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## Final Report

# In-Depth Assessment of Livelihood Component

Submitted to:  
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Islamabad

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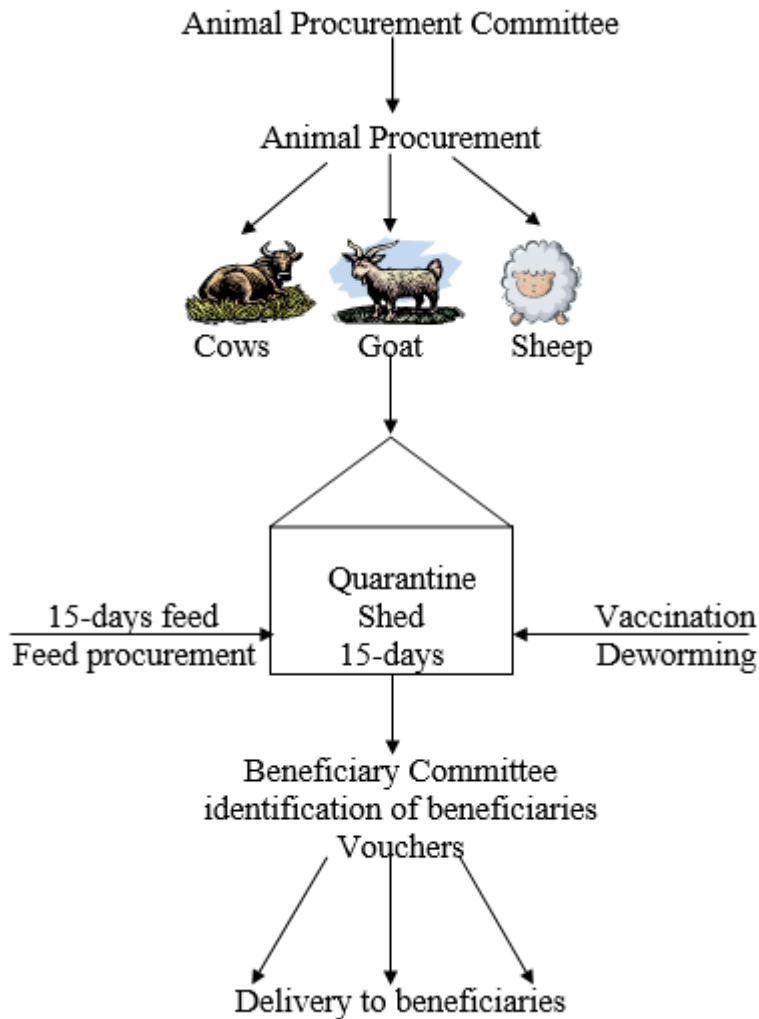
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A thank you to all of you!

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## II. Acronyms

AICS	Italian Agency for Development Cooperation
AJK	Azad Jammu and Kashmir
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
BRSP	Balochistan Rural Support Programme
CEO	Chief Executive Officer
CERD	Centre of Excellence for Rural Development
CI	Community Institution
CIF	Community Investment Fund
CIGs	Common Interest Groups
CLEW	Community Livestock Extension Worker
CLF	Community Livelihood Fund
Cos	Community Organizations
CPEC	China–Pakistan Economic Corridor
CPI	Community Physical Infrastructure
CRPs	Community Resource Persons
DGCS	Directorate General for Development Cooperation
EDT	Enterprise Development Training
FATA	Federally Administrated Tribal Areas
FGDs	Focus Group Discussions
GDP	Gross Domestic Product
GoI	Government of Italy
HDF	Human Development Foundation
HHs	Households
HRDC	Human Resource Development Centre
IGG	Income Generating Grants
KG	Kilograms
KIIs	Key Informant Interviews
KK	Khwendo Kor
KP	Khyber Pakhtunkhwa
KPO	Key Punch Operator
LEP	Livelihood Enhancement and Protection
LIP	Livelihood Investment Plan
LSM	Large-Scale Manufacturing
LSOs	Local Support Organization
MER	Monitoring, Evaluation and Research
MIS	Management Information System

MoU	Memorandum of Understanding
MT	Master Trainers
NBFC	Non Banking Financial Company
NGO	Non-Governmental Organization
NIDA-Pakistan	National Integrated Development Association
NRM	Natural Resource Management
NRSP	National Rural Support Program
NSER	National Socio-Economic Registry
NyK	Naukri ya Karobar (employment or business) model for job placement
PAD	Project Appraisal Document
PKR	Pakistani Rupee
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
RSPs	Rural Support Programmes
SEHER	Society for Empowering Human Resource
SM	Social Mobilisation
SO	Social Organiser
SPSS	Statistical Package for Social Sciences
SRSO	Sindh Rural Support Organization
SRSOTF	Sindh Rural Support OrganizationTakatoo Foundation
TF	Takatoo Foundation
TNA	Training Needs Assessment
ToR	Terms of Reference
ToT	Training of Trainers
TRDP	Thardeep Rural Development Programme
UC	Union Council
UCBPRP	Union Council Based Poverty Reduction Programme
UCDO	Union Council Development Organization
UCDP	Union Council Development Plan
VDP	Village Development Plan
VOs	Village Organizations
WB	World Bank
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### III. Brief Introduction to PPAF and PPR

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. 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 an integrated project which covers four components but this report is only restricted to livelihood component although community physical infrastructure component of the programme is strongly complimenting LEP component. Within the livelihood component, this report only covers the aspects which cover the strategy part of the programme.

## IV. Executive Summary

Key findings of the related to strategic assessment of the programme are detailed below:

### 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..

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Overall, LIP technically is a comprehensive document that helps in creating co-relation amongst the existing capacities of the household and their asset requirement. Non-traditional assets based on market needs/value chain assessment were not identified by the POs for distribution.

### Strategy for Poverty Graduation of Target Beneficiaries:

Poverty Score Card (PSC) tool was utilised for identification of poor households. This is a good tool and well understood by the research, therefore, should be continued to remain in practice. However, a new version of PSC is now available under the name of National Socio-Economic Registry (NSER). It is recommended that NSER should be used in future programme.

Complaints were raised by the POs and Communities about the quality and coverage of PSC. It is recommended that in future an independent firm should be hired to supervise and endorse the quality and coverage issue by resurveying 5% area in each district for quality assurance.

Beneficiary assessment using PSC/NSER is required at regular intervals. PPR currently plan to conduct post beneficiary assessment at the end of PPR. Post PSC on sampled basis was conducted during MTE. It is recommended that initially POs should take the lead in beneficiary assessment, however, as CIs get strengthened, LSO should shoulder the responsibility. To do that LSO will need to undergo several training sessions.

### Strategy for Formulation of LIPs:

LIP beneficiaries were selected by using PSC with special consideration to women and PWDs. Encouraging report was found that PWDs and marginalised groups were given preference in selecting beneficiaries for LIPs. This is a good practice and it is recommended to continue.

Traditional assets and training requirements have been identified in the LIP. It is recommended that community members should be guided through series of interaction so that they start looking beyond the traditional route.

Senior team member needs to be engaged in filling of LIP proforma as it requires delicate handling and informed demand articulation. Merely filling of proforma is not enough as it will only generate traditional responses. Senior team member who is trained enough to guide the community members in diversifying their thinking process is recommended to be entrusted this task.

Except for one PO, market research was not conducted on scientific basis. It is recommended that in future, market research should be part of LEP component as it would give insight about the current market situation and future shapes it may take.

#### Asset Transfer:

Except for few assets, mostly traditional assets were distributed amongst the beneficiaries as these were identified during LIP process. It is recommended that out of box solutions should be looked in enhancing the capacity of the community members.

Majority of the livestock (specially goats) given in Upper Dir could not survive due to climate, diseases or other quarantine issues. It is recommended that all type of livestock either should be purchased locally or quarantine issues must be handled fully to avoid precious losses.

Amount of livelihood assets at household level or community level were not large enough to create market saturation issues.

It was reported that all assets transferred to the community performed well as community members and POs did not complaint about any one of them.

Non-conventional asset demand(s) was not created by the POs.

#### Livelihood Training:

Three types of trainings were identified under LEP component (i) training for effective asset utilisation through LIP (ii) groups training to enhance the better sectoral practices i.e. livestock, agriculture etc (iii) for youth TVET training through TNA form.

Except for few, majority of the training provided to the community members were traditional as it was guided by the LIP document while in some cases TNA forms were also used. It is recommended that rather than incremental change, high economic impact training courses should be identified, designed and delivered to bring 180° change in the outlook of the community member.

Training for women specially needs to break the shackles as only traditional trainings are being designed for them since number of decades. It is recommended that completely new aspects of training such as computer repair, electrician, mobile repair etc should be brought into the agenda.

Currently, majority training programmes are delivered through individual trainers while registered training institutes like TEVTA and SDC have also been used for trainings. Training service providers should also be part and parcel in enhancing the capacity of the community as they will bring wider experience and expertise. Currently, hiring process of training firms takes around six month which is one of the major hurdles in timely delivery of programme activities. It is recommended that livelihood training programme should be designed in such a way so that training service providers could become part of the whole exercise. Furthermore, PPR LEP team informed during discussion that SRSP conducted training programmes through its own training institute (HRDC) while some of the POs i.e. HDF, CERD, NIDA and BRSP enrolled their participants in the publicly announced trainings of the training service providers.

Training programmes conducted under the PPR were found good in duration, content and quality, therefore, community members and POs reported that all training programmes performed very well.

#### Value Chain Identification and Development Strategy:

On-farm, non-farm, livestock and natural resource management strategy and culture and eco-tourism studies were developed by international consultant for PPR. Recommendations of the consultants were transformed in UCLDP and programme activities were designed accordingly. Product value chain with respect to eight UCs was only conducted by one PO i.e. SRSP. PPR confirmed that upcoming programme activities with SRSP are designed in line with the value chain assessment.

#### Natural Resource Management Strategy:

PPR has developed its own NRM strategy through international consultancy under which PPR is promoting efficient, effective and equitable use of NRM based livelihood with special focus on olive plantation and grafting. However, currently olive planation is only restricted to sample district of Upper Dir. However, PPR team informed that olive plantation is also part of the 3<sup>rd</sup>

and 4<sup>th</sup> work plan in Bajaur, Lower Dir and Zhob districts. In future, all plantations should start at the very beginning of the programme in order to provide handholing.

#### Livelihood Platforms:

Limited number of Common Interested Groups was formed. CIG is now being actively taken by PPR under its current work plan/budgeted activity. However, given the local dynamics related to markets, culture and capacities of individuals and institutions, it is challenging in the Pakistani context to organise such groups in a very viable and productive manner. PPAF in its future programme should deliberate how to handle this challenge.

Naukri ya Karobar (employment or business) model for job placement has not been implemented under PPR. This is part of the original strategy document but has not been implemented so far.

Number of Community Resource Persons were trained as master trainer in different areas of interest, however, their utility remained limited as (a) services of not all of them were utilised in giving further training to the community members and (b) those who were engaged were found in providing limited training. Nevertheless, some of the CRPs were found to be very motivated and were willing to continue their role even after closure of the programme. For more enhanced role, it is recommended that in future, PPAF should develop step-wise, time bound training programme. Some of the CRPs were reported to be working with livestock department as their extended arms. It is also recommended that in future CRPs should be screened to determine their interest in business before selected them as CRP trainees.

Community Livelihood Fund was introduced which is being successfully undertaken in other programmes. It is a good concept which caters to those community members who are not considered worthy enough by any formal/non-formal banking channels or financial service providers. However, the new challenge is the NBFC regulations wherein it requires the registration of institutions dealing in financial services for the poor which is found to be another challenge in the given circumstances. It is recommended that PPAF should consult its legal department/advisors how to satisfy NBFC requirements for the continuation of CLF.



# INTRODUCTION



## 1. Introduction: Background and Rationale of the Study

The draft report relates to the assignment, “In-depth Assessment of Livelihood 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 assessment of livelihood component aims at:

To assess the relevance and effectiveness of livelihood component strategy and interventions in relation to the beneficiary needs, local economy, market needs and opportunities at primary, secondary and tertiary levels;

To identify areas of improvement and recommend strategies for enhancing effectiveness and relevance of the livelihood component strategy.

### 1.1. Background of the Assignment

#### 1.2 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)<sup>1</sup>, 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; however, the programme could not start due to variety of reasons which necessitated its extension till September, 2018.

### 1.3 Purpose and Scope of the Assignment:

Purpose of the assignment is to check strategies developed for each sector and sub-sector of PPR along with its implementing strategies at PO and community level.

PPR comprises of four components<sup>2</sup>, the current report only focuses on one component i.e. a. Livelihood Enhancement and Protection (LEP). Following bullets describes the activities which were required to be performed: .

- Detailed desk review and analysis of components' key documentation including overall components strategy, agreements with donor and POs work plan, log-frame, financial documentation, quarterly progress reports, aide memories, etc.
- Finalization of detailed methodology separately for each component (including assessment tools, data collection and analysis plan) of the exercise along with the timeline chart in their inception report for subsequent approval of PPAF.
- The methodology encompasses household interviews and FGDs with the target beneficiaries and communities, key informants interviews with key stakeholders, interviews with the PPAF team and relevant PO's staff as well as review of project record available with PPAF, POs and community institutions.

Through appreciative enquiry, analyze the components strategy and it's availability with PPAF and POs staff skill set of existing staff of PPAF and POs to identify the gaps and contributory factors.

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

<sup>2</sup> **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)

WiC understands from the Terms of Reference (ToR) that since the inception of the programme till September 2017 Partners Organisations (POs) of PPAF have formed and strengthened 4,867 Community Institutions (CIs) in the project area with a bifurcation of the following:

COs 4,181  
VOs 644  
LSOs 42

All interventions under LEP component has been made through the above 3 tier system.



# M E T H O D O L O G Y

## 2. Methodology

### 2.1 Literature Review:

PPAF and POs provided number of strategic documents related to Livelihood Enhancement and Protection 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 Assessment Tools:

Quantitative and qualitative research tools were developed for field research:

#### **Quantitative:**

HH Questionnaire for LEP beneficiary

#### **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)
- Common Interest Group (CIG)

Household questionnaire for training beneficiaries and asset transfer

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	
<b>Total Selected Districts</b>		<b>5</b>	

One PO, one Tehsil, one UC and one LSO were selected (Attached at D) in each sampled district. 5 VOs were selected for strategy assessment under each LSO, (Attached at E). In total 25 VOs were selected. Finally two COs were selected under each VO (except for Chitral where two tier systems is operating). In total 40 COs were selected (Attached at F).

Selection of Tehsils, POs and LSOs for Livelihood Components:

With the selection of districts, WiC selected following Tehsils and their corresponding POs and LSO:

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
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Sample CIGs for Livelihood Component:

#### LEP Asset Transfer

Twenty-five beneficiaries (male and female) in each union council were selected for assessment. In total 125 asset beneficiaries were covered.

#### LEP Training

Twenty-five trainees (male and female) in each union council were selected for assessment. In total 125 trainees were covered.

Selection of CLFs for Livelihood Component:

Only one CLF was available in the sampled district that was selected for strategy assessment.

PO	District	Tehsil	UC	Members		
				Male	Female	Total
AKRSP	Chitral	Chitral	Ayun	19	10	29

Selection of CRPs for Livelihood Component:

Except for Gwadar, all the sampled districts have CRPs. Different types of trainings have been provided to CRPs. Sampled have been selected by extending maximum coverage. Total CRPs covered for sample were 49 (13 female and 36 male):

District	Selection of CRPs		
	Male	Female	Total
Chitral	14	3	17
Upper Dir	11	8	19
Pishin	2	2	4
Bajur Agency	9	0	9
Gwadar	0	0	0
<b>Total Sampled CRPs</b>	<b>36</b>	<b>13</b>	<b>49</b>

## 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 4 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 by the PPAF core team;

Layer 2: Spot checking and field monitoring by the Team Leader, and;

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





# KEY FINDINGS



### 3. Key Findings:

#### 3.1 Market Analysis/Livelihood Investment Plans (LIP)

##### 3.1.1 Strategy for Poverty Graduation of Target Beneficiaries

**A:** PPAF used Poverty Score Card (PSC) tool for the selection of poor communities and households. An independent firm was hired to conduct PSC in selected tehsils. All POs from the six districts<sup>3</sup> complained about the quality and coverage of PSC. To rectify the error committed during the PSC survey, POs and CIs re-conducted PSC survey where necessary. NRSP bought BISP survey for comparison and better results while some of the partners have also used simple validation/endorsement method as to confirm eligibility of household before asset transfer. This approach was adopted by actively engaging community institutions. All POs involved their respective LSOs in verification of PSC results and rectification of PSC where necessary. This created unnecessary anxiety amongst the community members.

**B:** For the selection of individual households, POs gave precedent to those members of the community whom:

- PSC score in ascending order starting from zero
- Subject to existence, special consideration were given to Persons with Disabilities (PWDs), minorities, women headed households and other economically weak and socially discarded members of the society

Community members supported POs in identification and selection of household

**C:** Post beneficiary assessment is part of PPR strategy and is planned to be conducted at the end of PPR life. Nevertheless, PPR has recently conducted mid-term evaluation by a third party firm.

**D:** World Bank (WB) has clustered the communities on the basis of Poverty Score Card (PSC). Effectively, PSC has 6 bands which have been defined by WB and PPAF, 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

<sup>3</sup> 5 sampled and one pre-tested district

As mentioned above, PPR has recently conducted MTE and this exercise has assessed the effectiveness of poverty graduation programme.

### 3.1.2 Strategy for Formulation of LEPs

**A:** PPR strategy for selection of LEP beneficiaries were through PSC score card with special consideration to women headed household, PWDs and minorities where applicable. CIs were fully kept on board by POs during the selection process. Once selection process was completed, LIP forms were filled by the POs. The process of filling of LIPs was fully managed and oversighted by the POs so that all relevant information was gathered. CIs were fully on board during the entire process. Post PSC on sample basis was conducted during MTE of the programme.

**B:** The family roster part of LIP is to assess the existing livelihood source, current skills set available with each member of HHs, profession of each HHs member and even it assess the hours worked to specific income. This portion helps to identify the relevant asset as per the existing skills set of HHs.

In addition, The LIP parts, where HH suggest his plan for future clearly define the possible options for resource mobilization/linkages.

**C:** Under LIP, a number of different types of assets were distributed depending on the geographical area. Small boat for fishing along with fishing net was very dominant in Gawadar while livestock<sup>4</sup> remained a favourite asset in all the sampled districts. Distribution of above mentioned assets are understandable due to particular geographical areas. Except for Upper Dir, no other PO conducted market survey. Out of box solutions were also not considered.

PPR strategy is to support provision of different categories of assets, however, to avoid market saturation, negative list has been provided in the PPR Operations Manual, however, as the number of assets distributed to the household or communities were not large enough to shake the market, therefore, market did not reach to its saturation point. UCLDPs also helped in clearly defining the available sectors of livelihood in each UCs. The assets under the umbrella of existing sector not only provided sustainable source of income to HH but also contributed in strengthening of larger eco-systems of that sector. Diversification of livelihood sources also helped in avoiding saturation point.

**D:** Quantitative research was conducted by KK in Upper Dir for market assessment besides checking the needs of the community members. SEHR in Pinish said that they could not conduct market survey as the market for their community is far way, therefore, they mostly relied on the

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<sup>4</sup> Mostly small ruminant

community needs for assets. Other POs restricted to community needs as they believe they understand the market and its requirement very well because they have been operating in the area for quite some time.

Market research on scientific basis is extremely important in understanding the market dynamics and its possible future changes. Except for KK and AKRSP, market research on scientific basis was not conducted in the sampled districts as POs mostly relied on the personal information/knowledge.

### 3.1.3 Strategy for Livelihood and Vocational Training

**A:** PPR strategy defines that training and awareness raising will lead to up-scaling of small enterprises through asset transfer support and provision of vocational trainings along with tool kits provision wherever required. Under this strategy, employment and self-employment were promoted.

LIPs and TNAs were the sources for identification of livelihood and vocational trainings. However, as explained above, majority of the POs in the sampled districts did not undertake market assessment specific to emerging labour market requirement, therefore, they could also were not able to moderate the process by providing assistance in selecting other skills for training rather than traditional skills. Under 3<sup>rd</sup> and 4<sup>th</sup> work plan, PPR started utilising TNA form for identification of appropriate training.

**B:** There are some training that have worked well e.g. in Gawadar, training related to repairing of boats and fishing nets were spot on. Similarly, cooking<sup>5</sup> training in Chitral was much needed and has more demand as they are short in supply. A list of training types offered to the community members which were identified during field mission is attached at Annex-G. There is no trade which was identified either by CIs or POs as not useful. At the lower level (such as community organization level), they were all in demand.

**C:** Pakistan is a country of 200 million strong populations<sup>6</sup> which is growing at a rate of 2% annually. With its ever expanding population, communities' demand of wide ranging trained manpower is ever-growing. Amount of trained manpower produced by the project cannot enforce market forces to a point of saturation. Absorption capacity of the trained manpower at the community level is low, therefore, POs need to keep an eye on ever growing market in other regions of Pakistan and even requirement of skilled manpower at the middle east and other foreign markets. It is good to note that PPR has already started working in this direction.

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<sup>5</sup> Few individuals were trained

<sup>6</sup> Pakistan global ranking is 6th

**D:** PPR strategy for hiring of training service providers and individuals is as follows:

- i. Training of PPAF beneficiaries can only be undertaken at certified training institutes identified and recommended by the PO. Overall procurement process of training institutes and individual consultants carried out by the PO is finally reviewed and approved by PPAF.. PPAF may engage a third party consultant to be a part of such team.
- ii. There will be many cases where training at certified institutions will not be a feasible option. For example in some cases traditional Ustad-shagird may be more viable or where engaging mobile trainers, especially for rural-women target groups, would be the most feasible option. In such a situation PO may engage individual trainer with the consent (written) of PPAF in accordance with the World Bank Procurement Procedures.

In the majority of cases, training service providers as an entity were not identified to use for providing skills training. Rather than hiring one particular service provider for custom made modules, POs picked up annual calendar of training service providers due to cost effectiveness and time constraints. Other modus operandi was selection of individual trainers. Both the options faced delays delays such as continued funding constraints of PPR played an important role in revision of training programmes.

Another aspect for not hiring training institution is the time limitation. It is not practically possible for PPAF and POs to advertise, evaluate and hire quality firm within a period of six months as PPAF policy requires minimum 90 days to complete the firm selection process.

**E:** Training programme, as reported by the community members was found satisfactory. 36% of the community members found the duration of the training programme as very good and 43% found it good. Similarly, 39% training beneficiaries found quality of training as very good while 53% considered it good training. As far as contents of the training is concerned, 37% training beneficiaries consider it very good and 53% found it appropriate. Overall

<b>Table xxx: Beneficiary Response in Relation to Training</b>						
<b>Aspects of Training</b>	<b>Very Good</b>	<b>Good</b>	<b>Neutral</b>	<b>Bad</b>	<b>Very Bad</b>	<b>Total</b>
	<b>%</b>					
Duration	36	43	10	9	3	100
Quality	39	53	8			100
Contents	37	53	9			100

### 3.2 Value Chain Identification and Development Strategy

PPR, as part of the strategy, conducted several value chain analyses for designing its interventions on scientific footing. So far PPR has conducted value chain studies in the areas of on-farm management, non-farm management, livestock value chain assessment and culture and eco-tourism studies. These studies were carried out by international consultant for PPR while eco tourism study was conducted by national consultants. Recommendations of the consultants were incorporated in UCLDP and programme activities were designed accordingly. Product value chain with respect to eight UCs was only conducted by one PO i.e. SRSP. PPR confirmed that upcoming programme activities with SRSP are designed in line with the value chain assessment. To reinforce the recommendation of value chain studies, PPR incorporated group trainings, CIG grant funds for joint activity to strengthen and bridge-up the identified gaps in value chain of respective system.

### 3.3 Natural Resource Management

PPR has developed its own NRM strategy through international consultancy under which PPR is promoting efficient, effective and equitable use of NRM based livelihood with special focus on olive plantation and grafting. Additionally, a long term national consultant was also on board to provide guidance, support and training on olive planation. However, currently olive planation is only restricted to sample district of Upper Dir. Nevertheless, PPR team informed that olive plantation has also been done in Bajaur, Lower Dir and Zhob districts.

As per NRM strategic recommendations, fisheries sector in Gawadar was strengthen through provision of boats, nets, icebox and training related to boats and net repairing.

#### 3.3.1 Livestock Sector

As part of the strategy, livestock and dairy sector was however promoted under the project. Most of the beneficiaries decided to opt for livestock sector and received small and large ruminants. CRPs were provided training in Community Livestock Extension Worker (CLEW) to keep community livestock healthy condition.

#### 3.3.2 Promotion of Olive Plantation

PPR distributed olive plants to the community members<sup>7</sup> (subsistence farmers as part of asset distribution support). This involved in-depth assessment and capacity building of CRPs. Grafting training has also been done in these areas.

CRPs trained under olive initiative were rarely used as plantation restricted to only one area.

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<sup>7</sup> Only in Upper Dir where around 500 plants were distributed.

### 3.4 Livelihood Platforms

PPR strategy under Livelihood Enhancement and Protection (LEP) was to develop CIGs, NYK, productive asset transfer and CLF (as loan centre).

#### 3.4.1 Common Interest Groups (CIGs)

Very limited Common Interest Groups (CIG) were formed under the project. The idea of forming CIG of a particular trade seems very good but hard to implement in Pakistan as there are very few business examples which are running successfully. One CIG in Gawadar for folk signing became very successful.

Common interest group required continues follow-up to ensure their functions. The programme was stopped many time due to funds constraints and agreement issues. This is another factor that limit the strengthening of concept (CIGs).

#### 3.4.2 NyK Model for Job Placement

Naukri ya Karobar (employment or business) model for job placement has not been implemented under PPR. Training of NYK is now being organised under 3<sup>rd</sup> and 4<sup>th</sup> work plan.

### 3.5 Relevance and effectiveness of the Productive Asset Transferred

As part of the strategy, assets were distributed to the community members and were found to be fairly effective and useful for the beneficiaries. Except for livestock, which usually were not from the local area and died (mostly in Upper Dir) due to climate, quarantine issues or disease without giving any profit, beneficiaries were satisfied with the assets transferred and did not have any other complains. Notably, females have reported to having full control over their own assets. Their families do not interfere with these assets and the females are independently managing, restocking, selling and utilising their assets through their male counterparts.

#### **Women and PWDs**

A number of assets were distributed to women and disabled persons, these included supplies for general stores, irons, sewing machines, livestock etc. These assets have allowed both these groups of people to become economically independent and contribute to the communities and their households on a productive level.

#### **Preference of Assets**

According to the beneficiaries, all assets performed relatively well and helped increase household income (list of assets found during field visit is attached at Annexure-I). The communities do assess the market and LIP plays a key role in this regard. CIs also facilitated in assessing the market and choosing the right asset for the beneficiary.

However, majority of the CI members are still talking about their basic specific needs i.e. food, shelter, clothing and health. The conditions were bad enough that fulfilling only these requirements counts as having made progressed/ improved economic condition. When asked for indicators to show economic improvement of households, the usual measures were quality of diet and having enough money to get medicine or treatment for sick household members:

- “Household necessities are met”
- “Clothes are in wearable condition”
- “Can have patients treated”

Though the economic and domestic conditions have improved to some extent, the communities are too reliant on the schemes and POs to provide them instruments, despite being able to generate some amount of money to extend their business operations further. Even those community members who have started generating income sufficiently are still looking at the programme for more help. This practice needs to be changed through SM process. This is especially true for individuals who are able to make enough capital or have a reasonably well income. A case for this can be seen in Gwadar, where a musician reported that he makes sixty five to hundred fifty thousand rupees per night for each programme. Clearly, the individual has enough capital to further branch out and expand upon his skills.

Lastly, for relevance, community members’ responses were overwhelmingly positive. According to them, all assets were relevant to the training provided and did not need any critique. The only complain was on the quantity of the assets, as most members wanted more since they stated that the assets provided were not enough.

Furthermore, asset identified and transferred to community members were traditional as non-congenital asset was not identified.

### 3.6 Community Resource Persons

PPR strategy defines training of community members as CRPs for formation/strengthening of community based inclusive growth. As per the strategy, male and female community members were to be trained to boost and spark the economic sectors besides acting as service provider.

CIIs played an important role in identification of Community Resource Persons (CRPs) from local community. Trainings of Trainers (ToT) for CRPs were arranged by the POs in their respective spheres to create a cadre of Master Trainers (MT). Duration of the trainings varied due to area of interest. However, utilisation of MTs remained at the lower ebb. Trainings in some thematic areas were arranged a few times, while in some cases not a single training could be arranged e.g. olive. Training calendars were not prepared. Additionally, payment to MTs also



remained inconsistent, as a few of them received payment while others were not paid altogether. Variation was also identified in payments to MTs.

### 3.7 Community Livelihood Fund

As part of exercise to provide access to resources, PPR developed strategy for the provision of CLF as loan centers which was to be distributed through CIs. Purpose of this strategy is to create sound financial services mechanism at grass root level.

CIs are established and operational in Pakistan since few decades, however, there was no nucleus to keep CI members glued after closure of programme. Community Livelihood Fund (CLF) is the answer to this question. Under PPR, in the sampled districts only Chitral LSO received CLF funding as PPR is providing CLF facility to only those LSOs which cover the eligibility criteria i.e. registration with government authorities, maintenance of active bank accounts and practice of internal lending.

**A:** Design of the CLF regulation, management and governance has been found adequately and sufficiently addressed, however, at the ground level it is required that LSO members responsible for handling CLF should be trained, re-trained and provided enough handholding so that they could operate the fund without hindrance. At this stage only one time training provision was adopted by the concerned PO. IT based record keeping of CLF is now part of the plan.

In addition to that, recent regulation regarding NBFC (Non Banking Financial Company) also needs to be taken care of as these regulations requires registration of organisation (in this case) LSO with the relevant government authorities. Opening and maintaining of banking accounts may not remain possible without following NBFC regulations.

**B:** For sustainability purposes, PO needs to be given some role after closure of PPR so that they could continue provide oversight and management support when require. This could be done by giving POs one time post project (amount should be released within the life of the programme so that PPAF audit requirements could be maintained) grant under which they would be responsible to oversee CLF management by regular check-ups and providing necessary guidance as and when necessary. They would also be required to keep a close liaison with PPAF to ensure transparency of the entire system.

**C:** LSO is administering CLF under the supervision of PO. This is a good strategy at the beginning of the CLF operation as LSO needs to learn the art of handling community fund which includes (i) awareness amongst the communities how to approach this fund (ii) careful selection of interested community members who have the capacity to payback CLF loan within agreed



timeframe (iii) ensuring that borrower is returning the loan in time (iv) maintaining complete record of debt/credit into the system and (v) re-cycle the recovered amount to the next interested community member. As it is early stage of CLF, therefore, PO is rightly handholding LSO to ensure that LSO take all the necessary measures in the right direction.

**D:** Of the sampled POs, only one PO had been provided CLF and that too to one LSO, therefore, it was found relatively easy for the PO to administer CLF and maintain records. As per PPR Strategy, it was planned to organise one LSO one CLF while in total 12 CLF have been planned. The same has been followed.

LSO was found struggling with how to handle the demand of the community members as all applicants wants to get loan immediately, however, restricted amount of fund available with them does not allow them to provide funding immediately. LSO were originally trained how to handle higher demand. It is recommended that refresher course in this regard may be arranged.

There are community members who wish to apply for loan but are afraid that they might not be able to return the amount. These are the vulnerable groups who are afraid that they might not be able to generate enough amount of money hence are not coming forward to apply despite the fact that they are genuinely in need of additional credit. Special training sessions needs to be arranged to address such economically vulnerable groups.

### 3.8 Staff Retention at PO Level

POs currently do not have a written strategy how to retain their key staff members throughout the programme period. This hampers their operational capacity which resultantly brings its impact on the programme delivery. In future programming, PPR may consider encouraging its POs to develop a strategy regarding staff retention.

### 3.9 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 (except for NRM which has its separate strategy) under series of work plans resultantly finding strategy documents became a challenge to the PPR.

### 3.10 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. To avoid this situation in future, PPAF may consider getting its standard agreement vetted by the legal department to brining necessary changes.

### **311 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.

#### **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.



## RECOMMENDATIONS & CONCLUSIONS

## 4. Conclusions and Recommendations

### 4.1 Market Analysis/Livelihood Investment Plans

#### 4.1.1 Strategy for Poverty Graduation of Target Beneficiaries

**A:** PPAF conducted PSC in 2013 while BISP had conducted nationwide survey in 2011; results of BISP survey were available in 2012. PPAF should have considered purchasing BISP data for selection of their intervention areas instead of reinventing the wheels. In the future, it is recommended that PPAF should take the following measures to avoid complaints regarding coverage and quality of PSCs:

**Where BISP Data is not more than 2 years old:** Simply purchase data related to all districts, tehsils and localities for quick and relatively more accurate planning;

**Where BISP Data is more than 2 years old:** Hire a reputable firm which has previous experience of conducting PSC survey. Two additional steps are recommended below for improved quality and coverage:

- Instead of employing old version of PSC, PPAF should consider utilising NSER (National Socio-Economic Registry) version which is currently being used by BISP on a WB funded project 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.

**B:** PPAF and POs in close coordination with the CIs should continue to identify households for livelihood interventions in the same manner as it is being practiced. This is a good technique to identify economically weak segments of the society.

**D:** Poverty graduation is a term used by 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 16.17<sup>8</sup>. It is recommended that PPAF should enter into an agreement/Memorandum of Understanding (MoU) with BISP under which BISP starts recognising HHs which have been graduated 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. It has been noted that PPAF has recently designed IFAD funded NPGP programme on the above lines which is about to be implemented through POs.

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

#### 4.1.2 Strategy for Formulation of LIPs

**A:** LIP document itself needs some minor improvement such as it does not provide information on which date a document was prepared. Similarly, the person who interviewed the LIP beneficiary is not spelled out clearly in terms of his/her designation and his association with the concerned organisation e.g. PO or CI. It is recommended that in the future, these minor suggestions should be incorporated for clarity.

LIP technically is a comprehensive document that helps in creating co-relation amongst the existing capacities of the household and their asset requirement. However, POs need to provide senior staff members to provide oversight to the entire process of LIP filling in detailed manner so that no aspect is left out without enough probing. This will also help in taking a leave from the existing mono thinking behaviour.

LIP should be taken as a live document wherein changes occurring in the lives of the beneficiary household should be recorded. A system is required which allows the PPAF, POs and CIs to record living conditions over time<sup>9</sup> in accordance with the programme's theory of change. A proactive role of PPAF and PO is recommended for capacity enhancement at LSO level so that they could continue to monitor changes in the lives of their community members specially those who received productive assets for income generation.

Community is mostly illiterate with little or no exposure under their belt. Mentoring cover is required to be embraced initially by the POs and then gradually taken up by the LSOs to guide the community members so that they do not blindly jump over the bandwagon for the selection of particular type of asset.

It is recommended that LSO should also be provided extensive training for giving them conceptual understanding regarding poverty graduation and its linkages with the activities programme strategies.

**B:** Identification of training in a particular field or asset requirement of an individual and/or household is a critical factor for providing economic assistance and developing an economic road map. The current LIP format does not take into account the factor through which it was determined that why a particular asset or training listed in his/her LIP is necessary to be provided. It is recommended that while PPAF and POs review LIP format, inclusion of reasoning for identification of a particular training and/or asset should also be recorded.

Field staff who is basically responsible for recording responses in the LIP should also be trained in so that more detailed input could be gathered.

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<sup>9</sup> Preferably on annual basis

**C:** More rigorous scientific study for market analysis is required by the POs. It is recommended that in future, market analysis should be compulsory for the development of economic part of VDP/UCDP. This strategy, if adopted, will ignite thinking process amongst the members of LIP team to contemplate hard.

Economic activity will boost tremendously if local demands are identified on scientific grounds and provisions are made to accomplish them in a business-like fashion. Thinking outside the box will certainly help to look at:

- (i) existing potential which was not exploited before, and;
- (ii) new emerging markets due to development prospects, either by government or private sector intervention(s).

Possibility 1: There is a huge potential for the establishment of community based solar distribution network across Pakistan as electricity outage in the rural areas is a big challenge. Distribution of solar panels and its allied equipment has the potential to create (a) economic empowerment at the recipient level (b) economic activity at the community and village level and (c) social harmony within the members of the community as solar powered bulbs would provide opportunity for social gathering at extended hours.

The above possibility could be extended further from individual household to LSO level. Sindh Rural Support Organization (SRSO) has successfully utilised its good will to create linkages between LSOs and the main solar equipment distributors who provide solar equipment<sup>10</sup> to LSOs in Tehsil Shikarpur up to a credit of PKR 300,000 under a solemn guarantee extended by SRSO. SRSO sells equipment to its community members on an agreed rate which is payable in instalments. LSO collects instalment amount from its borrowers and pays to distributor on monthly basis. PPAF could deeply look in to this model and may decide to utilise it in future programme. Strong social mobilisation and confidence of PO in its established CI is the key in this case.

Possibility 2: In Upper Dir, local fish is high in demand, gets priced at a very high level<sup>11</sup> but a rarity as far as its availability is concerned. Community members own lands alongside the river which could be easily converted into ponds for stocking and rearing fish.

Possibility 3: China–Pakistan Economic Corridor or CPEC is providing major opening across Pakistan. POs need to keep an eye to identify possible avenues of interventions. CI members could easily be involved in different kind of trades at a smaller level. Machine operators (light to

<sup>10</sup> Modules, bulbs, fans etc.

<sup>11</sup> Up to PKR 800 per KG



heavy), information technology, restaurants, grocery stores, and interpreters and domestic staff could be initial requirement.

Some of the suggested minimum standards to conduct market research should be to explore through quantitative and qualitative research tools. However, PPAF may further get input from its in-house livelihood experts to fine tune these:

- what is the business environment
- type of customers
- type of competition
- Type of existing business in the market
- Gaps in the existing business
- Identification of big players in the market
- Supply-demand gap in the market (asset and training)
- Possible new entrants in the market
- Demography
- Secondary data about the market
- SWOT analysis

**D:** PPAF and POs should consider moving from current strategy to move towards proactive approach wherein they assess the market and introduce new ideas and methods. PPAF should encourage POs to actively link with the market forces so that they are aware in advance about the changes that is shaping the market specially in case of a major new investment which requires trained local hands.

PO staff heading livelihood section should be provided training in assessing the market and keeping a continuous eye on the changes that the market is going through.

In future programming, PPAF should encourage its POs to create demand for non-conventional assets. This will help in bring change at impact level rather than mere incremental change. Some of the non-traditional assets are list below for future consideration but PPAF need to consider getting market/value chain studies for each of the region to have contextualized menu of assets::

- Mobile phone and its accessories including top up cards coupled with strong training in area of mobile phone repairing
- Door bell training related to assembly and repairing
- Solar panel, allied accessories with strong training for repair and maintenance and linking it with the distributors

- Homebased equipment (e.g. iron, electric churner etc) with repair and maintenance training
- Schools Uniform: Training and linking with the schools – individual schools or chains (this could also be considered to cover under CIG)
- Embroidery machines: Training and linking with larger markets (this could also be considered to cover under CIG)

#### 4.1.3 Strategy for Livelihood and Vocational Training

A: LIP was filled in by asking the beneficiary what type of skills s/he or his/her household requires for enhancement of income. Majority of responses were stereotype – Enterprise Development Training (EDT) mostly for Kiryana shop<sup>12</sup> for men and tailoring/embroidery and its related skills for women. It is highly recommended that POs should start thinking about other ways and means for bringing economic empowerment to the community members. Training for traditional skills is not bringing dividends amongst the masses, as economic impact of these trainings is on lower side. PPAF needs to consider four pronged strategy:

Strategy 1: Skills training through individual master trainers or skills training institutes are a norm in Pakistan since few decades. However, economic empowerment brought by these skills training at the household level is not known. Duration of the skills training is another major factor which produces graduates with very little skills. No refresher courses or higher level of training programmes to improve the quality of learning has been arranged.

PPAF should consider looking at the apprenticeship training route. With this approach, future programmes should be able to produce high-class trained pair of hands which will bring major change in the economic outlook.

Strategy 2: Women need to be taken out of traditional set of skills training of tailoring and/or embroidery. Even in the closed culture, where movement of women are restricted<sup>13</sup>, women can still undergo alternate route<sup>14</sup>.

PPAF should consider encouraging its POs to move into new path of alternate skills training specially for women, their social and economic empowerment as economic empowerment is the route which brings social empowerment into the

<sup>12</sup> Small grocery store

<sup>13</sup> Strong social mobilization should play its due role over a period of time to break this taboo

<sup>14</sup> Such as mobile and computer repairing



life of an individual. Repairing of cell phones, electrician were the two skills which were discussed with the community members (both male and female) and was accepted as potential skills for women.

Strategy 3: All future training programming should be directly linked with the market assessment on market survey basis that should be updated as soon as market witnesses a new major development.

PPAF should encourage its POs to develop close liaison with the market forces, (e.g. immediate market existing within the community, secondary and tertiary markets as well as emerging markets like development of a new factory outlet or road network including CPEC), especially with the new major entrants for identification of their trained workforce requirement. Following steps will help POs in gaining early entry:

- establish early linkages with the manager/owner of the new business
- understand the requirement of technical hands requirement (each skill and its required quantity)
- develop an understanding for providing such trained workforce in the required number
- selected interested community members from CI platform
- get them trained as per the job requirement
- place them at the new business opportunity
- keep a close liaison with the manager/owner during the entire process

Strategy 4: POs should also look into a strategy wherein they start training individuals for outside market zone – UC, Tehsil, District, and province and even outside Pakistan. This is currently being done at lower level under PPR which is recommended to scaled-up.

Strategy 5: PPAF should consider devising a strategy where in selected community members specially women (this could be part of women empowerment strategy) wherein training is provided at several levels.

Level one: Initial/basic training: for developing the basic understanding in their areas of interest through which they could understand basic concepts

Level two: With the objective these trained women can produce such an output which can easily be used at home level or helmet level

Level three: With the objective to sell their products in the larger town market

Level four: With the objective to refine their skills and link them with upscale markets in larger cities

**B:** Except for SRSP, there has not been any study conducted by the POs<sup>15</sup> to determine about the training courses that have had major economic impact or could not manage to produce any result. It is recommended that PPAF should launch a tracer study for determining the type of skills training that relatively worked well and should be included in future programming.

**C:** There is an old debate between quality verses quantity. PPAF should consider extending training programmes, taking a route of apprenticeship training which will minimise the chances of market saturation and would help produce high quality trained manpower with high probability of getting better paid jobs or setting up his/her own business.

**D:** POs could not identify service providers to arrange custom made training programmes due to financial constraints and time limitation. PPAF should consider developing a strategy to streamline project/programme financing and procurement modalities to avoid such issues in the future.

PPAF should consider designing the programme with long term vision so that reputed training service providers could be identified, shortlisted, finalised and assigned in the task in a timely manner.

**E:** Overall response of communities in terms of training duration, content and quality was rated very high. That shows that good amount of effort have been invested in identifying resource persons. PPAF and POs should continue to utilise the services

## 4.2 Value Chain Identification and Development Strategy

Since PPR has conducted value chain assessments in programme areas through international consultants for on-farm, off-farm and non-farm sectors and other sectors. This is high time to capitalise on these assessments that needs to be consolidated in terms of SME by utilising CIG/production centres as basic platforms.

For this purpose, investment modalities needs at community level to re-assessed to provide enough liquidity in the system.

## 4.3 Natural Resource Management

### 4.3.1 Livestock Sector

PPR strategy for livestock sector is moving around developing CRPs as livestock extension workers, provision of livestock to ultra-poor and capacity building of the communities in better livestock management practices.

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<sup>15</sup> Except by SRSP

Agriculture and livestock plays a key role in the rural and peri-urban areas of Pakistan. Agriculture contributes 24<sup>16</sup> percent of Gross Domestic Product (GDP) while contribution of livestock<sup>17</sup> in financial year 2016 was 11.6 pc against 10.9 pc of Large-Scale Manufacturing (LSM). PPR interventions communities are rural based hence there is a huge potential to promote agriculture and livestock sectors. PPR intervention in this sector is right as less training is required by the community members to look after their animals. It is recommended that in future PPAF and POs should look into picking up livestock sectors beyond distribution of few animals and CLEW training so that full value chain could be established. Community members should be encouraged to form cattle/dairy farms to upscale the sector.

#### 4.3.2 Promotion of Olive Plantation

Under NRM, PPR focuses distribution of olive plants, grafting of wild olive and providing training to CRPs for promotion of olive sector.

Pakistan is third largest importer of cooking oil after China and India. Government of Pakistan is taking steps in promoting olive plantation in Pakistan, the effort has been intensified in the last couple of decades. Pakistan has a great potential in producing olive. Districts of Bajaur, Mohmand, Kurram and Malakand agency<sup>18</sup> have natural climate to grow olive in FATA<sup>19</sup> areas. PPAF PPR contribution in this regard is in right direction with olive plantation. However, depending on the variety selected, olive plants take 5 years to bear fruits. This is a long gestation period for a poor farmer to bear, hence there is a requirement to develop an economic road map for sustainable income in the gestation period.

It is recommended that in future all type of plantations should occur in the first two years of the programme so that programme could provide necessary technical advice to the farmers.

### 4.4 Livelihood Platforms

#### 4.4.1 Common Interest Groups (CIGs)

In the Pakistani context, it is extremely hard to bring likeminded group on a single platform to conduct business successfully. POs faced the same issue as preparing bylaws and implementing in letter and spirit for conducting business is a very challenging job. One successful example of CIG was identified in Gawadar where musical items were given to the folk singers. The ultimate reason for their success was that all of them are the grandson of one individual carrying their inherent skills, who have been singing folk and playing local instruments since centuries and practically don't require any training. PPAF and POs would need to come out with a strategy

<sup>16</sup> <http://www.pbs.gov.pk/content/agriculture-statistics>

<sup>17</sup> <https://pakobserver.net/livestock-sector-contributes-more-to-gdp-value/>

<sup>18</sup> <https://waterinfo.net.pk/sites/default/files/knowledge/Olive%20Oil%20in%20Pakistan.pdf>

<sup>19</sup> Area has recently merged within KP

how to promote CIGs in future programming. For that purpose POs should conduct a thorough research in their areas of operation to identify:

- what type of individual businesses being operating in their areas
- collective issues being faced by them
- possible solution(s)
- advantage of forming CIG to handle the identified issue

#### 4.4.2 NyK Model for Job Placement

Strategy of NyK should be reviewed once implemented.

### 4.5 Relevance and Effectiveness of the Productive Asset Transferred

- There is a need for especial training to help community members in enterprise development. The initial training was sufficient for development of basic understanding in conducting business, but now that the beneficiaries have progressed from initial stage, they need further, specialised training to help them understand how to capitalise on their current assets/business and build on the foundation that they have.
- Beneficiaries who have met their basic needs should be given training to improve their civic skills. This is needed to break and change their begging ball mind set. Community members should be helped towards a mind-set of self-reliance, where they try to overcome their problems on their own, using their existing skillset or by acquiring skills within their reach. The training should focus on breaking thinking of reliance on others and pushing the beneficiaries towards earning in a righteous manner, without having to beg or borrow. Currently, they are unable to take this initiative to break away from their virtual crutches and take steps of their own to possibly multiply and generate their income and resources. It is recommended that PPR in its future programming should consider adding these skills through series of training programme.
- Most of the goats distributed at Upper Dir died<sup>20</sup> as they could not cope with the environmental challenges. It is recommended that either livestock should be purchased locally or a comprehensive guideline related to quarantine should be strictly followed to avoid losses. Suggested procedure to be adopted in future programming is attached which should be pretested before implementation at annex-H. It has been noted that new under updated strategy, PPR is going to encourage local procurement specially in case of livestock.

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<sup>20</sup> As reported by POs, CIs and beneficiaries

## 4.5 Community Resource Persons

It is very important that CIs should remain at the helm of affairs for making all decisions. It was a very good strategy adopted by PPAF and POs to involve CIs in identification of CRPs. It is recommended that in future, same policy should be adopted.

Training calendars were not prepared for the entire length of the PPR as every time POs had to return to PPAF for approval. PPAF and POs need to come up with a single strategy on how to handle this situation by making plans for few years. Delayed approval due to funding issues at PPAF level was one of the main reasons behind not conducting a number of training courses. PPAF also needs to consider allowing freedom to the PO in which they can design and deliver training programmes through training service providers (individuals and/or institutions as the case may be) as per the community requirements. Technical approval much before start of the training programme will help POs to design and deliver in a more organised manner. PPAF nevertheless is conducting process monitoring, including studies of the training programme to gauge changes these training programmes are bringing in the lives of the community members.

Not all MTs were paid after providing training to community members because initially CRPs were considered to be acting as volunteers. Those who were paid were provided different payment structure as per their skills and negotiations with the respective CI. This is the difference of approach under 2nd work plan and 3rd/4th work plan. It is suggested that PPAF may consider taking two tier approaches:

**Tier one:** Clear message to the community members should be given about the importance of attending such training courses as it has the potential to transform their standard of living by enhancing earning levels.

Project should pay honorarium to MTs for his/her efforts.

**Tier two:** In a longer run where MTs have established their position and community members have understood the meaning of CRPs contribution in enhancement of their livelihood, then programme should change the existing model to a business model where trainee is required to pay for attending the course.

To achieve the above objective, PO would require higher level of MTs training so that their function on the business model could be successful.

Nevertheless, PPAF should develop a strategy wherein prospective CRPs should be screened for the identification of their interest in business. Only those CRPs who clear the screening test should be taken as CRP trainees. Besides providing technical training in the areas for which they

have been selected, all of them should be given business training so that in future they should independently work even after the closure of the programme.

#### 4.6 Community Livelihood Fund

CLF is a very good initiative to provide economic opportunity to the most poor and vulnerable segments of the society who have no other resource to plugin except on a very high interest rate to individual loaners. These are the very same community members who cannot pledge collateral to seek resources from (i) commercial banks or (ii) SME banks for starting and/or expanding up their businesses. CLF provides a window of opportunity to these community members.

The concept was first introduced in AJK as seed money for LSO in 2007-08 by NRSP. Model was piloted with 3 LSOs in Rawalakot which has been scaled up by UCBPRP. Union Council Based Poverty Reduction Programme (UCBPRP) financed by Government of Sindh during 2009-13 with a maintenance phase of 2013-19 was the first project where CLF intervention was introduced under the title of Community Investment Fund (CIF). The project was implemented in four districts of Sindh<sup>21</sup> and was implemented by two RSPs<sup>22</sup>. In this project, CIF funds were transferred at VO level, however, under PPR, CLF funds were transferred at LSO level.

AKRSP provided exclusive training to LSO Ayun office bearers and staff to handle CLF funds. Two types of responses were received from the community members:

- a. Community members who had low PSC and were offered to take loan with marketable interest<sup>23</sup> but have not opted so because they fear that they do not have the capacity to repay. To cover this segment of the society, UCBPRP had introduced Income Generating Grant (IGG) in terms of cash to raise economic capacity of the community members to apply for CIF loan. Although PPR is providing assets to the beneficiaries having PSC of zero to 18 which in terms of economy of scale is at quite low proportion to attain high economic competitiveness.

As part of strategy, PPAF is already providing IGG in the form of asset transfer to the HH with PSC 0-18. As a second step, PPAF should consider providing CLF in addition to asset transfer grants specially targeting lower strata of the society. New regulatory framework under NBFC should be kept in mind before planning new inputs for CLF.

<sup>21</sup> Tharpaker, Jacobabad, Shikarpur and Kashmore-Kandhkot

<sup>22</sup> TRDP in Tharpaker and SRSO in the remaining 3 districts

<sup>23</sup> There are very minor charges under the name of processing fee

For compliance of new NBFC regulations, PPAF should consult its legal department/advisors so that a new modus operandi could become part of strategy document.

- b. There are complaints from the community members that they were ignored in providing loans. As the amount of grant provided to LSO is not enough to cover all CI members at once, therefore, it is required that LSO should follow PPAF CLF guidelines (available in Urdu) for channelling the funds.

LSO is also struggling to get back its loan from some of its members. It is recommended that PO should work closely with LSO in the initial few years to avoid default.

#### 4.7 PPR Component Strategies

PPR developed a manual for component strategies at the beginning of the programme, however, this document was not updated since its first production. Except for NRM, strategies developed since then were spread in numerous documents in shape of work plans due to donor requirement. It is recommended that in future main strategy document should be updated on regular basis so that one document is always available for understanding of programme strategies.

#### 4.8 Staff Retention at PO Level

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.

#### 4.9 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 plan should work under the strategy paper. In its current form work plans are being referred to check strategies which is 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. Current state of affair is not very encouraging as finding relevant documents to even those individuals who have institutional memory becomes challenging.



#### 4.10 PPR Exit Strategy

PPR current exit strategy under 3<sup>rd</sup> and 4<sup>th</sup> 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 developing its exit strategy from the very beginning of the programme rather than in the middle. Based on PPR exit strategy, PPAF should also work closely with the POs to develop POs exit strategy. Currently, POs exit strategy was not found.

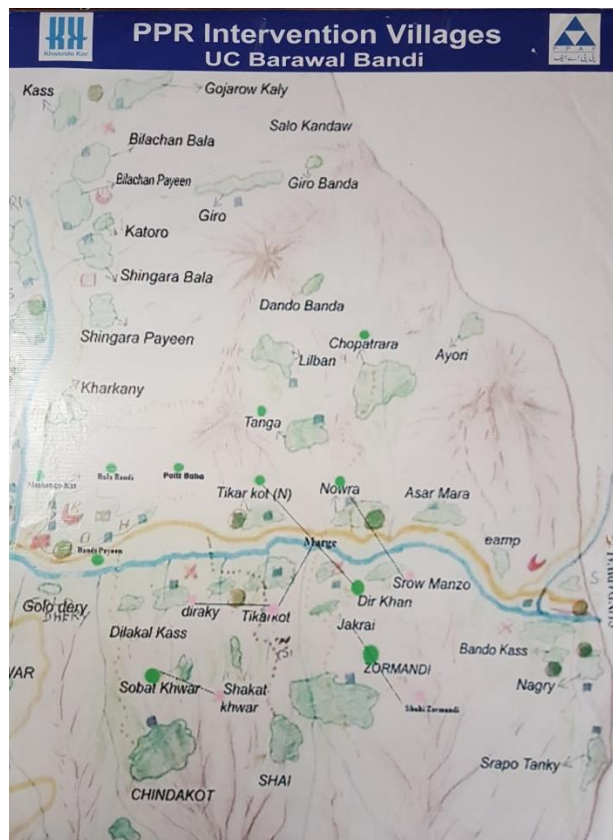
#### 4.11 Timely Release of Fund:

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.

#### 4.12 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).





# ANNEXES

## Annexes

### A: List of Documents Reviewed

#### 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 KII tools for Community Resource Person (CRP)
- B-7 KII tools for Common Interest Group (CIG)

## B: Research Tools

### B-1 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 VOs:

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:**

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								
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*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؟

1.

2.

3.

4.

5.

6.

7.

8.

9.

10.

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

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

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

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What is the strategy for presiding election?

1. انتخابی عمل کی نگرانی کرنے کی حکمت عملی کیا ہے؟

2.

3.



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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>بارنے والی پارٹی کا کیا رد عمل ہوتا ہے ؟</p>	
	1.
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	10.
Has this strategy agreed with LSO?	
کیا LSO کے ساتھ اس حکمت عملی پر اتفاق کیا گیا تھا؟	
	1.
	2.
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What are the lessons learnt?

آپ نے اس عمل سے کیا سیکھا؟

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### 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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### What support you received from your PO/LSO?

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

1.

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	10.
What are the capacity gaps?	
استعداد کار میں کیا کمی ہے؟	
	1.
	2.
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	7.
	8.
	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.
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	7.



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

What are the lessons learnt?	
<p>آپ نے اس عمل سے 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>	
How effective this strategy is in terms of community development work?	
<p>یہ حکمت عملی علاقے کی ترقی کے کام کے لحاظ سے کتنی مؤثر ہے؟</p> <p>1.</p> <p>2.</p>	

	3.
	4.
	5.
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	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؟	
COs.....	VOs.....

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؟	
1.	
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10.	
Were assessments conducted post capacity building measures?	
کیا ٹریننگ کے اختتام پر کوئی جائزے لیے گئے؟	
1.	

	2.
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	5.
	6.
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	9.
	10.
Were training courses repeated for better understanding?	
کیا بہتر تفہیم کے لئے ٹریننگ کورسز بار بار کروائے گئے؟	
	1.
	2.
	3.

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	7.
	8.
	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.

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

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	10.

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

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	10.

What are action plans?

مستقبل کی منصوبہ بندی کیا ہے؟

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	10.

How effective those plans are since the last 3 years?	
گزشتہ 3 سالوں میں یہ منصوبہ بندی کتنی مؤثر ثابت ہوئی؟	
	1.
	2.
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	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.
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	8.
	9.

	10.
What are the lessons learnt?	
	آپ نے اس عمل سے کیا سیکھا؟
	1.
	2.
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	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? متعلقہ علاقوں میں ترقی کی ضروریات کی شناخت؟</p> <ol style="list-style-type: none"> <li>1.</li> <li>2.</li> <li>3.</li> <li>4.</li> <li>5.</li> <li>6.</li> <li>7.</li> <li>8.</li> <li>9.</li> <li>10.</li> </ol>
B	<p>Prioritisation of development needs amongst its members? ارکان کے درمیان ترقی کی ضروریات کی ترجیح؟</p> <ol style="list-style-type: none"> <li>1.</li> </ol>

		2.
		3.
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		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>

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		9.
		10.
D	Monitoring the project progress? ترقیاتی منصوبوں کی نگرانی؟	1.
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		3.
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		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> <p>6.</p> <p>7.</p> <p>8.</p> <p>9.</p>

	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> <p>8.</p> <p>9.</p> <p>10.</p>

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> <ol style="list-style-type: none"> <li>1.</li> <li>2.</li> <li>3.</li> <li>4.</li> <li>5.</li> <li>6.</li> <li>7.</li> <li>8.</li> <li>9.</li> <li>10.</li> </ol>
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<p>What role PPAF/PO/LSO played in this development?</p>
<p>اس پورے طریقے کار کو بہتر بنانے کے لئے PPAF/PO/LSO نے کیا کردار ادا کیا؟</p>

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	10.
What are the lessons learnt?	
آپ نے اس عمل سے کیا سیکھا؟	
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	10.
8. What is the process of development of VDP?	
VDP کو بنانے کا طریقہ کار کیا ہے؟	
	1.
	2.
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	10.
What tools are being used for VDP?	
<p>1. گاؤں کی ترقی کا منصوبہ بنانے کے لیے کونسے آلات (Tools) استعمال کیے جا رہے ہیں؟</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.
<p><b>How many people participated in the last VDP preparation amongst them how many were women</b></p>
<p>گزشتہ VDP کی تیاری میں کتنے لوگوں نے حصہ لیا اور ان میں سے خواتین کی تعداد کتنی تھی؟</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><b>How many days and hours it took to finalize the VDP?</b></p>
<p>VDP کو حتمی شکل دینے کے لئے کتنا وقت صرف ہوا (دن، گھنٹے)؟</p>

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	10.
Who facilitated sessions on VDP?	
VDP کے متعلق سیشن کی سہولت کون فراہم کرتا تھا؟	
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	2.
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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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	10.
<p>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?</p> <p>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۔</p>	
	1.
	2.
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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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	10.

<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 دورانیم میں، خواتین کی فعال شمولیت کو یقینی بنانے کے لیے LSO نے کیا حکمت عملی اختیار کی؟</p>	
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	10.
What customized tools have been applied to deal with cultural barriers to ensure active involvement of women in planning process?	
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؟	
	1.
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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> <p>7.</p> <p>8.</p> <p>9.</p> <p>10.</p>
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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	10.
<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>	
	1.
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	10.
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?	
1. 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؟	1.
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	10.
What are the lessons learnt?	
اس عمل سے آپ نے کیا سیکھا؟	
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### Section C: Institutional Interface of VOs

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?

(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؟

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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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**What type of linkages have been developed with the new local government system village/neighbourhood councils?**

گاؤں کی تنظیم نے نئے مقامی نظام حکومت/گاؤں اور مضافاتی کونسلز کے ساتھ کس قسم کا ربط پیدا کیا ہے؟

	1.
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	10.
<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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	10.
<p><b>Do the local councils encourage VOs to develop linkages for coordinated community development?</b></p> <p>کیا مقامی کونسلز نے VOs کے گاؤں کے ترقیاتی کاموں کو فروغ دینے کے لئے رابطوں کے فروغ کی حوصلہ افزائی کی؟</p>	
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	10.

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.
	2.
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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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	3.



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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?

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؟

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#### Section D: Governance Dynamics of VOs

13. What strategy has been designed for VOs making a decision at community level?
<p>کمیونٹی کی سطح پر فیصلہ سازی کے لئے VOs کے لئے کیا حکمت عملی تیار کی گئی 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>

	9.
	10.
How it is ensured that voice of every member is heard?	
اس بات کو کیسے یقینی بنایا جاتا ہے کہ ہر رکن کی آواز سنی جائے؟	1.
	2.
	3.
	4.
	5.
	6.
	7.
	8.
	9.
	10.
Is documentary evidence available in this regard?	

کیا اس سلسلے میں کوئی دستاویزی ریکارڈ موجود ہے؟

1.

2.

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10.

What are the lessons learnt?

اس عمل سے آپ نے کیا سیکھا ؟

1.

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4.

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	7.
	8.
	9.
	10.

How transparency of operations is being ensured?

اس سارے معاملہ کی شفافیت کو کیسے یقینی بنایا جاتا ہے؟	1.
	2.
	3.
	4.
	5.
	6.
	7.
	8.

	9.
	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؟	
	1.
	2.
	3.
	4.
	5.
	6.
	7.
	8.
	9.
	10.

Are VOs aware about his strategy?	
کیا VO اس حکمت عملی کے بارے میں جانتے ہیں؟	
1.	
2.	
3.	
4.	
5.	
6.	
7.	
8.	
9.	
10.	
Is strategy producing desired results?	
کیا حکمت عملی سے مطلوبہ نتائج حاصل ہو رہے ہیں؟	
1.	
2.	

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



	5.
	6.
	7.
	8.
	9.
	10.

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؟	
	1.
	2.
	3.
	4.
	5.
	6.

	7.
	8.
	9.
	10.

Are VOs aware about his strategy?

کیا VOs اس حکمت عملی سے با خبر ہیں؟	1.
	2.
	3.
	4.
	5.
	6.
	7.
	8.

	9.
	10.
Is strategy producing desired results?	
کیا حکمت عملی سے مطلوبہ نتائج حاصل ہو رہے ہیں؟	
	1.
	2.
	3.
	4.
	5.
	6.
	7.
	8.
	9.
	10.
What are the lessons learnt?	

اس عمل سے آپ نے کیا سیکھا؟	1.
	2.
	3.
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	5.
	6.
	7.
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	10.

#### 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>

	3.
	4.
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	10.

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؟	
	1.
	2.
	3.

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

	7.
	8.
	9.
	10.

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؟	
	1.
	2.
	3.
	4.
	5.
	6.
	7.
	8.
	9.

	10.
<p>Have the VOs been able to develop linkages since the last 3 years?</p> <p>کیا VOs 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 VOs since the last 3 years?</p>	



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

1.

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10.

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؟

1.

2.

3.

	4.
	5.
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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 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>	
	1.
	2.
	3.
	4.
	5.
	6.

	7.
	8.
	9.
	10.

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؟	
	1.
	2.
	3.
	4.
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	6.
	7.
	8.

	9.
	10.

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) کی اداراتی صلاحیت کو بڑھانے کے لئے کیا حکمت عملی ہے؟	
	1.
	2.
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	9.
	10.

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؟

2.

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10.

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؟

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.
- 8.
- 9.
- 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؟

- 1.
- 2.

	3.
	4.
	5.
	6.
	7.
	8.
	9.
	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؟	
	1.
	2.

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	7.
	8.
	9.
	10.

21. Are you in regular contact with your LSO?
کیا آپ اپنے LSO کے ساتھ باقاعدہ رابطے میں ہیں؟
1.
2.
3.
4.



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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.

2.

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	7.
	8.
	9.
	10.
Does this affect your performance and your active participation?	
کیا یہ آپ کی کارکردگی اور آپ کی سرگرم شرکت کو متاثر کرتی ہے؟	
	1.
	2.
	3.
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	6.
	7.
	8.
	9.

10.

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 پسماندہ گروہوں سے چناؤ /  
انتخاب کرتے ہیں یا ہمیشہ سماجی طور پر مضبوط افراد کو LSO سطح پر نمائندگی ملتی  
ہے؟

1.

2.

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10.

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؟

1.

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10.

How one can gradually have more balanced representation?

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

1.

	2.
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	4.
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	9.
	10.

#### Section G: Political Interface

23. With the strengthening of CIs, there are indications that VO members have growing interest in the local politics?
<p>تنظیموں کی مضبوطی کے ساتھ، اس بات کے اشارے ملے ہیں کہ VO کے ارکان مقامی سیاست میں دلچسپی لینے لگے ہیں؟</p> <p>1.</p> <p>2.</p> <p>3.</p>

	4.
	5.
	6.
	7.
	8.
	9.
	10.
How this interest is being seen?	
اس دلچسپی کو آپ کیسا دیکھ رہیے ہیں؟	
	1.
	2.
	3.
	4.
	5.
	6.

	7.
	8.
	9.
	10.
<p>What are the possible repercussions?</p> <p>اس دلچسپی کا ممکن رد عمل کیا ہو 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 happens when an office bearer of the VO is also officer bearer of the local council/local government?

اس وقت کیا صورتحال ہوتی ہے جب VO کا ایک عہدہ دار مقامی حکومت کا بھی عہدہ دار ہو؟

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How you resolve conflicts of two positions when arises?

1. جب دو عہدوں کی وجہ سے تنازعات پیدا ہوتے ہوں تو آپ ان کو کیسے حل کرتے ہیں؟
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.
- 8.
- 9.
- 10.

## **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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10.

Are VOs aware with the LIPs and its strategy?

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

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	9.
	10.

How this strategy was implemented?

اس حکمت عملی پر کس طرح عمل کیا گیا؟

	1.
	2.
	3.
	4.
	5.
	6.
	7.

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

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

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

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What are the lessons learnt?

اس عمل سے آپ نے کیا سیکھا؟

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	10.
<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>	
	1.
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	10.

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

	10.
<p>What tools (PSC, others) were used for identification of communities?</p> <p>علاقوں کی شناخت کے لئے کونسے آلات (PSC ، دیگر) استعمال 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>



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:

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

1.

2.

3.

	4.
	5.
	6.
	7.
	8.
	9.
	10.
<p>- What type of training programme was designed?</p>	
<p>تربیت کے لئے کس قسم کا نقشہ ترتیب دیا گیا؟</p>	
	1.
	2.
	3.
	4.
	5.
	6.
	7.

	8.
	9.
	10.
- What type of assets was distributed?	
کس قسم کے اثاثوں کی تقسیم کی گئی؟	
	1.
	2.
	3.
	4.
	5.
	6.
	7.
	8.
	9.
	10.
- What other measures were taken?	

اس کے علاوہ اور کیا دیگر اقدامات اٹھائے گئے؟

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

10.	
What is the current situation?	
<p>موجودہ صورتحال کیا 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?	



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)۔

1.

2.

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4.

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10.

What are the relevance, effectiveness and utilization of each type of the given training?	
<p>فراہم کردہ ہر قسم کی تربیت کا تعلق، اثر پذیری اور استعمال کی وضاحت کریں؟</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> <p>3.</p> <p>4.</p>

	5.
	6.
	7.
	8.
	9.
	10.

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؟	
	1.
	2.
	3.
	4.
	5.
	6.

	7.
	8.
	9.
	10.
<b>What is the impact and outcome of these training on the overall local economy and markets?</b>	
مجموعی طور پر مقامی معیشت اور مارکیٹوں پر ان ٹریننگز کا اثر اور نتیجہ کیا ہے؟	
	1.
	2.
	3.
	4.
	5.
	6.
	7.
	8.
	9.
	10.

When data was collected to verify/justify claim?	
دعویٰ کی تصدیق / توثیق کیلئے اعداد و شمار کب جمع کیے گئے؟	
1.	
2.	
3.	
4.	
5.	
6.	
7.	
8.	
9.	
10.	
What are gaps which are hindering in realising the results?	
نتائج کو حاصل کرنے میں کیا رکاوٹیں ہیں؟	
1.	

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

What are the lessons learnt?	
	اس عمل سے آپ نے کیا سیکھا ؟
	1.
	2.
	3.
	4.

	5.
	6.
	7.
	8.
	9.
	10.

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۔	
	1.
	2.
	3.
	4.
	5.
	6.



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

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>	
1.	<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>
2.	
3.	
4.	
5.	
6.	
7.	
8.	
9.	
10.	

What are the lessons learnt?

اس عمل سے آپ نے کیا سیکھا ؟

1.

2.

3.

4.

5.

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10.

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.
	2.
	3.
	4.
	5.
	6.
	7.
	8.
	9.
	10.
If yes, why this approach is recommended	
اگر ہاں، تو آپ اس کو درست کیوں سمجھتے ہیں؟	1.
	2.
	3.

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

#### 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؟	
	1.
	2.
	3.
	4.

	5.
	6.
	7.
	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.
	3.
	4.
	5.
	6.
	7.

	8.
	9.
	10.

<p>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>	
<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.
	2.
	3.
	4.
	5.
	6.
	7.
	8.

	9.
	10.
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؟	
	1.
	2.
	3.
	4.
	5.
	6.
	7.
	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.	
مستفیدہ ہونے 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۔	1.
	2.
	3.
	4.
	5.
	6.
	7.
	8.
	9.
	10.

What are the lessons learnt?

اس عمل سے آپ نے کیا سیکھا ؟

1.

2.

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10.

35. What is the PPAF strategy about collective asset management

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

1.

2.

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

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

	8.
	9.
	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.
	5.
	6.
	7.
	8.
	9.

10.

How far this strategy working successfully?

یم حکمت عملی کس حد تک کامیابی سے کام کر رہی ہے؟

1.

2.

3.

4.

5.

6.

7.

8.

9.

10.

What are the lessons learnt?

اس عمل سے آپ نے کیا سیکھا ؟

1.

2.

3.

4.

5.

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7.

8.

9.

10.

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.

3.

4.

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10.

What is the strategy for record keeping?

ریکارڈ رکھنے کے لئے کیا حکمت عملی ہے؟

1.

2.

3.

4.



	5.
	6.
	7.
	8.
	9.
	10.

What is the strategy for distribution of profits?

منافع کی تقسیم کی کیا حکمت عملی ہے؟

	1.
	2.
	3.
	4.
	5.
	6.
	7.

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

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 انکے اختیار کو بڑھانے کے لئے کوئی مخصوص تجویز ہے؟

1.

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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 کونسلٹنگ نے میری خدمات کو حاصل کیا ہے۔ پی پی اے ایف پچھلے چند سالوں سے آپ کے 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 آی کے ساتھ رضامند ہیں؟ کیا یہ ایم آی 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**

49. What are critical enabling factors which determine that a particular individual could become member of a CO

وہ کون سے اہم نکات ہیں جن کی بنا پر کسی شخص کو COs کا رکن بنایا جا سکتا ہے؟

1.

2.

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10.

50. What is the strategy for nomination/election/selection of CO office bearers?

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

1.

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10.

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.

2.

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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.



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

What is the strategy for presiding election?

انتخابی عمل کی نگرانی کرنے کی حکمت عملی کیا ہے؟

- 1.
- 2.
- 3.
- 4.

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10.

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؟

1.

2.

3.

4.

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7.

	8.
	9.
	10.
<p>Has this strategy agreed with VO?</p> <p>کیا VO کے ساتھ اس حکمت عملی پر اتفاق کیا گیا تھا؟</p>	
	1.
	2.
	3.
	4.
	5.
	6.
	7.
	8.
	9.
	10.



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؟

1.

	2.
	3.
	4.
	5.
	6.
	7.
	8.
	9.
	10.
<p>What support you received from your VO?</p> <p>VO کی طرف سے آپ کو کیا مدد ملی ؟</p>	
	1.
	2.
	3.
	4.
	5.

6.

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10.

What are the capacity gaps?

استعداد کار میں کیا کمی ہے؟

1.

2.

3.

4.

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



<p>What are the gaps?</p>	<p>اس حکمت عملی میں کیا کمی رہ گئی ہے؟</p> <ol style="list-style-type: none"> <li>1.</li> <li>2.</li> <li>3.</li> <li>4.</li> <li>5.</li> <li>6.</li> <li>7.</li> <li>8.</li> <li>9.</li> <li>10.</li> </ol>
<p>What are the lessons learnt?</p>	<p>آپ نے اس عمل سے کیا سیکھا؟</p> <ol style="list-style-type: none"> <li>1.</li> <li>2.</li> <li>3.</li> </ol>

4.

5.

6.

7.

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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.

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	7.
	8.
	9.
	10.
<p><b>No. and type of community development initiatives in the last 3 years:</b>          گزشتہ تین سالوں میں علاقہ کی ترقی کے لئے کتنے نئے اقدامات کیے گئے؟</p> <p>COs..... VOs.....</p>	

<p><b>6.What capacity building measures were adopted to empower your COs for effective involvement in community development work?</b>          آپ کی COs کو علاقے میں ترقیاتی کام کروانے کے لیے کس قسم کی تربیت فراہم کی گئی ؟</p>	
	1.
	2.
	3.
	4.

5.

6.

7.

8.

9.

10.

Were assessments conducted post capacity building measures?

کیا ٹریننگ کے اختتام پر کوئی جائزے لیے گئے ؟

1.

2.

3.

4.

5.

6.

7.

8.

9.

10.

Were training courses repeated for better understanding?

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

1.

2.

3.

4.

5.

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7.

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10.

What role your VO played in this regard?

اس سلسلے میں آپ کے VO 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. What strategy has been designed for poverty graduation?

غربت 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.

5.

6.

7.

8.

9.

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 VO played in this regards? اس سلسلے میں آپ کے VO نے کیا کردار ادا کیا؟

1.

2.

3.

4.

5.

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	10.
What are the lessons learnt?	اس عمل سے آپ نے کیا سیکھا؟
	1.
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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؟

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What challenges are present in this respect?

اس راہ میں کیا مشکلات موجود ہیں؟

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	10.
<p>How your CO role could be further enhanced?  آپ کی محلے کی تنظیم کے کردار کو مزید کیسے بڑھایا جاسکتا ہے؟</p>	
	1.
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9. Are COs involved in

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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> <p>8.</p> <p>9.</p>



	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> <p>10.</p>
D	<p>Monitoring the project progress?</p> <p>ترقیاتی منصوبوں کی نگرانی؟</p>

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

		7.
		8.
		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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<p>What role did your VO played in this development?</p> <p>اس پورے طریقے کار کو بہتر بنانے کے لئے VO نے کیا کردار ادا کیا؟</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>What are the lessons learnt?</p>	<p>آپ نے اس عمل سے کیا سیکھا؟</p>

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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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- 2.
- 3.
- 4.
- 5.



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	10.
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?

تنظیمیں 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؟
	1.
	2.
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	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.
	2.
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	9.
	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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- 2.
- 3.
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کیا حکمت عملی سے مطلوبہ نتائج حاصل ہو رہے ہیں؟ | Is strategy producing desired results?

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What are the lessons learnt?

اس عمل سے آپ نے کیا سیکھا؟

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	10.

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؟

	1.
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	3.
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	10.
Is strategy producing desired results? کیا حکمت عملی سے مطلوبہ نتائج حاصل ہو رہے ہیں؟	
	1.
	2.
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	10.

What are the lessons learnt?

اس عمل سے آپ نے کیا سیکھا؟

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## 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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- 7.
- 8.
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- 10.

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؟

- 1.
- 2.
- 3.
- 4.
- 5.



	<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؟

	1.
	2.
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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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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?

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؟

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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؟

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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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10.

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؟

1.

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3.

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- 5.
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- 7.
- 8.
- 9.
- 10.

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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- 2.
- 3.
- 4.

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10.

What role your VO/LSO is playing to encourage for regular saving practice?

CO کے اراکین مابانہ بنیاد پرتسلسل کے ساتھ بچت کی حوصلہ افزائی کے لیے  
VO/LSO کیا کردار ادا کر رہی ہیں؟

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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.

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	3.
	4.
	5.
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	8.
	9.
	10.
Where do you keep your savings?	آپ لوگ اپنی بچت کہاں رکھتے ہیں؟
	1.
	2.
	3.
	4.
	5.
	6.

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10.

Do you disburse your saving to the needy members?

کیا آپ اپنی بچت ضرورت مند اراکین کو دیتے ہیں؟

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10.	
Do you charge interest fee/service charges on the loan amount?	
قرض دینے کی صورت میں کیا آپ سود لیتے ہیں؟	
1.	
2.	
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10.	
How many members have availed loan from saved amount?	
اب تک کتنے اراکین بچت کی رقم سے مستفید ہو چکے ہیں؟	
1.	



- 2.
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- 6.
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- 9.
- 10.

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؟۔

- 1.
- 2.
- 3.
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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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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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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 دران کا غریب اور سماجی طور پر پڑ 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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10.

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

غریب اور سماجی طور پر پڑ 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. Is there any formal and information mechanism for linking LSO with the new local government system village/neighbourhood councils?

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؟

1.

2.

3.

4.

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	7.
	8.
	9.
	10.
Is there any meaningful outcome of this linkage?	کیا اس رابطے کا کوئی مفید نتیجہ نکلا؟
	1.
	2.
	3.
	4.
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	7.
	8.
	9.
	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؟

1.

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10.

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؟

1.

2.

- 3.
- 4.
- 5.
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- 7.
- 8.
- 9.
- 10.

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؟

- 1.
- 2.
- 3.
- 4.
- 5.

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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.
	2.
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	10.

How this strategy was implemented?	اس حکمت عملی پر کس طرح عمل کیا گیا؟
	1.
	2.
	3.
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	6.
	7.
	8.
	9.
	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.
- 4.
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- 6.
- 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؟

- 1.
- 2.
- 3.
- 4.
- 5.

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

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؟

1.

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- 4.
- 5.
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- 7.
- 8.
- 9.
- 10.

What the lessons learnt are?

اس عمل سے آپ نے کیا سیکھا ؟

- 1.
- 2.
- 3.
- 4.
- 5.
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- 7.
- 8.

	9.
	10.

27. Based on the outcome of the key economics sector and sub-sectors analysis:	
معیشت کے کلیدی اور ذیلی شعبوں کے تجزیہ کے نتائج کے مطابق:	
	1.
	2.
	3.
	4.
	5.
	6.
	7.
	8.
	9.
	10.
- What type of training programme was designed?	

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

1.

2.

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- What type of assets was distributed?

کس قسم کے اثاثوں کی تقسیم کی گئی؟

1.

2.

3.

4.

	5.
	6.
	7.
	8.
	9.
	10.
- What other measures were taken?	اس کے علاوہ اور کیا دیگر اقدامات اٹھائے گئے؟
	1.
	2.
	3.
	4.
	5.
	6.
	7.
	8.
	9.

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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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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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.

2.

3.

4.



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10.

What is the current situation?

موجودہ صورتحال کیا ہے؟

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

### Section G: Livelihood Trainings:

29. List the type of training provided that include assets management and vocational trainings in
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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؟

1.

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

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	10.

<p>30. What is the overall impact and outcomes of the trainings in relation to the increase in livelihoods and income of the target households?</p> <p>منتخب گھرانوں کی مالی حالت اور آمدنی میں اضافہ کے سلسلے میں ٹریننگ کے مجموعی اثرات اور نتائج کیا ہیں؟</p>	
	1.
	2.
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	10.

What is the impact and outcome of these training on the overall local economy and local existing livelihood sector?

مجموعی طور پر مقامی معیشت اور مقامی موجودہ ذریعہ معاش کے شعبہ میں ان ٹریننگز کا اثر اور نتیجہ کیا ہے؟

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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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10.

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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10.

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>	
	1.
	2.
	3.
	4.
	5.
	6.
	7.
	8.
	9.
	10.

#### 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

1.

2.

3.

4.

5.

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10.

معاشی اثرات

.1

2.

3.

4.

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10.

Is there any study to verify your result?

کیا آپ کے پاس اس نتیجہ کی تصدیق کے لیے کوئی ثبوت ہے؟

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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 مقابلہ زیادہ فائدہ مند ثابت ہوئے ، منافع کے لحاظ سے، بنیادی اثاثہ کی بڑھوتی کے لحاظ سے اور گھریلو اقتصادی بہتری کے لحاظ سے۔

1.

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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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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.

مستفیدہوں 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۔

1.

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10.

What are the lessons learnt?

اس عمل سے آپ نے کیا سیکھا؟

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- 5.
- 6.
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- 8.
- 9.
- 10.

35. What is the PPAF strategy about collective asset management?

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

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.

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10.

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؟

1.

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What are the lessons learnt?

اس عمل سے آپ نے کیا سیکھا؟

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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 گروپوں کی شمولیت کے لئے کیا حکمت عملی تیار کی گئی ہے؟

1.

2.

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10.

How far this strategy working successfully?

یہ حکمت عملی کس حد تک کامیابی سے کام کر رہی ہے؟

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

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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What is the strategy for record keeping?

ریکارڈ رکھنے کے لئے کیا حکمت عملی ہے؟

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10.

What is the strategy for distribution of profits?

منافع کی تقسیم کی کیا حکمت عملی ہے؟

1.

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3.

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

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 انکے 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 (1<sup>st</sup> 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?
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) VOs 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?

## KII tools for CRPs

KII with

Community Resource Person (CRP)

Date:

CO name:

UC name:

Tehsil name:

District name:

Name

Age

Gender, 1= Male, 2= Female

Education,

Type of CRP (Trained in)

Length of service as CRP (in years)

Primary Livelihood Source of CRP

Average monthly income as CRP

*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:* 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

1. Major livelihood activities in the UC \_\_\_\_\_
2. What are the functions of CRP?
3. What type of training was provided to you?
4. Whether this training was sufficient for you to run the work efficiently?
5. If not sufficient then what are your suggestions for its improvement?
6. Why were you selected to be trained as CRP?
7. Are you also providing training to CI members?
8. Are you using same material for training or you prepared your own material?
9. Do you have any linkages with market?
10. Did you participate in any exposure visit to know more about functions of CRP?
11. If yes, what were the key learnings?
12. Do you keep records of CRP activities?
13. Who and how your remuneration was decided for various activities?
14. Do all members agreed on it and paying accordingly?
15. Is someone responsible for supervision of CRP activities? If yes then who?
16. How CRP has helped in enhancing income level of CO members? What possible changes you think is required in selection, functions and performance of CRP making CRP more effective?

## FGDs tools for CIGs

### FGD for Common Interest Group (CIG)

Date:

Sr. No	Name	Age	Designation 1= President 2= Manager 3= Member	Gender 1= Male 2= Female	Education	Period of membership with CIG (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/(Specify.....)
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)

1. Major livelihood activities in the UC \_\_\_\_\_
2. Name or title of CIG \_\_\_\_\_
3. Date of CIG formation \_\_\_\_\_
4. Why CIG was formed or Reasons for CIG formation?
5. Number of CIG members—Male \_\_\_\_\_ Female \_\_\_\_\_
6. Activity on which CIG has been formed?
7. Before formation of CIG were your members familiar with "what is CIG"?
8. How CIG was formed?
9. What type of problems were faced by CIG members before formation of CIG?
  - a. \_\_\_\_\_
  - b. \_\_\_\_\_
  - c. \_\_\_\_\_
10. Do you feel that training is important for CIG members? Yes No
11. Did you receive any training around CIG management? Yes, No
12. If yes, what types of training was provided to CIG members? (Management, marketing)
13. Did you participate in any exposure visit around CIG initiatives? Yes, No
14. If yes, what were the key learnings?
15. Do you keep records of CIG activities?

16. How profit was shared among all CIG members? (Equally or on the basis of quantity of commodity)
17. Do non CIG members also get any benefit from CIG?
18. Is someone responsible for supervision of CIG activities? If yes then who?
19. What typically is usefulness of CIG?
- Response may include any one or two items from the below.
- Bothering and time savings of each household from retail marketing of produce in the village (means bulk selling of outputs and purchasing of inputs).
  - Improve collective bargaining power
  - It would help, aware the community the needs of the market for further opportunities of business in the city.
  - the extra income from sale of produce be utilized on better of household.
  - Beneficiaries would take all possible steps to improve production and/or services.
20. How CIG has helped in enhancing income level?
21. What possible changes you think is required in making CIG more effective?

## 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

TableIII: 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 Negehban 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

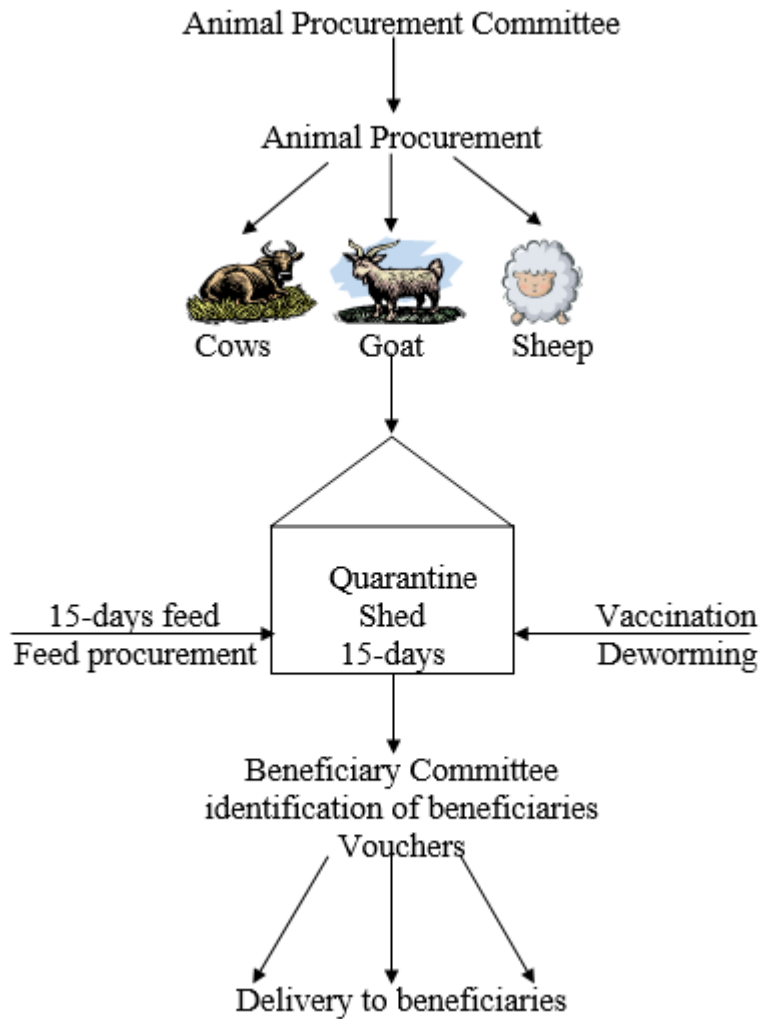
Tehsil	LSO	VOs	Selected COs	
			CO 1	CO 2
Chitral	AVDP	WO/Broon Bala WO/Batric VO Broon Thar VO Gambak Payeen	Two tiered system. COs do not exist	

		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 Aba 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 Tata 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 Socie (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 Itheha (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 Maagrihi (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)

## G: List of Training

S. No.	Selected List of Training Identified during Field Mission
1	Food and processing
2	EDT
3	Agriculture
4	Livestock
5	Handicraft
6	Embroidery
7	Mobile repairing
8	Driving
9	Basic computer
10	Welding
11	Wood carving
12	Fruit and processing
13	Cooking
14	Polio
15	Dried Fish
16	Tailoring
17	Business management
18	business training
19	Photocopying
20	Auto spare parts training

## H: Suggested Procedure for Quarantine



## I: List of Assets

Type of Assets Identified during Field

S. No.	Types of asset transferred
1	General store supplies
2	Workshop supplies
3	Mobile repairing kit
4	Agriculture supplies
5	Threads, clothes, iron and sewing machines
6	Poultry
7	Goats
8	Cows
9	Barber kit
10	Plumbing supplies
11	Boring machine
12	Carpenter supplies
13	Coffee shop supplies
14	Refreshment shop supplies
15	Cosmetics shop supplies
16	Crockery
17	Electrician supplies
18	Fishing supplies
19	Deep freezer and ice box
20	Gas shop
21	Laboratory items
22	Medical store supplies
23	Shoe shop supplies
24	Stationary shop supplies
25	Solar system
26	Computer system
27	Music kit