was adopted by PO/LSO to administer LIPs?

LIPs کے انتظام کو چلانے کے لیے PO/LSO کی طرف سے کیا حکمت عملی اختیار کی گئی تھی؟

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Are VOs aware with the LIPs and its strategy?

کیا VO، LIPs اور ان کی حکمت عملی سے آگاہ ہیں؟

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	10.
How this strategy was implemented?	
اس حکمت عملی پر کس طرح عمل کیا گیا؟	
	1.
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	10.
Is this strategy in line with HH livelihood plan?	
کیا یہ حکمت عملی گھرانوں کی مالی حالت کی منصوبہ بندی کے مطابق ہے؟	
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What are the gaps in the strategy and how these could be bridged?	
<p>اس حکمت عملی میں کیا کمی ہے؟ اسے کیسے دور کیا جا سکتا ہے؟</p> <p>.1</p> <p>2.</p> <p>3.</p> <p>4.</p> <p>5.</p> <p>6.</p> <p>7.</p> <p>8.</p> <p>9.</p> <p>10.</p>	
What are the lessons learnt?	
<p>اس عمل سے آپ نے کیا سیکھا؟</p> <p>.1</p> <p>2.</p>	

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<p>25. Is LIP tool creating link with existing capacity of HHs members and assets identified by the HHs for income generation (correlation with existing capacity and assets to create synergies for income generation)?</p>	
<p>کیا LIP کے آلات (tool) گھرانوں کے افراد کے کام کرنے کی موجودہ صلاحیت اور ان گھرانوں کی مالی حالت کو بہتر بنانے کے لیے جن اثاثوں کی نشاندہی کی ہے ان میں کوئی مطابقت ہے؟</p>	
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26. What is the strategy for targeting specific HHs for LIPs?	
LIPs کے لئے مخصوص گھرانوں کو منتخب کرنے کی کیا حکمت عملی ہے؟	
	1.
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	10.
What tools (PSC, others) were used for identification of communities?	
علاقوں کی شناخت کے لئے کونسے آلات (PSC ، دیگر) استعمال کیے گئے ؟	
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What mechanism was put in place for validating the results by the communities?

کمیونٹی کی طرف سے نتائج کو منظور کرنے کے لئے کیا طریقہ کار اختیار کیا گیا ؟

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What the lessons learnt are?

اس عمل سے آپ نے کیا سیکھا ؟

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27. Based on the outcome of the key economics sector and sub-sectors analysis:

معیشہ کے کلیدی اور ذیلی شعبوں کے تجزیہ کے نتائج کے مطابق:

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	10.
- What type of training programme was designed?	
<p>تربیت کے لئے کس قسم کا نقشہ ترتیب دیا گیا؟</p> <p>1.</p> <p>2.</p> <p>3.</p> <p>4.</p> <p>5.</p> <p>6.</p> <p>7.</p>	

	8.
	9.
	10.
- What type of assets was distributed?	
کس قسم کے اثاثوں کی تقسیم کی گئی؟	1.
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	10.

- What other measures were taken?

اس کے علاوہ اور کیا دیگر اقدامات اٹھائے گئے؟

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28. What strategy was adopted to avoid market saturation for a particular training or asset?

کسی خاص ٹریننگ یا اثاثے کے لئے منڈی کے انجذاب سے بچنے کے لئے کیا حکمت عملی اختیار کی گئی؟

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	10.
What is the current trend of market especially for small enterprises?	
چھوٹے اداروں کے لئے مارکیٹ کا موجودہ رجحان کیا ہے؟	
	1.
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	10.
When the last assessment was made to assess the market trend?	
مارکیٹ کے رجحان کا اندازہ کرنے کے لئے آخری جائزہ کب لیا گیا؟	
	1.
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	10.
What is the current situation?	
موجودہ صورتحال کیا ہے؟	
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What are the lessons learnt?

اس عمل سے آپ نے کیا سیکھا ؟

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Section G: Livelihood Trainings:

29. List the type of training provided that include assets management and vocational trainings in relation to the target household and primary and secondary market needs including training for sector improvement practices (e.g. agriculture, livestock, handicrafts)?

تربیت کی ان اقسام کی نشاندہی کریں جن میں اثاثوں کا انتظام و انصرام، پیشہ وارانہ تربیت جس کا تعلق منتخب کئے ہوئے گھرانوں کو بنیادی اور ثانوی کاروباری ضروریات کی تربیت دینا شامل ہے تاکہ بہتری کی راہیں نکالی جا سکیں (مثلاً ذراعت، مال مویشی، دستکاری)۔

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What are the relevance, effectiveness and utilization of each type of the given training?

فراہم کردہ ہر قسم کی تربیت کا تعلق، اثر پذیری اور استعمال کی وضاحت کریں؟

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What are the lessons learnt?

اس عمل سے آپ نے کیا سیکھا ؟

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30. What is the overall impact and outcomes of the trainings in relation to the increase in livelihoods and income of the target households?	
منتخب گھرانوں کی مالی حالت اور آمدنی میں اضافہ کے سلسلے میں ٹریننگ کے مجموعی اثرات اور نتائج کیا ہیں؟	
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	10.
<p>What is the impact and outcome of these training on the overall local economy and markets?</p> <p>مجموعی طور پر مقامی معیشت اور مارکیٹوں پر ان ٹریننگز کا اثر اور نتیجہ کیا ہے؟</p>	
	1.
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	9.

<div style="text-align: right;">10.</div>
<p>When data was collected to verify/justify claim?</p>
<div style="text-align: right;"> <p>دعوی کی تصدیق / توثیق کیلئے اعداد و شمار کب جمع کیے گئے؟</p> <p>1.</p> <p>2.</p> <p>3.</p> <p>4.</p> <p>5.</p> <p>6.</p> <p>7.</p> <p>8.</p> <p>9.</p> <p>10.</p> </div>
<p>What are gaps which are hindering in realising the results?</p>
<div style="text-align: right;"> <p>نتائج کو حاصل کرنے میں کیا رکاوٹیں ہیں؟</p> <p>1.</p> </div>

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	10.

What are the lessons learnt?	
	اس عمل سے آپ نے کیا سیکھا ؟ 1.
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31.. List the livelihood training that was provided to VO beneficiaries?	
VO سے مستفید ہونے والے افراد کو ذریعہ معاش کو بڑھانے کے لئے جو تربیت دی گئی اس کی نشاندہی کریں۔	
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	10.
<p>Identify livelihood training that proved effective in terms of enhancing income at HH or market level. What are the reasons of their success?</p>	
<p>گھرانوں یا مارکیٹ کی سطح پر آمدنی بڑھانے کے لحاظ سے ان ٹریننگز کی نشاندہی کریں جو کامیاب ثابت ہوئیں؟ ان ٹریننگز کی کامیابی کی وجوہات کیا ہیں؟</p>	
	1.
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10.
<p>Identify livelihood training that proved ineffective in terms of enhancing income at HH or market level. What are the reasons of their failure?</p> <p>مارکیٹ کی سطح پر آمدنی بڑھانے کے لحاظ سے ان ٹریننگز کی نشاندہی کریں جو ناکام ثابت ہوئیں ان ٹریننگز کی ناکامی کی وجوہات بتائیں؟</p> <p>1.</p> <p>2.</p> <p>3.</p> <p>4.</p> <p>5.</p> <p>6.</p> <p>7.</p> <p>8.</p> <p>9.</p> <p>10.</p>

What are the lessons learnt?

اس عمل سے آپ نے کیا سیکھا ؟

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32. Do you agree that EDT and vocational training should be run separately?	
کیا آپ اس بات سے اتفاق کرتے ہیں کہ EDT اور پیشہ ورانہ ٹریننگ الگ الگ کی جائے؟	1.
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	10.
If yes, why this approach is recommended	
اگر ہاں، تو آپ اس کو درست کیوں سمجھتے ہیں؟	1.
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Section H: Assets Transfer:

33. What types of assets were transferred to beneficiaries?	
مستفد ہونے والے افراد کو کس قسم کے اثاثے منتقل کئے گئے تھے؟	
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	8.
	9.
	10.
What impact asset transfer has created at HH level?	
ان اثاثوں کی منتقلی سے گھرانوں کی سطح پر کیا اثرات پیدا ہوئے؟	1.
	2.
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	10.

34. What type of assets comparatively worked well in terms of profitability, increase in asset base, improvement in the economic condition of the HH for women and PWD?	
<p>کون سے اثاثہ جات خواتین اور معذور افراد کے لحاظ سے مقابلیت زیادہ فائدہ مند ثابت ہوئے:- منافع کے لحاظ سے، بنیادی اثاثہ کی بڑھوتی کے لحاظ سے اور گھریلو اقتصادی بہتری کے لحاظ سے۔ ان اثاثوں نے نسبتاً بہتر کارکردگی کا مظاہرہ کیوں کیا؟</p>	1.
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	10.
<p>What is the relevance and effectiveness of these assets in relation to beneficiary capacity and key economic sectors identified in VDP?</p>	
<p>ان اثاثوں کی مطابقت اور تاثیر کیا ہے جو VDP کے تحت مستفید ہونے والے افراد کی صلاحیتوں اور اہم اقتصادی شعبوں کی نشاندہی کرتی ہے؟</p>	
	1.
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	8.

	9.
	10.
How far women beneficiaries have actual control over asset transferred in terms of sale, purchase and consumption with the objective of their economic empowerment.	
<p>مستفیدہوں والی خواتین کو جو اثاثہ جات منتقل کیے گئے ان پر ان کی معاشی خود مختاری کی وضاحت کیجے جیسے فروخت کرنا ، خریدنا اور استعمال کرنا۔</p>	
	1.
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	10.

What are the lessons learnt?

اس عمل سے آپ نے کیا سیکھا ؟

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35. What is the PPAF strategy about collective asset management

اجتماعی اثاثوں کے انتظام کے بارے میں PPAF کی حکمت عملی کیا ہے؟

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	10.
<p>What is the strategy for distribution of profits and avoidance risk of elite capture in case of collective assets/ joint enterprises?</p> <p>اجتماعی اثاثوں/ اجتماعی کاروبار کی صورت میں منافع کی تقسیم اور معاشی لحاظ سے مضبوط افراد سے بچاؤ کی کیا حکمت عملی ہے؟</p>	
	1.
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	9.
	10.
What are the lessons learnt?	
اس عمل سے آپ نے کیا سیکھا ؟	
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	10.

36. What is the strategy for inclusion of women, PWD, other marginalised groups for collective asset	
اجتماعی اثاثوں میں خواتین، معذور افراد اور دیگر پسماندہ گروہوں کی شمولیت کے لئے کیا حکمت عملی تیار کی گئی ہے؟	
	1.
	2.
	3.
	4.
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	7.
	8.

	9.
	10.
How far this strategy working successfully?	
<p>یہ حکمت عملی کس حد تک کامیابی سے کام کر رہی ہے؟</p>	
	1.
	2.
	3.
	4.
	5.
	6.
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	8.
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	10.

What are the lessons learnt?

اس عمل سے آپ نے کیا سیکھا ؟

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37. What is the strategy for making a decision for collective asset transfer?	
اجتماعی اثاثوں کی منتقلی کے لئے فیصلہ سازی کرنے کی کیا حکمت عملی ہے؟	
	1.
	2.
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	10.
What is the strategy for record keeping?	
ریکارڈ رکھنے کے لئے کیا حکمت عملی ہے؟	
	1.
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	10.
What is the strategy for distribution of profits?	
منافع کی تقسیم کی کیا حکمت عملی ہے؟	
	1.
	2.
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	7.

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	9.
	10.
What are the lessons learnt?	
اس عمل سے آپ نے کیا سیکھا ؟	1.
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38. Is there any specific recommendation for enhancing women's inclusion in assets transfer and ultimately increasing their control over economic resources?

کیا اثاثوں کی منتقلی میں خواتین کی شمولیت کو بڑھانے اور اقتصادی وسائل پر ان کے اختیار کو بڑھانے کے لئے کوئی مخصوص تجویز ہے؟

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B-3 FGD tool for Community Organisation (CO)

FGD Tool for COs:

السلام علیکم

میرا نام ہے۔ پی پی اے ایف اور پی او کی پی پی آر کے متعلق حکمت عملی کو سمجھنے کے لیے ورلڈ ان کنسلٹنگ نے میری خدمات کو حاصل کیا ہے۔ پی پی اے ایف پچھلے چند سالوں سے آپکے علاقے میں پی پی آر پر عمل درآمد کر رہی ہے تاکہ گھریلو سطح پر اقتصادی حالات میں بہتری آئے۔ اتفاقی طور پر آپ کو حکمت عملی کی تشخیص کا حصہ بنایا گیا ہے۔ میں اس بات کی تصدیق کرتا ہوں کہ آپ کا نام اور آپ کی فراہم کردہ تمام معلومات کو خفیہ رکھا جائے گا۔

Name: Facilitator _____ **Note Taker** _____

Date: _____ **Venue:** _____

District: _____ **UC:** _____ **Village:** _____

CO Name: _____

CO Type (male, female or mixed): _____

Total number of CO members: _____

FGD Guidelines for COs

Sr. No	Name	Designation 1= President 2= Manager 3= Member	Gender 1= Male 2= Female	Education check code	Period of membership with CO (in years)	Primary Livelihood Source Check code		Average Monthly Income of HH Check code	
						2013	2018	2013	2018
1									
2									
3									
4									
5									
6									
7									

8									
9									
10									

Education Codes: 1. Not literate) 2. Literate 3. Primary (Grade 1 to 5) 4. Middle (Grade 6 to 8) 5. Matric Grade (9 to 10,) 6. Intermediate (Grade 11 to 12), 7. Degree (Grade 14 or higher) 8. Diploma.9. Other

Employment Codes: List of codes to be used:

1. Own farming (Agriculture/cropping, livestock/poultry/fish farming, etc.)
2. Food/agricultural processing
3. Farm Labour/Tenant
4. Off farm skilled labour (Manufacturing/light engineering/workshop, etc.)
5. Services (beauty parlour, barber, carts, service station, etc.)
6. Handicrafts/cottage
7. Off farm unskilled labour
8. Government job service
9. Private job service
10. Business/Micro-enterprise/Commerce/ retailing/petty trading
11. Household chores
12. Other work
13. Student
14. Looking for work
15. Idle/not working
16. Not applicable (child/old/handicapped etc.);

Income Codes: 1= 0-2,500, 2= 2,501-5,000, 3= 5,001-7,500, 4= 7,501-10,000, 5= More than 10,000)

MI Component

48. Have CO received maturity index from LSO/VO? Are they consent with the current MI? Are these MI in practice? What is the result of last exercise? What is the suggestion for its further refinement?

کیا سی او نے ایل ایس او / وی او سے ماچپورٹی انڈیکس وصول کر لیا ہے؟ کیا وہ موجودہ ایم آئی کے ساتھ رضامند ہیں؟ کیا یہ ایم آئی استعمال میں ہیں؟ آخری مشق کا کیا نتیجہ ہے؟ اس کی مزید بہتری کے لئے آپ کی کیا رائے ہے؟

SM Component

Section A: Social Mobilization Process

50. What is the strategy for nomination/election/selection of CO office bearers?
<p>49. What are critical enabling factors which determine that a particular individual could become member of a CO</p> <p>وہ کون سے اہم نکات ہوں جن کی بنا پر کسی شخص کو COs کا رکن بنایا جا سکتا ہے؟</p> <p>1.</p> <p>2.</p> <p>3.</p> <p>4.</p> <p>5.</p> <p>6.</p> <p>7.</p> <p>8.</p> <p>9.</p> <p>10.</p>

CO کے عہدہ دران کی نامزدگی انتخابات/چناؤ کے لئے کیا حکمت عملی ہے؟

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In case of selection/election, does the formation process include any particular criteria for selection/nomination of executive body members?

چناؤ / انتخابات کی صورت میں کیا عہدہ دران کے چناؤ اور نامزدگی کے لئے کیا کوئی خاص معیار مد نظر رکھا جاتا ہے؟

	1.
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<p>If election then what was the process to include all constituency members in the process? انتخابات کی صورت میں تمام ممبران کو شامل کرنے کا طریقہ کار اختیار کیا تھا؟</p>	
	1.
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<p>What is the strategy for presiding election? انتخابی عمل کی نگرانی کرنے کی حکمت عملی کیا ہے؟</p>	
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What is the reaction of person not elected as member of executive body? Does that person still perform's well in the CO/VO/LSO??

ہارنے والی پارٹی کا کیا ردعمل ہوتا ہے ؟ کیا ہارنے کے باوجود وہ شخص تنظیم میں سرگرمی سے شامل ہوتا ہے؟

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Has this strategy agreed with VO?

کیا VO کے ساتھ اس حکمت عملی پر اتفاق کیا گیا تھا؟

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What are the lessons learnt?

آپ نے اس عمل سے کیا سیکھا ؟

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51. What strategy is in place and what process was adopted for strengthening COs?

COs کو مضبوط کرنے کے لیے آپکی حکمت عملی کیا ہے اور کونسا لائحہ عمل اپنایا گیا ہے؟

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	10.
<p>What support you received from your VO?</p> <p>VO کی طرف سے آپ کو کیا مدد ملی ؟</p>	
	1.
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	10.
What are the capacity gaps?	استعداد کار میں کیا کمی ہے؟
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	10.

Section B: Role of COs in Community Development

5. What strategy was developed by your VO in community development work? VOs کو علاقے کی ترقی کے کاموں میں شامل کرنے کے لئے کیا حکمت عملی بنائی گئی؟	
	1.
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	9.

	<p>IO.</p>
<p>What are the gaps?</p>	<p>اس حکمت عملی میں کیا کمی رہ گئی ہے؟</p> <p>.I</p> <p>2.</p> <p>3.</p> <p>4.</p> <p>5.</p> <p>6.</p> <p>7.</p> <p>8.</p> <p>9.</p> <p>IO.</p>
<p>What are the lessons learnt?</p>	<p>آپ نے اس عمل سے کیا سیکھا؟</p> <p>.I</p>

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	10.
<p>How effective this strategy is in terms of community development work?</p> <p>یہ حکمت عملی علاقے کی ترقی کے کام کے لحاظ سے کتنی مؤثر ہے؟</p>	
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No. and type of community development initiatives in the last 3 years:

گزشتہ تین سالوں میں علاقہ کی ترقی کے لئے کتنے نئے اقدامات کیے گئے؟

COs.....

VOs.....

6.What capacity building measures were adopted to empower your COs for effective involvement in community development work?

آپ کی COs کو علاقے میں ترقیاتی کام کروانے کے لیے کس قسم کی تربیت فراہم کی گئی؟

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<p>Were assessments conducted post capacity building measures? کیا ٹریننگ کے اختتام پر کوئی جائزے لیے گئے ؟</p>	
	1.
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Were training courses repeated for better understanding?

کیا بہتر تفہیم کے لئے ٹریننگ کورسز بار بار کروائے گئے؟

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What role your VO played in this regard?

اس سلسلے میں آپ کے VO نے کیا کردار ادا کیا؟

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What are the lessons learnt?

آپ نے اس عمل سے کیا سیکھا؟

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7. What strategy has been designed for poverty graduation? غربت میں کمی کی درجہ بندی کے لئے کیا حکمت عملی تیار کی گئی؟	
	1.
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	9.
	10.
Is this strategy working?	کیا یہ حکمت عملی کارآمد ہے ؟
	1.
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What is the conclusive evidence?

آپ کے پاس کیا ثبوت ہیں کہ یہ حکمت عملی کام کر رہی ہے؟

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	10.
What are action plans?	مستقبل کی منصوبہ بندی کیا ہے؟
	1.
	2.
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	6.
	7.
	8.
	9.
	10.

How effective those plans are since the last 3 years?	گزشتہ 3 سالوں میں یہ منصوبہ بندی کتنی مؤثر ثابت ہوئی؟
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	1.
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	10.
<p>What role your VO played in this regards? اس سلسلے میں آپ کے VO نے کیا کردار ادا کیا؟</p>	
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What are the lessons learnt?

اس عمل سے آپ نے کیا سیکھا؟

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8. Are COs involved as transactional tool for the development or as transformational process for social change?	
کیا COs کو ترقیاتی یا سماجی تبدیلی کے لئے تبدیلی کے عمل کے طور پر ٹرانزیکشن آلے کے طور پر شامل کیا گیا ہے؟	
	1.
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10.	
<p>What challenges are present in this respect?</p>	<p>اس راہ میں کیا مشکلات موجود ہیں؟</p>
<div style="display: flex; justify-content: space-between;"> <div style="width: 45%;"> <p>1.</p> <p>2.</p> <p>3.</p> <p>4.</p> <p>5.</p> <p>6.</p> <p>7.</p> <p>8.</p> <p>9.</p> <p>10.</p> </div> <div style="width: 5%; text-align: center;"> <p>10.</p> </div> </div>	
<p>How your CO role could be further enhanced?</p> <p>آپ کی محلے کی تنظیم کے کردار کو مزید کیسے بڑھایا جاسکتا ہے؟</p>	
<div style="display: flex; justify-content: space-between;"> <div style="width: 45%;"> <p>1.</p> <p>2.</p> </div> <div style="width: 5%; text-align: center;"> <p>2.</p> </div> </div>	



9. Are COs involved in

A	<p>identification of development needs in their respective areas?</p> <p>متعلقہ علاقوں میں ترقی کی ضروریات کی شناخت؟</p> <p>1.</p> <p>2.</p> <p>3.</p>
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		9.
		10.
B	<p>prioritisation of development needs amongst its members?</p> <p>ارکان کے درمیان ترقی کی ضروریات کی ترجیح؟</p>	<p>1.</p> <p>2.</p> <p>3.</p> <p>4.</p> <p>5.</p> <p>6.</p> <p>7.</p>

		8.
		9.
		10.
C	<p>preparing proposals for seeking funding as per identified and agreed development needs?</p> <p>شناخت اور اتفاق شدہ ترقی کی ضروریات کے مطابق فنڈز حاصل کرنے کے لئے تجاویز تیار کرنا؟</p>	<p>1.</p> <p>2.</p> <p>3.</p> <p>4.</p> <p>5.</p> <p>6.</p> <p>7.</p> <p>8.</p> <p>9.</p>

		10.
D	Monitoring the project progress? ترقیاتی منصوبوں کی نگرانی؟	<p>1.</p> <p>2.</p> <p>3.</p> <p>4.</p> <p>5.</p> <p>6.</p> <p>7.</p> <p>8.</p> <p>9.</p> <p>10.</p>
E	What challenges are involved in the entire process پورے عمل میں کیا مشکلات درپیش ہیں؟	1.

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		10.
F	<p>What support VO provided in enhancing the effectiveness of COs role?</p> <p>VO نے تنظیموں کی کارکردگی کو موثر بنانے کے لئے کیا مدد فراہم کی؟</p>	<p>1.</p> <p>2.</p> <p>3.</p> <p>4.</p>

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		10.
G	<p>What are the bottlenecks and how that could be removed?</p> <p>کن مشکلات کا سامنا ہے اور یہ کیسے ختم کی جا سکتی ہیں؟</p>	<p>1.</p> <p>2.</p> <p>3.</p> <p>4.</p> <p>5.</p> <p>6.</p> <p>7.</p>

		8.
		9.
		10.

What role did your VO played in this development?

اس پورے طریقے کار کو بہتر بنانے کے لئے VO نے کیا کردار ادا کیا؟

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		10.
What are the lessons learnt?	آپ نے اس عمل سے کیا سیکھا؟	
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		10.

10. What strategy was developed to provide PPR incentives/schemes to CO ?

COs کیلئے PPR ترغیبات/ منصوبے فراہم کرنے کے لئے کیا حکمت عملی بنائی گئی؟

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Did this strategy covered across the board or a selection mechanism was developed?

کیا اس حکمت عملی پر مکمل عمل کیا گیا یا پھر اس کے کچھ حصوں پر عمل کیا گیا؟

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In case selection mechanism was applied then what is the difference between the COs which received incentives/schemes from PPR with those which did not?

اگر حکمت عملی کے مخصوص حصوں پر عمل کیا گیا تو جن تنظیموں کو PPR کے تحت ترغیبات/منصوبے پیش کئے گئے اور جن کو نہیں کئے گئے تھے ان میں کیا فرق ہے؟

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What are the lessons learnt?	اس عمل سے آپ نے کیا سیکھا؟
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Section C: Institutional Interface of COs

11. What strategy was designed for effective communication (formal/informal) between (i) VOs and COs and (ii) COs and its members? Has the process documented?

(i) گاؤں اور محلے کی تنظیمیں (ii) محلے کی تنظیمیں اور اس کے ممبران کے درمیان مؤثر پیغام رسانی (رسمی / غیر رسمی) کی کون سی طرح حکمت عملی وضع کی گئی؟ کیا اس سارے عمل کو تحریری شکل دی گئی؟

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12. Is there any strategy for linking COs with the new local government system village/neighbourhood councils?

کیا محلے کی تنظیم کو نئے مقامی نظام حکومت/گاؤں اور مضافاتی کونسلز کے ساتھ منسلک کرنے کی کوئی حکمت عملی ہے؟

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Is there any meaningful outcome of this linkage?

کیا اس الحاق کا کوئی مثبت پہلو ہے؟

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How many projects prioritized in VDPs have been funded by the local government?

کتنے ترجیحی منصوبوں کو مقامی حکومت کی طرف سے مالی معاونت ملی ہے؟

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How effective the system is playing and what role POs and CIs can play to make it more relevant and effective?

تنظیمی اور پارٹنر اورگنائزیشن اس نظام کو زیادہ بہتر اور مؤثر بنانے میں کس طرح کردار ادا کر سکتے ہیں؟

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Section D: Governance Dynamics of COs

13.	What strategy has been designed for COs making a decision at community level?
	کمیونٹی کی سطح پر فیصلہ سازی کے لئے COs کے لئے کیا حکمت عملی تیار کی گئی ہے؟
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	9.
	10.
<p>How it is ensured that voice of every member is heard?</p> <p>اس بات کو کیسے یقینی بنایا جاتا ہے کہ ہر رکن کی آواز سنی جائے؟</p>	
	1.
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	10.
<p>Is documentary evidence available in this regard?</p>	

کیا اس سلسلے میں کوئی دستاویزی ریکارڈ موجود ہے؟

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What are the lessons learnt?

اس عمل سے آپ نے کیا سیکھا؟

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14. What strategy has been designed for inclusion of women, person with disabilities and marginalised groups to be part of COs?

خواتین، معذور افراد اور محروم گروپوں کو COs کا حصہ بنانے کے لئے کیا حکمت عملی تیار کی گئی ہے؟

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	10.

Is strategy producing desired results?	کیا حکمت عملی سے مطلوبہ نتائج حاصل ہو رہے ہیں؟
	<ol style="list-style-type: none"> 1. 2. 3. 4. 5. 6. 7. 8. 9. 10.
What are the lessons learnt?	اس عمل سے آپ نے کیا سیکھا؟
	<ol style="list-style-type: none"> 1. 2. 3.

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15. What strategy has been designed for women empowerment (social, economic, institutional)?

خواتین کو (سماجی، معاشی اداراتی) باختیار بنانے کے لئے کیا حکمت عملی تیار کی گئی ہے؟

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کیا حکمت عملی سے مطلوبہ نتائج حاصل ہو رہے ہیں؟ Is strategy producing desired results?

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	10.
<p>What are the lessons learnt?</p> <p>اس عمل سے آپ نے کیا سیکھا؟</p> <p>1.</p> <p>2.</p> <p>3.</p> <p>4.</p> <p>5.</p> <p>6.</p> <p>7.</p> <p>8.</p> <p>9.</p> <p>10.</p>	

Section E: Sustainability of COs

16. What is CO strategy for resource mobilisation and linkages development?

وسائل کو حاصل کرنے اور رابطوں کو فروغ دینے کے لئے CO کی کیا حکمت عملی ہے؟

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What are the lessons learnt?

اس عمل سے آپ نے کیا سیکھا؟

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17. What capacity building measures adopted for enhancing the capacity of VOs for enhancing CO capacity in terms of resource mobilisation and development of linkages?

وسائل کو حاصل کرنے اور رابطوں کے فروغ کی سلسلے میں ترقی کے سلسلے میں VOs نے COs کی صلاحیت کو بڑھانے کے لئے کس قسم کی ٹریننگ دی؟

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	<p>6.</p> <p>7.</p> <p>8.</p> <p>9.</p> <p>10.</p>
<p>What are the lessons learnt?</p>	<p>اس عمل سے آپ نے کیا سیکھا؟</p> <p>1.</p> <p>2.</p> <p>3.</p> <p>4.</p> <p>5.</p> <p>6.</p> <p>7.</p> <p>8.</p> <p>9.</p>

10.

18. (A) What strategic guidance was provided by VOs in identifying the active players in the area?

علاقے میں متحرک تنظیموں کی شناخت میں VOs کی طرف سے کیا اسٹریٹجک رہنمائی فراہم کی گئی تھی؟

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Have the COs been able to develop linkages since the last 3 years?

کیا COs گزشتہ 3 سالوں سے روابط پیدا کرنے میں کامیاب ہوئے ہیں؟

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How many linkages have been developed by the COs since the last 3 years?

گزشتہ 3 سالوں میں COs کی طرف سے کتنے روابط پیدا کئے گئے ہیں؟

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By developing the linkages, have the CIs been able to develop projects for the economic uplift of the area?

رابطوں کو فروغ دینے سے کیا علاقے کی تنظیمیں اقتصادی ترقی کے لیے منصوبے بنا سکی ہیں؟

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	10.
<p>If yes then what is the status of project(s) and in which sphere (Community Livelihood Funding, micro-finance, social enterprises et al) resources have been channeled?</p>	
<p>اگر ہاں تو اس منصوبے کی موجودہ صورت حال کیا ہے ؟ (Community Livelihood Funding, قرضہ جات social enterprises) اور وسائل کو مرحلہ وار ترتیب دے دیا گیا ہے؟</p>	
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18.(B)What are the capacity gaps in the process and what step-wise approach CO has adopted to bridge this gap?

اس صلاحیت میں کیا کمی ہے اور CO نے اس کمی کو دور کرنے کے لئے کونسے مرحلہ وار اقدامات کیے؟

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19. What is the strategy for enhancing institutional capacity of COs in terms of local level initiatives (CLF, micro finance, social enterprises etc.)?
 مقامی سطح پر CO کی اداراتی صلاحیت کو بڑھانے کے لئے کیا حکمت عملی ہے؟

	1.
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10.

What is the capacity of VO to develop such institutional capacity at the CO level?

گاؤں کی تنظیم میں کس قدر صلاحیت موجود ہے کہ محلے کی تنظیم کی سطح پر ادارتی ٹریننگ کر سکے؟

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What capacity building measures were adopted for enhancing COs institutional capacity?

CO کی اداراتی صلاحیتوں کو بڑھانے کے لئے کیا ٹریننگ مہیا کی گئی؟

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What gaps have been identified by VO in the last 3 years?

گزشتہ تین سالوں میں VO کی طرف سے کونسی کمیوں کی نشاندہی کی گئی؟

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20. Is there any practice in your CO members to save some amount on regular basis?

آپکی CO کے اراکین میں مستقل بنیاد پر پیسہ بچانے کا کوئی طریقہ کار موجود ہے؟

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<p>What role your VO/LSO is playing to encourage for regular saving practice?</p> <p>CO کے اراکین مابانہ بنیاد پرتسلسل کے ساتھ بچت کی حوصلہ افزائی کے لیے VO/LSO کیا کردار ادا کر رہی ہیں؟</p>	
	1.
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10.

Does every member deposit their saving on a monthly basis, if not then how many members save on regular basis?

کیا ہر رکن ماہانہ طور پر اپنی بچت جمع کرواتا ہے۔؟ اگر نہیں تو پھر کتنے ارکان ماہانہ بنیاد پر بچت کرتے ہیں؟۔

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Is there any fixed amount which is required to be saved?

کیا ماہانہ بچت کے لئے کوئی رقم مخصوص ہے۔؟

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ابھی تک CO کے اراکین نے کتنی بچت کی ہے؟ How much have your CO members saved so far?

	1.
	2.
	3.
	4.
	5.
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	10.
Where do you keep your savings?	آپ لوگ اپنی بچت کہاں رکھتے ہیں؟
	1.
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	10.

Do you disburse your saving to the needy members?

کیا آپ اپنی بچت ضرورت مند اراکین کو دیتے ہیں؟

	1.
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	10.
<p>Do you charge interest fee/service charges on the loan amount?</p> <p>قرض دینے کی صورت میں کیا آپ سود لیتے ہیں؟</p>	
	1.
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	9.
	10.
<p>How many members have availed loan from saved amount?</p>	

اب تک کتنے اراکین بچت کی رقم سے مستفید ہو چکے ہیں؟۔

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What are the implications on regular saving? Do you get your accounts audited?

تسلسل سے بچت کے کیا اثرات ہیں؟ کیا آپ کی رقوم کا آڈٹ ہوتا ہے؟۔

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	9.
	10.

21. Are you in regular contact with your VO?
کیا آپ اپنے VO کے ساتھ باقاعدہ رابطے میں ہیں؟

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Do you think there is more focus on LSO/VO than your CO?

کیا آپ یہ محسوس کرتے ہیں کہ آپ کی CO کے مقابلے میں LSO /VO پر زیادہ توجہ ہے؟

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<p>Does this affect your performance and your active participation?</p> <p>کیا یہ آپ کی کارکردگی اور آپ کی سرگرم شرکت کو متاثر کرتی ہے؟</p>	
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	10.

22. Do you elect/select your office bearers from poor and socially marginalised groups or it always elite that gets representation at VO/ LSO level?

کیا آپ اپنے عہدہ داران کا غریب اور سماجی طور پر پُر پسماندہ گروہوں سے چناؤ /
انتخاب کرتے ہیں یا ہمیشہ سماجی طور پر مضبوط افراد کو VO/LSO سطح پر نمائندگی
ملتی ہے ؟

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What are the hindrances in selecting/electing poor and socially marginalized groups as office bearers?

غریب اور سماجی طور پر پُر پسماندہ گروہوں کا عہدہ داران کے طور پر انتخاب /چناؤ کرنے
میں کیا رکاوٹیں ہیں؟

	1.
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	10.
<p>How one can gradually have more balanced representation?</p> <p>کس طریقے سے تمام سماجی گروہوں کو متناسب نمائندگی مل سکتی ہے؟</p>	
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Section G: Political Interface

<p>23. Is there any formal and information mechanism for linking LSO with the new local government system village/neighbourhood councils?</p> <p>کیا نئی مقامی حکومت کے نظام گاؤں / پڑوسی کونسلوں کے ساتھ LSO سے منسلک کرنے کے لئے کوئی رسمی اور معلوماتی طریقہ کار موجود ہے؟</p>	
	1.
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	9.
	10.
Is there any meaningful outcome of this linkage?	کیا اس رابطے کا کوئی مفید نتیجہ نکلا؟
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10.

What efforts have been made by CIs to develop strong coordination for resource mobilization with local government bodies?

تنظیموں نے مقامی حکومتوں سے مالی فوائد کے حصول کے لئے مضبوط روابط قائم کرنے کے لئے کیا کوششیں کی ہیں؟

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Do the local council encourage LSO to develop linkages for coordinated community development?

کیا مقامی کونسل نے ایل ایس او کی حوصلہ افزائی کرتی ہے تاکہ علاقائی ترقی کے لیے مشترکہ کوششیں کی جاسکیں؟

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What challenges are faced in linking with local councils and mobilizing resources from local councils for the implementation of UCDPs and VDPs?

کس قسم کی علاقائی تنظیمیں UCDPs / VDPs کے پلان پر عمل درآمد کے لیے مقامی تنظیمیں اور ان کے وسائل کے حصول میں کس قسم کی مشکلات کا سامنا ہیں؟

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How many projects prioritized in UCDPs and VDPs have been funded by the local government?

مقامی حکومت نے UCDPs اور VDPs کے کتنے فوقیت شدہ منصوبوں کو مالی معاونت دی؟

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10.

How effective the system is playing and what role POs and LSO can play to make it more relevant and effective?

یہ نظام کس قدر مؤثر ہے ؟ POs and LSO اس نظام کو زیادہ بہتر اور مؤثر بنانے میں کس طرح کردار ادا کر سکتی ہے ؟

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LEP Component

Section F: Market Analysis/LIPs:

24. What strategy was adopted by PO to administer LIPs? LIPs کے انتظام کو چلانے کے لیے PO کی طرف سے کیا حکمت عملی اختیار کی گئی تھی؟	
	1.
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	10.
How this strategy was implemented?	اس حکمت عملی پر کس طرح عمل کیا گیا؟
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	10.
Is this strategy in line with HH livelihood plan?	کیا یہ حکمت عملی گھرانوں کی مالی حالت کی منصوبہ بندی کے مطابق ہے؟
	1.

- 2.
- 3.
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- 7.
- 8.
- 9.
- 10.

What are the gaps in the strategy and how these could be bridged?

حکمت عملی میں کیا کمی ہے؟ اسے کیسے دور کیا جا سکتا ہے؟

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- 4.
- 5.

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	10.
What are the lessons learnt?	اس عمل سے آپ نے کیا سیکھا؟
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25. Is LIP tool creating link with existing capacity of HHs members and assets identified by the HHs for income generation (correlation with existing capacity and assets to create synergies for income generation)?

کیا LIP کے آلات (tool) گھرانوں کے افراد کے کام کرنے کی موجودہ صلاحیت اور ان گھرانوں کی مالی حالت کو بہتر بنانے کے لیے جن اثاثوں کی نشاندہی کی ہے ان میں کوئی مطابقت ہے؟

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26. What is the strategy for targeting specific HHs for LIPs? What tools (PSC, others) were used for identification of beneficiaries?

LIPs کے لئے مخصوص گھرانوں کو منتخب کرنے کی کیا حکمت عملی ہے؟ مستفید کی شناخت کے لئے کونسے آلات (PSC ، دیگر) استعمال کیے گئے ؟

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What mechanism was put in place for validating the results by the communities?

کمیونٹی کی طرف سے نتائج کو منظور کرنے کے لئے کیا طریقہ کار اختیار کیا گیا ؟

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What the lessons learnt are?	اس عمل سے آپ نے کیا سیکھا ؟
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	10.

27. Based on the outcome of the key economics sector and sub-sectors analysis:	
معیشہ کے کلیدی اور ذیلی شعبوں کے تجزیہ کے نتائج کے مطابق:	
	1.
	2.
	3.
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	7.
	8.
	9.
	10.
- What type of training programme was designed?	

ترتیب کے لئے کس قسم کا لائحہ عمل ترتیب دیا گیا؟

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- What type of assets was distributed?

کس قسم کے اثاثوں کی تقسیم کی گئی؟

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	7.
	8.
	9.
	10.
- What other measures were taken?	اس کے علاوہ اور کیا دیگر اقدامات اٹھائے گئے؟
	1.
	2.
	3.
	4.
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	7.
	8.

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10.

28. What strategy was adopted to avoid market saturation for a particular training or asset?

کسی خاص ٹریننگ یا اثاثے کے لئے منڈی کے انجذاب سے بچنے کے لئے کیا حکمت عملی اختیار کی گئی؟

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10.

What is the current trend of market especially for small enterprises?

چھوٹے اداروں کے لئے مارکیٹ کا موجودہ رجحان کیا ہے؟

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10.

When the last assessment was made to assess the market trend?

مارکیٹ کے رجحان کا اندازہ کرنے کے لئے آخری جائزہ کب لیا گیا؟

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	6.
	7.
	8.
	9.
	10.
What is the current situation?	موجودہ صورتحال کیا ہے؟
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What are the lessons learnt?	اس عمل سے آپ نے کیا سیکھا؟
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Section G: Livelihood Trainings:

29. List the type of training provided that include assets management and vocational trainings in relation to the target household and primary and secondary market needs including training for sector improvement practices (e.g. agriculture, livestock, handicrafts)?

تربیت کی ان اقسام کی نشاندہی کریں جن میں اثاثوں کا انتظام و انصرام، پیشہ وارانہ تربیت جس کا تعلق منتخب کئے ہوئے گھرانوں کو بنیادی اور ثانوی کاروباری ضروریات کی تربیت دینا شامل ہے تاکہ بہتری کی راہیں نکالی جا سکیں (مثلاً ذراعت، مال مویشی، دستکاری)۔

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What are the relevance, effectiveness and utilization of each type of the given training?

فراہم کردہ ہر قسم کی تربیت کا تعلق، اثرپذیری اور استعمال کی وضاحت کریں؟

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What are the lessons learnt?	اس عمل سے آپ نے کیا سیکھا؟
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30. What is the overall impact and outcomes of the trainings in relation to the increase in livelihoods and income of the target households?

منتخب گھرانوں کی مالی حالت اور آمدنی میں اضافہ کے سلسلے میں ٹریننگ کے مجموعی اثرات اور نتائج کیا ہیں؟

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<p>What is the impact and outcome of these training on the overall local economy and local existing livelihood sector?</p> <p>مجموعی طور پر مقامی معیشت اور مقامی موجودہ ذریعہ معاش کے شعبہ میں ان ٹریننگز کا اثر اور نتیجہ کیا ہے؟</p>	
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31. List the livelihood training that was provided to CO beneficiaries?

CO سے مستفید ہونے والے افراد کو ذریعہ معاش کو بڑھانے کے لئے جو تربیت دی گئی اس کی نشاندہی کریں؟

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Identify livelihood training that proved effective in terms of enhancing income at HH or market level.
What are the reasons of their success?

گھرانوں یا مارکیٹ کی سطح پر آمدنی بڑھانے کے لحاظ سے ان ٹریننگز کی نشاندہی کریں جو کامیاب ثابت ہوئیں؟ ان ٹریننگز کی کامیابی کی وجوہات کیا ہیں؟

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Identify livelihood training that proved ineffective in terms of enhancing income at HH or market level?
What are the reasons of their failure?

مارکیٹ کی سطح پر آمدنی بڑھانے کے لحاظ سے ان ٹریننگز کی نشاندہی کریں جو ناکام ثابت ہوئیں؟ ان ٹریننگز کی ناکامی کی وجوہات بتائیں؟

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What are the lessons learnt?	اس عمل سے آپ نے کیا سیکھا ؟
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32. Do you agree that Enterprise Development Training and vocational training should be run separately?

کیا آپ اس بات سے اتفاق کرتے ہیں کہ EDT اور پیشہ ورانہ ٹریننگ الگ الگ کی جائے؟

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	10.
<p>If yes, why this approach is recommended اگر ہاں، تو آپ اس کو درست کیوں سمجھتے ہیں؟</p>	
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Section H: Assets Transfer:

33. What types of assets were transferred to beneficiaries?

مستفد ہونے والے افراد کو کس قسم کے اثاثے منتقل کئے گئے تھے؟

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What social and economic impact asset transfer has created at HH level?

ان اثاثوں کی منتقلی سے گھرانوں کی سطح پر کیا سماجی اور معاشی اثرات پیدا ہوئے؟

سماجی اثرات

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	10.
	<u>معاشی اثرات</u>
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	10.
<p>Is there any study to verify your result?</p> <p>کیا آپ کے پاس اس نتیجہ کی تصدیق کے لیے کوئی ثبوت ہے؟</p>	
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34. What type of assets comparatively worked well in terms of profitability, increase in asset base, improvement in the economic condition of the HH for women and PWD?

کون سے اثاثہ جات خواتین اور معذور افراد کے لحاظ سے مقابلیت زیادہ فائدہ مند ثابت ہوئے ، منافع کے لحاظ سے ، بنیادی اثاثہ کی بڑھوتی کے لحاظ سے اور گھریلو اقتصادی بہتری کے لحاظ سے۔

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Why these assets comparatively performed better?

ان اثاثوں نے نسبتاً بہتر کارکردگی کا مظاہرہ کیوں کیا؟

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What is the relevance and effectiveness of these assets in relation to beneficiary capacity and key economic sectors identified in VDP?

ان اثاثوں کی مطابقت اور تاثیر کیا ہے جو VDP کے تحت مستفید ہونے والے افراد کی صلاحیتوں اور اہم اقتصادی شعبوں کی نشاندہی کرتی ہے؟

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How far women beneficiaries have actual control over asset transferred in terms of sale, purchase and consumption with the objective of their economic empowerment.

مستفید ہونے والی خواتین کو جو اثاثہ جات منتقل کیے گئے ان پر ان کی معاشی خود مختاری کی وضاحت کیجئے جیسے فروخت کرنا ، خریدنا اور استعمال کرنا۔

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What are the lessons learnt?

اس عمل سے آپ نے کیا سیکھا؟

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35. What is the PPAF strategy about collective asset management?
اجتماعی اثاثوں کے انتظام کے بارے میں PPAF کی حکمت عملی کیا ہے؟

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What is the strategy for distribution of profits and avoidance risk of elite capture in case of collective assets/ joint enterprises?

اجتماعی اثاثوں/ اجتماعی کاروبار کی صورت میں منافع کی تقسیم اور معاشی لحاظ سے مضبوط افراد سے بچاؤ کی کیا حکمت عملی ہے؟

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What are the lessons learnt?	اس عمل سے آپ نے کیا سیکھا؟
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<p>36. What is the strategy for inclusion of women, PWD, other marginalised groups for collective asset</p> <p>اجتماعی اثاثوں میں خواتین، معذور افراد اور دیگر پسماندہ گروہوں کی شمولیت کے لے کیا حکمت عملی تیار کی گئی ہے؟</p>

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	10.
<p>How far this strategy working successfully?</p> <p>یہ حکمت عملی کس حد تک کامیابی سے کام کر رہی ہے؟</p>	
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What are the lessons learnt?	اس عمل سے آپ نے کیا سیکھا؟
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37. What is the strategy for making a decision for collective asset transfer?	
اجتماعی اثاثوں کی منتقلی کے لئے فیصلہ سازی کرنے کی کیا حکمت عملی ہے؟	
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	10.

What is the strategy for record keeping?

ریکارڈ رکھنے کے لئے کیا حکمت عملی ہے؟

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What is the strategy for distribution of profits?

منافع کی تقسیم کی کیا حکمت عملی ہے؟

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	10.
What are the lessons learnt?	اس عمل سے آپ نے کیا سیکھا؟
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IO.

38. Is there any specific recommendation for enhancing women's inclusion in assets transfer and ultimately increasing their control over economic resources?

کیا اثاثوں کی منتقلی میں خواتین کی شمولیت کو بڑھانے اور اقتصادی وسائل پر ان کے اختیار کو بڑھانے کے لئے کوئی مخصوص تجویز ہے؟

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B-4 KII tools for Pakistan Poverty Alleviation Fund (PPAF)

In-depth Interview for PPAF

PD PPR/Senior Management PPAF

Interview with or Responses from

1. How do you see PPR role in bringing the communities together for poverty alleviation? What is your policy statement?
2. In your opinion, is 3 tier system working effectively?
3. Do you think that the strategy adopted by the PPR (Three tier system, asset transfer, livelihood training, CIG, CLF, CPR) is bringing desired results as envisaged at the start of the project?
4. In your opinion, is there still any weakness in the PPR strategy which is hampering poverty alleviation process?
5. What strategic change should be considered in future programming?
6. What is the strategy of training office bearers (1st time and refresher courses)?
7. What is the strategy for providing training for:
 - a) linkages development
 - b) project cycle (identification, prioritisation, development of UCDP/VDP, proposal writing, monitoring of project progress)
8. Did you receive or have copies of UCDP and VDP and their amended versions?
9. Do you think that the type of skill/VTP training programmes identified/arranged under PPR were correctly identified in bringing meaningful change in the economic conditions of the rural population?
10. Did you receive copies of assessment conducted post capacity building measures after training of CI members?
11. How do you see PO's role in effectively engaging the communities and correctively identifying the needed household for training and asset transfer?
12. As a strategy, was market assessment of key economic sector and sub-sector analysis at primary, secondary and tertiary level conducted?
13. As a strategy, did you work closely with the POs to prepare report on impact and outcome of VTP on (i) local economy, (ii) local market (iii) household

14. What was the strategy to identify beneficiaries for VTP, Asset transfer, Collective Asset transfer, CLF (to LSO) (PSC??)?
15. What are the lessons learnt?
16. What was the strategy to replicate all project interventions in all project areas with all POs for coherence and consistency?
17. What strategy was adopted to ensure that all POs receive their tranches well in time?
18. What is the strategy for training of CRPs and its effective utilisation?
19. What is the strategy for provision of CLF to LSO and its oversight?

KII with PPAF staff members

1. Senior Group Head, CQA
2. Senior Group Head, Grant Operations
3. GM, MER
4. Senior Manager, MER
5. PD, PPR
6. Sectoral expert livelihood
7. Sectoral expert ID

B-5 KII tools for Partner Organisations (PO)

KII with PO

In-depth Interview Guidelines for POs

SM Component

Section A: Social Mobilization Process

1. What is your process/stated policy for community mobilisation?
2. Do you have stats available to confirm:
 - a. # of CIs where the stated policy was followed. Reasons of success
COs..... VOs..... LSOs.....
 - b. # of CIs where the stated policy could not be followed. Reasons for deviation from written strategy
COs..... VOs..... LSOs.....
3. What mechanism was adopted by PPAF to convey this policy to POs?
4. What mechanism was adopted to convey this policy to your CIs?
5. What are the gaps in your mobilization process and strategy regarding COs, VOs and LSOs? Was any exercise conducted in this regard? What are the lessons learnt?
6. What method(s) were used for capacity building of CIs for effective implementation of agreed strategy?
7. What is your strategy for identification and selection of a particular community for community mobilisation?
8. What is the minimum criterion for the selection of a community?
9. Is there any check list available for identification of a community before it could be selected for community mobilisation?
10. Has this process/checklist formally agreed between PPAF and POs?
11. Was that check list followed for the identification of communities for starting SM process?
12. Is there any minimum standard SM process has to achieve before PO could determine that this particular community has reached to such a level and is now ready for a formal binding/converting them from an informal community sensitised group to a formal CO? Has this threshold level agreed with PPAF?
13. What is the strategy/process through which COs are determined to be able to graduate from CO to VO level? Has this strategy/process agreed with PPAF?
14. What are the critical indicators which facilitate the POs to form a new VO or revitalise the dormant VO(s)? Has POs agreed this step with their POs?
15. What is the process through which VOs are determined to be able to graduate from VO to LSO level?

16. What are the critical indicators which facilitate the POs to form a new LSO or revitalise the dormant LSO(s)? Has PPAF agreed this step with their POs?
17. What is the strategy to offer CO membership? What are critical enabling factors which determine that a particular individual could become member of a CO? Has this strategy/process agreed with PPAF? What are the lessons learnt?
18. What is the strategy for nomination/election/selection of CIs office bearers? In case of selection/election, does the formation process include any particular criteria for selection/nomination of executive body members? If election then what was the process to include all constituency members in the process? What is the strategy for presiding election? What is the reaction of losing party? Have you agreed this strategy/process with PPAF? What are the lessons learnt?
19. What strategy is in place and what process was adopted for strengthening CIs? Did you receive any support from PPAF in this regard? What is your capacity gap? What are the lessons learnt?

Section B: Role of CIs in Community Development

20. What strategy was developed to by you to involve CIs in community development work? Did you seek PPAF approval for this strategy? Are your CIs aware about the community development strategy? How effective this strategy is in terms of community development work? What are the gaps? What are the lessons learnt?

No of community development initiatives in the last 3 years:

COs.....

VOs.....

LSOs.....

21. What capacity building measures were adopted to empower CIs for effective involvement in community development work? Were assessments conducted post capacity building measures? Were training courses repeated for better understanding? What role PPAF played in this regard? What are the lessons learnt?
22. What strategy has been designed for poverty graduation? Is this strategy working? What is the conclusive evidence? What are action plans? How effective those plans are since the last 3 years? What role PPAF played in this regards? What are the lessons learnt?
23. Are CIs involved as transactional tool for the development or as transformational process for social change? What challenges are in this respect? How the role of CI could be further enhanced?
24. Has your PO involved CIs in:

A	identification of development needs in their respective areas?
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B	prioritisation of development needs amongst its members?
C	preparing proposals for seeking funding as per identified and agreed development needs?
D	Monitoring the project progress?
e	What challenges are involved in the entire process
f	What support POs provided in enhancing the effectiveness of CI role?
g	what are the bottlenecks and how that could be removed?

What role PPAF played in this development? What are the lessons learnt?

25. Have you developed strategy to engage their CIs to develop VDP/UCDP Plan? Ownership of VDP/UCDP Plans rests with? What specific tools have been designed for involvement of all segment of community? What role PPAF played and what are the lessons learnt?
26. What strategy POs developed to actively involve women in development of UCDPs/VDPs right from problem identification to periodization and action planning? What customized tools have been applied to deal with cultural barriers to ensure active involvement of women in planning process? How this strategy was implemented? What are the lessons learnt?
27. What strategy was developed to provide PPR incentives/schemes to CO? Did this strategy covered across the board or a selection mechanism was developed? In case selection mechanism was applied then what is the difference between the COs which received incentives/schemes from PPR with those which did not? What are the lessons learnt?

Section C: Institutional Interface of CIs

28. What strategy was designed for effective communication (formal/informal) between (i) PPAF and POs (ii) POs and LSOs (iii) LSOs and VOs (iv) VO and COs and (v) COs and its members? Has the process documented?
29. Is there any strategy for linking CIs with the new local government system village/neighbourhood councils? Is there any meaningful outcome of this linkage? How many projects have been funded by the local government? How effective the system is playing and what role POs and CIs can play to make it more relevant and effective?

Section D: Governance Dynamics of CIs

30. What strategy has been designed by PO for making a decision at community level? How it is ensured that voice of every member is heard? Is documentary evidence available in this regard? What are the lessons learnt?

31. What strategy has been designed by POs for inclusion of women, person with disabilities and marginalised groups to be part of CIs? Are CIs aware about this strategy? Is strategy producing desired results? What are the lessons learnt?
32. What strategy has been designed by POs for women empowerment (social, economic, institutional)? Are CIs aware about his strategy? Is strategy producing desired results? What are the lessons learnt?

Section E: Sustainability of CIs

33. What is PO strategy for resource mobilisation and linkages development? Are CIs aware about this strategy? What are the lessons learnt?
34. What capacity building measures were adopted by POs for enhancing the capacity of CIs in terms of resource mobilisation and development of linkages? What are the lessons learnt?
35. What strategic guidance was provided by POs in identifying the active players in the area? Have the CIs been able to develop linkages since the last 3 years? How many linkages have been developed by the CIs since the last 3 years? By developing the linkages, have the CIs been able to develop projects for the economic uplift of the area? If yes then what is the status of project(s) and in which sphere (Community Livelihood Funding, micro-finance, social enterprises et al) resources have been channelled?
36. What are the capacity gaps in the process and what step-wise approach PO has adopted to bridge this gap?
37. What is the strategy for enhancing institutional capacity of CIs in terms of local level initiatives (CLF, micro finance, social enterprises etc)? What is the capacity of PO to develop such institutional capacity at the CI level? What capacity building measures were adopted for enhancing CIs institutional capacity? What gaps have been identified by PO/CI in the last 3 years?

Section F: Maturity Index

38. Have PO received maturity indices (LSO, VO, CO) from PPAF? Are they consent with the current MI? Are these MI in practice? What is the result of last exercise? What is the suggestion for its further refinement?

Section G: Political Interface:

39. With the strengthening of CIs, there are indications that CIs have growing interest in the local politics? How this interest is being seen? What are the possible repercussions?

LEP Component

Section F: Market Analysis/LIPs:

40. What strategy was adopted by POs to administer LIPs? Are CIs aware with the LIPs and its strategy? How this strategy was implemented? Is this strategy in line with HH livelihood plan? What are the gaps in the strategy and how these could be bridged? What are the lessons learnt?
41. Is LIP tool creating link with existing capacity of HHs members and assets identified by the HHs for income generation (correlation with existing capacity and assets to create synergies for income generation?)
42. What is the strategy for targeting specific HHs for LIPs? What tools (PSC, others) were used for identification of communities? What mechanism was put in place for validating the results by the communities? What the lessons learnt are?
43. What mechanism and tools are applied to conduct key economics sector and sub-sectors analysis at primary, secondary and tertiary level and their associated vulnerabilities that help to determine livelihood targets, types of assets and trainings and scope of livelihood platforms? What are the lessons learnt?
44. Based on the outcome of the key economics sector and sub-sectors analysis:
 - what type of training programme were designed?
 - what type of assets were distributed?
 - what other measures were taken?
45. What strategy was adopted to avoid market saturation for a particular training or asset? What is the current trend of market specially for small enterprises? When the last assessment was made to assess the market trend? What is the current situation? What are the lessons learnt?
46. What viable action(s) PPAF has taken in case of excessive distribution of a particular asset for small enterprises? How many times PPAF provided this type of data? What action(s) PO taken to avoid such instances? What are the lessons learnt?

Section G: Livelihood Trainings:

47. List the type of training provided that include assets management and vocational trainings in relation to the target household and primary and secondary market needs including training for sector improvement practices (e.g. agriculture, livestock, handicrafts)? What are the relevance, effectiveness and utilization of each type of the given training? What are the lessons learnt?
48. What is the overall impact and outcomes of the trainings in relation to the increase in livelihoods and income of the target households? What is the impact and outcome of these training on the

overall local economy and markets? When data was collected to verify/justify claim? What are gaps which are hindering in realising the results? What are the lessons learnt?

49. List the livelihood training that was provided to CIs? Identify livelihood training that proved effective in terms of enhancing income at HH or market level. What are the reasons of their success? Identify livelihood training that proved ineffective in terms of enhancing income at HH or market level. What are the reasons of their failure? What are the lessons learnt?
50. Do you agree that EDT and vocational training should be run separately? If yes, why this approach is recommended?
51. What strategy was adopted to identify training service providers? How many service providers were identified for each occupation/trade? What was the experience at the implementation stage? What gaps were identified by PO or CI? How to avoid that in future? Was PPAF involved in this process? Was PPAF approval sought about selection of a particular service provider? What are the issues and difficulties in hiring of appropriate training institute for technical trainings keeping in view the time bound projects? What are the lessons learnt?

Section H: Assets Transfer:

52. What types of assets were transferred to beneficiaries? What impact asset transfer has created at HH level? Is there any study to verify your result?
53. What type of assets comparatively worked well in terms of profitability, increase in asset base, improvement in the economic condition of the HH for women and PWD? Why these assets comparatively performed better? What is the relevance and effectiveness of these assets in relation to beneficiary capacity and key economic sectors identified in UCLDP? How far women beneficiaries have actual control over asset transferred in terms of sale, purchase and consumption with the objective of their economic empowerment. What are the lessons learnt?
54. What is the PPAF strategy about collective asset management? What is the strategy for distribution of profits and avoidance risk of elite capture in case of collective assets/ joint enterprises? What are the lessons learnt?
55. What is the strategy for inclusion of women, PWD, other marginalised groups for collective asset? How far this strategy working successfully? What are the lessons learnt?
56. What is the strategy for making a decision for collective asset transfer? What is the strategy for record keeping? What is the strategy for distribution of profits? What are the lessons learnt?
57. Is there any specific recommendation for enhancing women's inclusion in assets transfer and ultimately increasing their control over economic resources?

Section I: Livelihood Platforms:

58. What is the strategy in forming the CIGs? Is the strategy clear to POs and CIG members? How much each level (POs and CIG members) understood and implemented that strategy? What is the relevance and usefulness of strategy and functions in different market and cultural context? What are the lessons learnt?
59. Are currently formed CIGs in line with the stated strategy? Are CIGs formed helping its members in enhancing their market linkages and increase in income? How much income has been increased per HH? What are the challenges/gaps in this regard?
60. How to improve CIGs target setting, formation and strengthening strategies? What are the workable solutions? What are the lessons learnt?
61. What is NyK model? Is this model working? What is the relevance and effectiveness of NyK model or job placement? Is NyK model more effective in rural or semi-urban areas? What are the reasons for success or failure in rural or semi-urban areas? How effectiveness of this model could be further enhanced? What are the lessons learnt?
62. 21. What are the integrated functionalities of livelihood platforms (CLF/loan centre, CIG, NyK, production centre) as per their objectives envisioned? How effective these functions are performing together? What is the reason(s) for non-functionality? How the platform could be made more effective?
63. Are these platforms able to run without the active support of PO? What additional input is required to make them self-sufficient? What are the lessons learnt?
64. Do you have a copy of PPAF procurement guidelines? Did you follow those guidelines as per the policy? How many complaints were issued by PPAF for not following the guidelines? What are the lessons learnt?

Section J: CRPs:

65. What is the defined role of CRP in different interventions of livelihood component? What is the relevance and effectiveness of these roles?
66. What capacities of CRPs were built for effectively leading livelihood sessions? What are the gaps in relations to their capacities? What is the recommendation for further enhancement of their capacities?

67. What level of coverage CRP is able to generate? What are the gaps in deliveries? How this could be further enhanced?

Section K: CLFs:

68. What is the strategy for managing the CLF? Is CLF regulation, management, governance and sustainability adequately and sufficiently addressed in the component's design? What are the challenges in its implementation? How this strategy could be further improved? What are the lessons learnt?
69. Is there any strategy for linking loan centres with MFIs and other formal institutions? Has loan centre linked with MFIs and other formal institutions? What is the effectiveness of Linking of Loan Centers with MFIs and other formal institutions? How the linkages could be made more effective? What are the lessons learnt?
70. What capacity building measures were taken to enhance the capacity of CLF members for effective delivery? Were capacities of CLF members re-assessed after capacity building? What is their current capacity? What recommendation could be made for making it more effective? What are the lessons learnt?

C: Implementation Districts of PPR

Table I: PPR Project Districts in the Three Administrative Divisions

Balochistan	<p>Awaran</p> <p>Gwadar</p> <p>Kech</p> <p>Killa Abdullah</p> <p>Killa Safiullah</p> <p>Lasbela</p> <p>Panjpoor</p> <p>Pishin</p> <p>Zhobe</p>
Khyber Pakhtunkhwa	<p>Chitral</p> <p>Dir Lower</p> <p>Dir Upper</p> <p>Swat</p>
FATA	<p>Bajaur</p>

D: Selected Tehsils, UCs, LSOs and POs

Table II: Selected Tehsils, UCs, LSOs and POs

S No	Districts	Tehsil	UC	POs	LSOs	LSO Type
1	Chitral	Chitral	Ayun	AKRSP	AVDP	Mix
2	Upper Dir	Barawal	Barawal Bandi	Khendokor	Barawal Area Development Organisation (BADO)	Mix
3	Pishin	Karezat	Bostan	SEHER	Takatoo Foundation	Mix
4	Gwadar	Gwadar	Peshukan	NRSP	Karwan	Mix

5	Bajaur Agency	Khar Bajaur	Khar	NIDA	Chinar	Mix
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E: Selected VOs

Table III: Selected VOs

LSOs	Selected VOs	VO Type
AVDP	WO/Broon Bala WO/Batric VO Broon Thar VO Gambak Payeen WO/Parav Desh Broon	Female Female Male Male Female
Barawal Area Development Organisation (BADO)	Falahi Tanzeem Zormandi Falahi Tanzeem Mashango Kas Falahi Tanzeem Bala Bandi Falahi Tanzeem Chupatrara Falahi Tanzeem Nowra	Mix Mix Mix Mix Mix
Takattoo Foundation	Young Volunteer Society Umer Abad Gulab Reggi Welfare Society Neghban Tanzeem Zaland	Male Female Male Male Female
Karwan	Sanj Kargani Chib Mistag Rushn Chirag	Mix Mix Mix Mix Female
Chinar	Tameer otaraqqi hafiz abad AMAN Khair Khagara Fajja Mir Ali qalla Campshah	Male Male Female Male Female

F: Selected COs

Table IV: Selected COs

Tehsil	LSO	VOs	Selected COs	
			CO 1	CO 2
Chitral	AVDP	WO/Broon Bala	Two tiered system. COs do not exist	
		WO/Batric		
		VO Broon Thar		
		VO Gambak Payeen		
		WO/Parav Desh Broon		
Barawal	BADO	Falahi Tanzeem Zormandi	Subhan Organization(M)	Shahi Welfare Organization (FM)
		Falahi Tanzeem Mashango Kas	Insaf Welfear Organization Mashango Kas (M)	Falahi Tanzeem Hafiz Abad Khas (FM)
		Falahi Tanzeem Bala Bandi	Prince Walfar Organization Bala Bandai (M)	Rehana Walfer Organization Bala Bandi (FM)
		Falahi Tanzeem Chupatrara	Falahi Tanzeem Kabal Awar Chapatrara (M)	Falahi Tanzeem Tataka Chapatrara
		Falahi Tanzeem Nowra	Jawandoon Welfare Society Nowra	Falahi Tenzeem Matia Nowra
Karezat	Takatoo Foundation	Young Volunteer Society Umer Abad	Umerabad Health Consultant Group (M)	Education Promoting Society (M)
		Gulab	Khair Organization (FM)	Barkat Organization
		Reggi Welfare Society	Green Welfare Society (M)	Sabaun Society (M)
		Negehban Tanzeem	Haq Welfare Society (M)	Sahib khan Nojwanan Itthead (M)
		Zaland	Suraj Organization (FM)	Gulab Gul Organization (FM)
Gwadar	Karwan	Sanj	Qasba Ward (M)	Qasba Ward NO 2 (FM)

		Kargani Chib	Karagani Chib 2 (FM)	Dagaro 2 (FM)
		Mistag	Meer Qadir dad Ward (M)	Dashti Ward NO 2 (FM)
		Rushn	Bressi Ward No 2 (FM)	Bressi Ward No 3 (FM)
		Chirag	Bresi Ward Junobi (FM)	Bresi Ward Maagribi (FM)
Khar Bajaur	Chinar	Tameer otaraqqi hafiz abad	Al Falah Tehsil cham (M)	Awaz Hafiz Abad (M)
		AMAN	Alkhair (M)	Ittehad Tangiwal Cham (M)
		Khair Khagara Fajja	Safi Abad (FM)	Gujar Abad (FM)
		Mir Ali qalla	Hilal Committee (M)	Dewa (FM)
		Campshah	Noor-e-Sahar (FM)	Kare Khair (M)

B-6 Maturity Indices

CO Level



Maturity Index for Community Organisation



Indicators	Maximum Ranking	Division of Ranking		
Type of Community Organization	5	Men <input type="text"/> 2	Women <input type="text"/> 2	Combine <input type="text"/> 5
GOVERNANCE	21			
Election of Office Bearers	3	Selection/ Nomination <input type="text"/> 1	Election <input type="text"/> 3	
Tenure of Office Bearers	2	> 3 years <input type="text"/> 0	> 2 - 3 years <input type="text"/> 1	2 years <input type="text"/> 2
Community Organization Federated at the VO level	2	No <input type="text"/> 0	Yes <input type="text"/> 2	
Frequency of Meetings	2	Quarterly <input type="text"/> 1	Monthly <input type="text"/> 2	
Attendance in meeting	3	< 60% <input type="text"/> 1	60% - 80% <input type="text"/> 2	> 80% <input type="text"/> 3
Percentage of women members Regularly attend Meetings (In Combine CO)	3	< 40% <input type="text"/> 1	40% - 60% <input type="text"/> 2	> 60% <input type="text"/> 3
Participatory decision made of community development	3	No <input type="text"/> 0	Yes <input type="text"/> 3	
Decision of community development followed	3	No <input type="text"/> 0	Yes <input type="text"/> 3	

INCLUSION	41	
Percentage of household organized	5	< 50% <input type="text"/> 1 50% - 70% <input type="text"/> 3 > 70% <input type="text"/> 5
Membership fee charged	1	No <input type="text"/> 0 Yes <input type="text"/> 1
Membership of same family	2	No <input type="text"/> 2 2 members <input type="text"/> 1 > 2 members <input type="text"/> 0
Inclusion of Poor (P SC ≤ 23)	3	< 60% <input type="text"/> 1 60% - 80% <input type="text"/> 2 > 80% <input type="text"/> 3
Inclusion of Women (In Combine CO)	3	< 40% <input type="text"/> 1 40% - 60% <input type="text"/> 2 > 60% <input type="text"/> 3
Inclusion of Disables of poor household	3	< 33% <input type="text"/> 1 33% - 50% <input type="text"/> 2 > 50% <input type="text"/> 3
Inclusion of Youth (14 - 29 years)	3	< 33% <input type="text"/> 1 33% - 50% <input type="text"/> 2 > 50% <input type="text"/> 3
Inclusion of Minorities	3	< 33% <input type="text"/> 1 33% - 50% <input type="text"/> 2 > 50% <input type="text"/> 3
In hamlet development plan, method of Identification and Prioritisation of Community Needs	2	Non-participatory <input type="text"/> 0 Participatory <input type="text"/> 2
Involvement of women in development process of hamlet plan (In combine CO)	2	No <input type="text"/> 0 Yes <input type="text"/> 2
Revisions of hamlet plans	2	No <input type="text"/> 0 Yes <input type="text"/> 2
Regularity of monitoring of needs / issues	2	Annually <input type="text"/> 0 Quarterly <input type="text"/> 1 Monthly <input type="text"/> 2
Women involvement over household income / expenditure	2	No <input type="text"/> 0 Yes <input type="text"/> 2
Women ownership of assets	3	No <input type="text"/> 0 Yes <input type="text"/> 3
Women ownership of land	3	No <input type="text"/> 0 Yes <input type="text"/> 3
Adequate women's mobility	2	No <input type="text"/> 0 Needs permission/ With some male <input type="text"/> 1 Yes <input type="text"/> 2
ACCOUNTABILITY/TRANSPARENCY	7	
Bank Account Status	3	No <input type="text"/> 0 Yes <input type="text"/> 3
Frequency of Financial Audit	2	NO <input type="text"/> 0 End of Project <input type="text"/> 1 Annually <input type="text"/> 2
Maintenance of Record of saving, internal lending and Meeting Proceedings	2	Not maintained <input type="text"/> 0 Maintained but irregular <input type="text"/> 1 Regularly <input type="text"/> 2



SUSTAINABILITY	26			
Arrangement of Financial Trainings for office bearers	1	No <input type="checkbox"/> 0	Yes <input type="checkbox"/> 1	
Arrangement of Managerial Trainings for office bearers	1	No <input type="checkbox"/> 0	Yes <input type="checkbox"/> 1	
Arrangement of ESM related Trainings for CO members	1	No <input type="checkbox"/> 0	Yes <input type="checkbox"/> 1	
Arrangement of disaster resilience Trainings for CO members	1	No <input type="checkbox"/> 0	Yes <input type="checkbox"/> 1	
Awareness level of Members about DRR/DRM	2	30% <input type="checkbox"/> 0	60% <input type="checkbox"/> 1	100% <input type="checkbox"/> 2
Increase in financial assests in the last 5 years	2	No <input type="checkbox"/> 0	Yes <input type="checkbox"/> 2	
Saving pattern / habbits	2	No <input type="checkbox"/> 0	Yes but irregular <input type="checkbox"/> 1	Regular saving <input type="checkbox"/> 2
Utilization of Saving in community development	2	No <input type="checkbox"/> 0	Yes <input type="checkbox"/> 2	
Method of decision making on savings	2	Non-participatory <input type="checkbox"/> 0	Participatory <input type="checkbox"/> 2	
Saving kept in	2	Individual <input type="checkbox"/> 0	In-house <input type="checkbox"/> 1	Bank account <input type="checkbox"/> 2
Internal Lending Practices	2	No <input type="checkbox"/> 0	Yes <input type="checkbox"/> 2	
Number of self-help initiatives over the year	2	Zero <input type="checkbox"/> 0	1 - 4 <input type="checkbox"/> 1	> 4 <input type="checkbox"/> 2
Linkages Developed	1	No <input type="checkbox"/> 0	Yes <input type="checkbox"/> 1	
Number of Linkages/Type of Linkages	3	0 - 1 <input type="checkbox"/> 1	2 - 4 <input type="checkbox"/> 2	> 4 <input type="checkbox"/> 3
Development work done with linkages	2	No <input type="checkbox"/> 0	Yes <input type="checkbox"/> 2	
Total	100			

Categories	Performance Indicator
A 80-100 Marks	Excellent Performance
B 60-79 Marks	Moderate Performance
C 40-59 Marks	Low Performance: Capacity Building Measures Required
D Blow 40 Marks	Handholding Required

VO



Maturity Index for Village Organisation



Indicators	Maximum Ranking	Division of Ranking		
Type of Village Organization	5	Men <input type="text"/>	Women <input type="text"/>	Combine <input type="text"/>
		2	2	5
GOVERNANCE	23			
Election process of Office Bearers	3	Selection/ Nomination <input type="text"/>	Election <input type="text"/>	
		1	3	
Tenure of Office Bearers	2	> 3 years <input type="text"/>	> 2 - 3 years <input type="text"/>	2 years <input type="text"/>
		0	1	2
Village Organization Federated at the LSO level	3	No <input type="text"/>	Yes <input type="text"/>	
		0	3	
Frequency of Meetings	3	Quarterly <input type="text"/>	Monthly <input type="text"/>	
		1	3	
Attendance in meeting	3	< 60% <input type="text"/>	60% - 80% <input type="text"/>	> 80% <input type="text"/>
		1	2	3
Percentage of women members Regularly attend Meetings (In Combine VO)	3	< 40% <input type="text"/>	40% - 60% <input type="text"/>	> 60% <input type="text"/>
		1	2	3
Participatory decision made of village development	3	No <input type="text"/>	Yes <input type="text"/>	
		0	3	
Decision of village development followed	3	No <input type="text"/>	Yes <input type="text"/>	
		0	3	

INCLUSION	39	
Percentage of household organized	3	< 50% <input type="text"/> 1 50% - 70% <input type="text"/> 2 > 70% <input type="text"/> 3
Membership fee charged	1	No <input type="text"/> 0 Yes <input type="text"/> 1
Membership of same family	2	No <input type="text"/> 2 2 members <input type="text"/> 2 > 2 members <input type="text"/> 0
Inclusion of Poor (PSC ≤ 23)	5	< 60% <input type="text"/> 1 60% - 80% <input type="text"/> 3 > 80% <input type="text"/> 5
Inclusion of Women (In Combine VO)	3	< 40% <input type="text"/> 1 40% - 60% <input type="text"/> 2 > 60% <input type="text"/> 3
Inclusion of Disabilities of poor household	3	< 33% <input type="text"/> 1 33% - 50% <input type="text"/> 2 > 50% <input type="text"/> 3
Inclusion of Youth (14 - 29 years)	3	< 33% <input type="text"/> 1 33% - 50% <input type="text"/> 2 > 50% <input type="text"/> 3
Inclusion of Minorities	3	< 33% <input type="text"/> 1 33% - 50% <input type="text"/> 2 > 50% <input type="text"/> 3
In village development plan, method of Identification and Prioritisation of Community Needs	2	Non-participatory <input type="text"/> 0 Participatory <input type="text"/> 2
Involvement of women in development process of village development plan	2	No <input type="text"/> 0 Yes <input type="text"/> 2
Revisions of village development plans	2	No <input type="text"/> 0 Yes <input type="text"/> 2
Regularity of monitoring of needs / issues	2	Annually <input type="text"/> 0 Quarterly <input type="text"/> 1 Monthly <input type="text"/> 2
Women involvement over household income / expenditure	2	No <input type="text"/> 0 Yes <input type="text"/> 2
Women ownership of assets	2	No <input type="text"/> 0 Yes <input type="text"/> 2
Women ownership of land	2	No <input type="text"/> 0 Yes <input type="text"/> 2
Adequate women's mobility	2	No <input type="text"/> 0 Needs permission/ With some male <input type="text"/> 1 Yes <input type="text"/> 2
ACCOUNTABILITY/ TRANSPARENCY	8	
Bank Account Status	3	No <input type="text"/> 0 Yes <input type="text"/> 3
Frequency of Financial Audit	2	NO <input type="text"/> 0 End of Project <input type="text"/> 1 Annually <input type="text"/> 2
PO still remain signatory	1	Yes <input type="text"/> 0 No <input type="text"/> 1
Maintenance of Record of Meeting Proceedings	2	Not maintained <input type="text"/> 0 Maintained but irregular <input type="text"/> 1 Regularly <input type="text"/> 2

SUSTAINABILITY	25	
Arrangement of Financial Trainings for office bearers	1	No <input type="checkbox"/> 0 Yes <input type="checkbox"/> 1
Arrangement of Managerial Trainings for office bearers	1	No <input type="checkbox"/> 0 Yes <input type="checkbox"/> 1
Arrangement of ESM related Trainings for VO members	1	No <input type="checkbox"/> 0 Yes <input type="checkbox"/> 1
Arrangement of disaster resilience Trainings for VO members	1	No <input type="checkbox"/> 0 Yes <input type="checkbox"/> 1
Awareness level of Members about DRR/DRM	2	< 30% <input type="checkbox"/> 0 31% - 60% <input type="checkbox"/> 1 > 60% <input type="checkbox"/> 2
Increase in financial assests in the last 5 years	2	No <input type="checkbox"/> 0 Yes <input type="checkbox"/> 2
Internal Lending Practices	2	No <input type="checkbox"/> 0 Yes <input type="checkbox"/> 2
Application of Service Charges on Lending	2	No <input type="checkbox"/> 0 Yes <input type="checkbox"/> 2
Number of self-help initiatives over the year	2	Zero <input type="checkbox"/> 0 1 - 4 <input type="checkbox"/> 1 > 4 <input type="checkbox"/> 2
Linkages Developed	3	No <input type="checkbox"/> 0 Yes <input type="checkbox"/> 3
Number of Linkages/Type of Linkages	5	0 - 1 <input type="checkbox"/> 1 2 - 4 <input type="checkbox"/> 3 > 4 <input type="checkbox"/> 5
Development work done with linkages	3	No <input type="checkbox"/> 0 Yes <input type="checkbox"/> 3
Total	100	

Categories	Performance Indicator
A 80-100 Marks	Excellent Performance
B 60-79 Marks	Moderate Performance
C 40-59 Marks	Low Performance: Capacity Building Measures Required
D Blow 40 Marks	Handholding Required

LSO

**Maturity Index
for
Local Support Organisation**

Indicators	Maximum Ranking	Division of Ranking		
Type of Local Support Organization	5	Men <input type="text"/>	Women <input type="text"/>	Combine <input type="text"/>
		2	2	5
GOVERNANCE	20			
Election process of Office Bearers	3	Selection/ Nomination <input type="text"/>	Election <input type="text"/>	
		1	3	
Tenure of Office Bearers	2	> 3 years <input type="text"/>	> 2 - 3 years <input type="text"/>	2 years <input type="text"/>
		0	1	2
Frequency of Meetings	3	Quarterly <input type="text"/>	Monthly <input type="text"/>	
		1	3	
Attendance in Meeting	3	< 60% <input type="text"/>	60% - 80% <input type="text"/>	> 80% <input type="text"/>
		1	2	3
Percentage of women members Regularly attend Meetings (In Combine LSO)	3	< 40% <input type="text"/>	40% - 60% <input type="text"/>	> 60% <input type="text"/>
		1	2	3
Participatory decision made of village development	3	No <input type="text"/>	Yes <input type="text"/>	
		0	3	
Decision of village development followed	3	No <input type="text"/>	Yes <input type="text"/>	
		0	3	

INCLUSION	39	
Percentage of household organized	3	< 50% <input type="checkbox"/> ₁ 50% - 70% <input type="checkbox"/> ₂ > 70% <input type="checkbox"/> ₃
Membership fee charged	1	No <input type="checkbox"/> ₀ Yes <input type="checkbox"/> ₁
Membership of same family	2	No <input type="checkbox"/> ₂ 2 members <input type="checkbox"/> ₂ > 2 members <input type="checkbox"/> ₀
Inclusion of Poor (PSC ≤ 23)	5	< 60% <input type="checkbox"/> ₁ 60% - 80% <input type="checkbox"/> ₃ > 80% <input type="checkbox"/> ₅
Inclusion of Women (In Combine LSO)	3	< 40% <input type="checkbox"/> ₁ 40% - 60% <input type="checkbox"/> ₂ > 60% <input type="checkbox"/> ₃
Inclusion of Disables of poor household	3	< 33% <input type="checkbox"/> ₁ 33% - 50% <input type="checkbox"/> ₂ > 50% <input type="checkbox"/> ₃
Inclusion of Youth (14 - 29 years)	3	< 33% <input type="checkbox"/> ₁ 33% - 50% <input type="checkbox"/> ₂ > 50% <input type="checkbox"/> ₃
Inclusion of Minorities	3	< 33% <input type="checkbox"/> ₁ 33% - 50% <input type="checkbox"/> ₂ > 50% <input type="checkbox"/> ₃
In Union Council development plan, method of Identification and Prioritisation of Community Needs	2	Non-participatory <input type="checkbox"/> ₀ Participatory <input type="checkbox"/> ₂
Involvement of women in development process of UC development plan	2	No <input type="checkbox"/> ₀ Yes <input type="checkbox"/> ₂
Revisions of UC development plans	2	No <input type="checkbox"/> ₀ Yes <input type="checkbox"/> ₂
Regularity of monitoring of needs / issues	2	Annually <input type="checkbox"/> ₀ Quarterly <input type="checkbox"/> ₁ Monthly <input type="checkbox"/> ₂
Women involvement over household income / expenditure	2	No <input type="checkbox"/> ₀ Yes <input type="checkbox"/> ₂
Women ownership of assets	2	No <input type="checkbox"/> ₀ Yes <input type="checkbox"/> ₂
Women ownership of land	2	No <input type="checkbox"/> ₀ Yes <input type="checkbox"/> ₂
Adequate women's mobility	2	No <input type="checkbox"/> ₀ Needs permission/ With some male <input type="checkbox"/> ₁ Yes <input type="checkbox"/> ₂
ACCOUNTABILITY/TRANSPARENCY	8	
Bank Account Status	3	No <input type="checkbox"/> ₀ Yes <input type="checkbox"/> ₃
Frequency of Financial Audit	2	NO <input type="checkbox"/> ₀ End of Project <input type="checkbox"/> ₁ Annually <input type="checkbox"/> ₂
PO still remain signatory	1	Yes <input type="checkbox"/> ₀ No <input type="checkbox"/> ₁
Maintenance of Record of Meeting Proceedings	2	Not maintained <input type="checkbox"/> ₀ Maintained but irregular <input type="checkbox"/> ₁ Regularly <input type="checkbox"/> ₂

SUSTAINABILITY	28	
Arrangement of Financial Trainings for office bearers	1	No <input type="checkbox"/> 0 Yes <input type="checkbox"/> 1
Arrangement of Managerial Trainings for office bearers	1	No <input type="checkbox"/> 0 Yes <input type="checkbox"/> 1
Arrangement of ESM related Trainings for LSO members	1	No <input type="checkbox"/> 0 Yes <input type="checkbox"/> 1
Arrangement of UCDP Development and Implementation Training	3	No <input type="checkbox"/> 0 Yes <input type="checkbox"/> 3
Arrangement of disaster resilience Trainings for LSO members	1	No <input type="checkbox"/> 0 Yes <input type="checkbox"/> 1
Awareness level of Members about DRR/DRM	2	< 30% <input type="checkbox"/> 0 31% - 60% <input type="checkbox"/> 1 > 60% <input type="checkbox"/> 2
Increase in financial assests in the last 5 years	2	No <input type="checkbox"/> 0 Yes <input type="checkbox"/> 2
Internal Lending Practices	2	No <input type="checkbox"/> 0 Yes <input type="checkbox"/> 2
Application of Service Charges on Lending	2	No <input type="checkbox"/> 0 Yes <input type="checkbox"/> 2
Number of self-help initiatives over the year	2	Zero <input type="checkbox"/> 0 1 - 4 <input type="checkbox"/> 1 > 4 <input type="checkbox"/> 2
Linkages Developed	3	No <input type="checkbox"/> 0 Yes <input type="checkbox"/> 3
Number of Linkages/Type of Linkages	5	0 - 1 <input type="checkbox"/> 1 2 - 4 <input type="checkbox"/> 3 > 4 <input type="checkbox"/> 5
Development work done with linkages	3	No <input type="checkbox"/> 0 Yes <input type="checkbox"/> 3
Total	100	

Categories	Performance Indicator
A 80-100 Marks	Excellent Performance
B 60-79 Marks	Moderate Performance
C 40-59 Marks	Low Performance: Capacity Building Measures Required
D Blow 40 Marks	Handholding Required