

**Activist leading the way to change**

**Annual Review**  
*1998-99*

# **SRSC**

**Sarhad Rural Support Corporation**



**Harnessing people's potential**



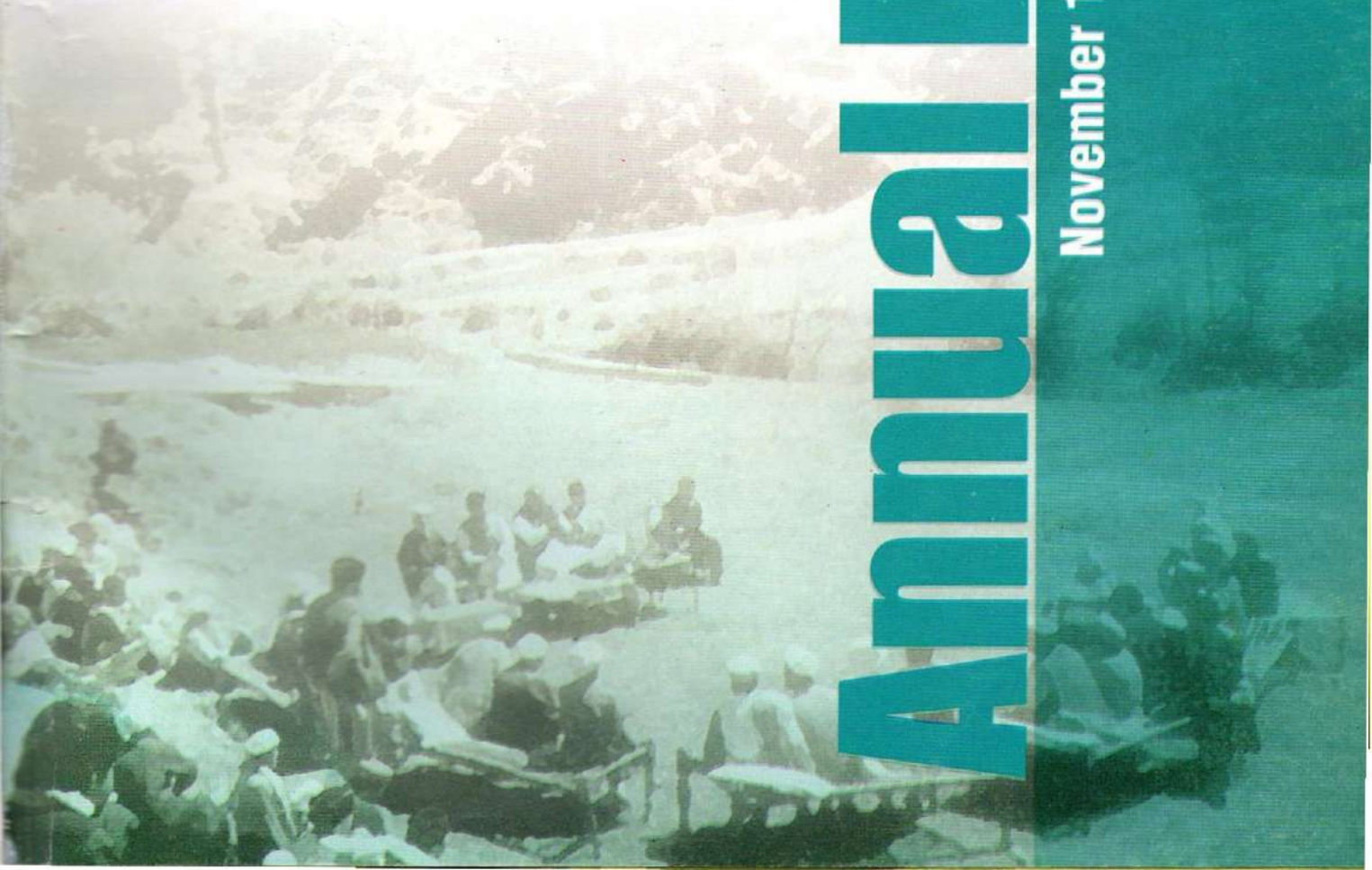
# 1998-99

Dairy No \_\_\_\_\_  
Dated  
MER AR/49/20-98



# Annual Review

November 1999



# Board of Directors

Mr. Shoaib Sultan Khan	Chairman
Mrs Munawar Humayun Khan	Vice-Chairperson
Mr Muhammad Azam Khan	Director
Late.Dr. Akhtar Hameed Khan	Director
Dr. G.M. Khattak	Director
Begum Zari Sarfaraz	Director
Mr. Ehansanullah Khan	Director
Mr. G.M. Khan Yousafzai	Director
Maj. Gen. (Retd) Muhammad Mumtaz Khan	Director
Mr. Yar Muhammad Khan	Director
Maj.(Rtd) Ayub Khan Director, Pakistan Academy For Rural Development	Director
Mian Mohammad Javed	Director
Mr. Ejaz Ahmed Qureshi, Additional Chief Secretary, Govt of NWFP, PE&DD	Director
Mr.Khizar Hayat Khan, Director General, Special Development Unit, PE&D Department	Director
Bashir Ahmad Khan	Director
Mr. Umar Khan Afridi	Director
Mrs.Parveen Azam Khan	Director

# Management

<i>Feroz Shah</i>	<i>Chief Executive Officer</i>
<i>Zulfiqar Ahmad</i>	<i>Chief Finance &amp; Credit</i>
<i>Aliya Sethi</i>	<i>Chief Social Sector &amp; Gender Issues</i>
<i>Ikramullah Jan</i>	<i>Chief Social Organiser</i>
<i>Sarmad Khan</i>	<i>Chief Planning, Monitoring, Evaluation &amp; Research</i>
<i>Umar Muhammad</i>	<i>Regional Programme Officer, Kohat</i>
<i>Sahibzada Muhammad Shoaib</i>	<i>Regional Programme Officer, Mansehra</i>
<i>Jaffer Shah</i>	<i>Regional Programme Officer, Abbottabad</i>
<i>Sajjad Bahadur</i>	<i>(Acting) Regional Programme Officer, Charsadda</i>

## Regional Programme Office, Charsadda

*Rajar By Pass Road, Ghari Hameed Gul,  
Hidayat Shah Badshah, Tehsil and  
District Charsadda  
Phone # (92) 0921-510745  
Fax # (92) 0921-511758  
E-mail: srschd@brain.net.pk*

## Regional Programme Office, Kohat

*House No.4, Sector LX, Paracha Street,  
Kohat Development Authority, Kohat.  
Phone # (92) 0922-513398  
Fax # (92) 0922-513340  
E-mail: srsckt@pes.comsats.net.pk*

## Regional Programme Office, Mansehra

*Opposite Old Circuit House,  
Moulana Ghulam Ghous Hazarvi Road,  
Mansehra.  
Phone # (92) 0987-301274  
Fax # (92) 0987-301530  
E-mail: rpo@atd.hazara.net.pk*

## Regional Programme Office, Abbottabad

*Opposite Old Circuit House,  
Moulana Ghulam Ghous Hazarvi Road,  
Mansehra.  
Phone # (92) 0992-380852  
Fax # (92) 0987-380046  
E-mail: atdsrsc@atd.hazara.net.pk*

*Dedicated to  
the loving memory of the  
intellectual, sufi and practitioner  
of participatory rural development  
Dr. Akhtar Hameed Khan*



# Dedication

*When ever you find a good activist, progressive farmer, embankment builder etc. do a case study, write it up, acknowledge him and publicise it so that people's thinking starts to change.*

*I merely observed a lot of things then founded supporting institutions. But the people did the work themselves. Latent tendencies exist, so when a teacher finds a capable student, he must focus on how he can develop her/ his capabilities.*

*We have to renew our spiritual tradition of what was called in our times "the missionary spirit" of serving the people. As soon as you inculcate this missionary spirit within you, there shall be no greed.*

*If money is not returned it is like building a wall in sand. If loan is not returned it is like an illusion. This applies directly to foreign aid and donations. Development can not take place on the basis of subsidies, donations, foreign aid and default loan money. Development can only be achieved through competence, honesty and hardwork.*

*Competent and honest- they took the loan and repaid it, they did the work and increased their income- this is what we can call a true Muslim or a real Pakistani.*

**Acknowledgement:**

SRSC is grateful to NRSP for recording the valuable advices and sayings of Dr (late) Akhtar Hameed Khan in 'Looking for the Man', series - I and 'Development Lessons Learnt by Experience', series - II. The above picture and captions are taken from these two documents.

# SRSC Programme Regions



129, St 8, Defence Officers' Colony, Khyber Road, Peshawar, NWFP, Pakistan  
Tele: 92-91- 273731, 285389, 274540, 278373; Fax 92-91-276734; e-mail [srsc@brain.net.pk](mailto:srsc@brain.net.pk)

Preface **i**

Activists leading the way to change **1**

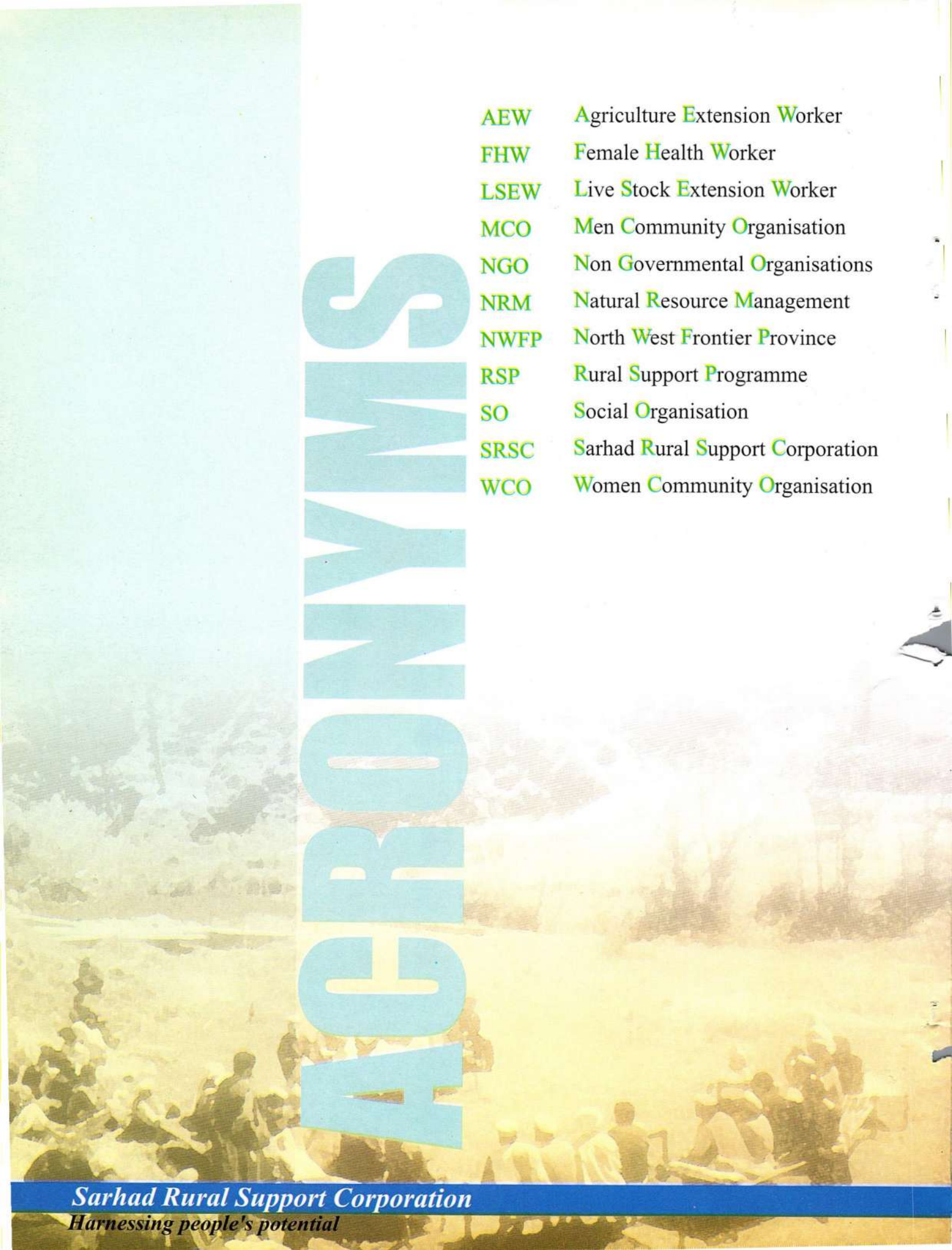
Capacity building **13**

Productivity **23**

The change **37**

Resources that mobilise change **45**

# Contents



# ACRONYMS

- AEW Agriculture Extension Worker
- FHW Female Health Worker
- LSEW Live Stock Extension Worker
- MCO Men Community Organisation
- NGO Non Governmental Organisations
- NRM Natural Resource Management
- NWFP North West Frontier Province
- RSP Rural Support Programme
- SO Social Organisation
- SRSC Sarhad Rural Support Corporation
- WCO Women Community Organisation

STATISTICAL SUMMARY	Charsadda Region Started in 1991		Kohat Region Started in 1991		Mansehra Region Started in 1993		Abbottabad Region Started in 1997		Total	
	1998-99	Total	1998-99	Total	1998-99	Total	1998-99	Total	1998-99	Total
	<b>Building of Social Capital</b>									
Women Community Organisations	21	175	114	361	35	276	51	117	221	929
Men Community Organisations	41	363	131	576	98	557	125	264	395	1,760
Total Organisation	62	538	245	937	133	833	176	381	616	2,689
Clusters	-	10	-	6	14	48	3	3	17	67
Associations	2	6	7	9	1	2	1	1	11	18
<b>Household's Coverage</b>										
Households organised into WCOs	909	3,838	3,552	11,171	1,617	9,620	2,192	4,353	8,270	28,982
Households organised into MCOs	1,638	9,508	2,728	19,337	3,097	19,706	6,178	10,321	13,641	58,872
Total Households organised	2,547	13,346	6,280	30,508	4,714	29,326	8,370	14,674	21,911	87,854
% Coverage of the target households	5	24	9	45	3.5	22	5	9	5	21
<b>Poverty Targeting</b>										
Percentage of Poorest of the Poor in WCOs	77	-	32	-	32	-	17	-	40	-
Percentage of Poorest of the Poor in MCOs	47	-	32	-	45	-	25	-	37	-
Percentage of Poorest of the Poor in Total	52	-	32	-	40	-	23	-	37	-
Poorest Identified in WCOs	700	2,955	1,137	3,575	517	3,078	373	740	3,308	11,592
Poorest Identified in MCOs	770	4,469	233	6,188	1,394	8,868	1,544	2,580	4,307	21,783
Total Poorest of the Poor Identified	1,324	6,940	1,370	9,762	1,886	11,730	1,925	3,375	7,367	32,506
<b>Local Capital Generation (Rs Million)</b>										
Savings of WCOs	0.02	0.5	1.78	3.46	1.68	4.88	0.62	0.95	4.10	9.80
Savings of MCOs	0.108	1.47	1.48	9.94	3.17	10.38	1.61	2.72	6.37	24.51
Total Savings	0.128	1.98	3.26	13.40	4.84	15.26	2.24	3.68	10.47	34.3

PARAMETER	Charsadda Region		Kohat Region		Mansehra Region		Abbottabad Region		Total	
<b>Human Resource Development</b>										
Members trained as social activists (basic)	445	777	548	1,250	269	754	214	323	1,476	3,104
Members trained as social activists (LMST)	69	153	181	331	40	119	62	107	352	710
Members trained as Technical activists	21	483	72	1,051	492	1,504	499	593	1,084	3,631
Members given skill enhancement training (Enterprise)	289	793	-	528	1,456	1,887	216	248	1,961	3,456
<b>Productive Investment</b>										
PI's Initiated	27	160	68	446	154	465	29	123	278	1,194
Benefitting households	1,107	4,000	1,156	14,718	5,390	15,960	1,392	4,797	8,896	39,402
<b>Banking with the Rural Poor (Rs Million)</b>										
Amount disbursed in WCOs	-	6.52	5.96	10.01	2.86	6.91	6.32	6.99	15.14	30.43
Amount disbursed in MCOs	1.34	14.07	14.26	28.57	7.85	20.64	14.25	19.19	37.69	82.47
Total Amount disbursed	1.34	20.59	20.22	38.58	10.71	27.55	20.57	26.18	52.83	112.9
Beneficiary WCO Members	-	627	518	1,171	139	394	273	300	930	2,492
Beneficiary MCO Members	148	3,909	1,265	4,601	371	1,407	679	892	2,463	10,809
Credit recovery rate in WCOs	65	56	99	99	100	97	96	98	100	98
Credit recovery rate in MCOs	97	53	96	97	96	92	92	92	98	94
Total Credit Recovery rate	84	54	100	97	98	93	93	93	99	95
<b>Demonstration and Adoption</b>										
Demonstrations	307	2,124	714	4,709	217	2,065	174	360	1,412	9,258
Seed multiplication plots	-	81	33	189	30	180	-	1	63	451
<b>Social Sector Program</b>										
Community - Based School Established	-	-	-	17	-	13	-	-	-	30
Teachers Trained	-	-	-	17	-	13	-	-	-	30
Functional School	-	-	-	15	-	12	-	-	-	27
Female Health Workers Trained	26	115	108	243	56	268	25	37	215	663
Male Health Motivators	47	55	39	50	-	-	12	12	98	117
Gender Workshop and Training	1	3	3	7	-	2	-	1	4	13

**People's achievements\* in 24 Union Councils\*\*  
in SRSC Programme Regions ...**

*Million Pak Rs*

	<i>Investment</i>	<i>Partners (Nos)</i>	<i>Monetary Gains</i>
<i>Credit</i>	39.962	2,485	84.250
<i>Human Resource Development</i>	2.692	1,063	6.253
<i>Natural Resource Management</i>	3.616	19,126	67.964
<i>Productive Investment</i>	100.525	30,626*	98.812
<b>Total</b>	<b>146.794</b>	<b>53,300</b>	<b>257.279</b>

<i>Total Households in 24 UCs</i>	38,956
<i>Total households organised</i>	23,923
<i>Percentage coverage of households</i>	61
<i>Total poorest households organised</i>	8,852
<i>Percentage of poorest household organised</i>	37
<i>Average investment made per household</i>	Rs. 6,136
<i>Average income earned per household</i>	
<i>37 percent poorest</i>	Rs. 10,754

\* - These include both direct and indirect beneficiaries from different schemes.

\*\* - SRSC is present in 186 Union Councils out of a total of 241 across seven districts and four programme regions. Currently concentration of programme implementation is in 38 Union Councils out of which the analysis of investment and monetary gains is presented for 24 Union Councils.

The Eighth Annual Review is dedicated to the loving memory of Dr. (late) Akhtar Hameed Khan, a name synonymous with participatory development. The concept of genuine activist leading the process of social mobilisation has always been the closest to his heart. A modest attempt has been made to present progress on this thematic issue in the Annual Review 1998-99 marking a tribute to a great intellectual and practitioner. Thematic presentation in this annual review is in line with the previous year's tradition, where the theme was 'Gender and Participation'.

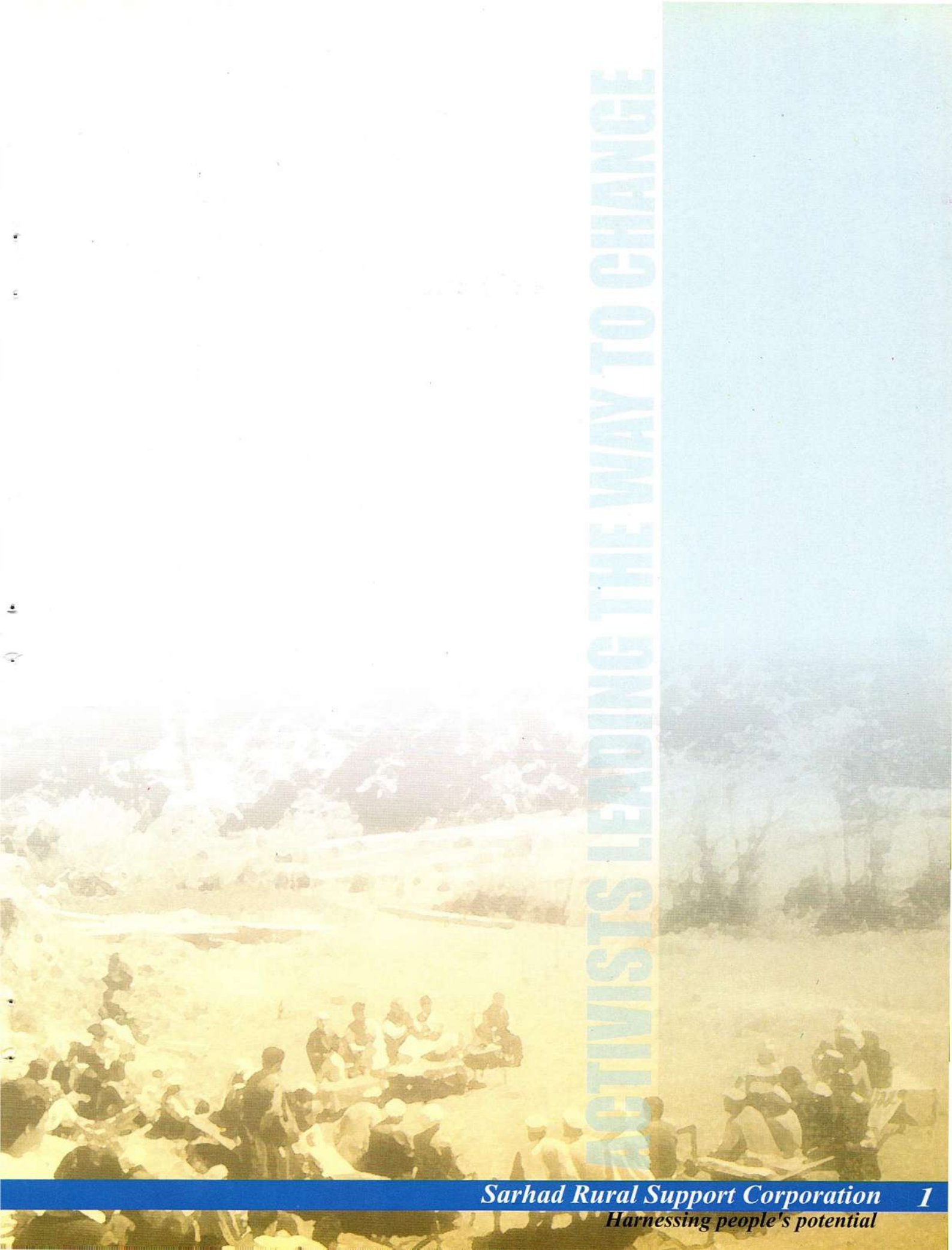
During 1998-99, emphasis in all programme regions has been on activist building and as a result the business of social mobilisation took great strides forward. The following pages have manifestations of the achievements of the many dedicated men and women activists and their efforts to induce visible change within the rural landscape. Keeping in step with the participatory spirit, learning in regions has been reinforcing for each other. The working of activists and their consequent long term bearing on the programme has emerged more profoundly in Abbottabad. The combined experiences of other regions have immensely contributed towards this effective implementation. The lessons in Abbottabad are feeding back into the process of activist building in other regions and positive results are already surfacing in Dallan Union Council in Kohat and Kaghan Union Council in Mansehra.

One of the most important feature in the process has been the positive partnership with the government line agencies. SRSC is fortunate among the network of RSPs that linkages with government line agencies are mandatory. This institutional arrangement is mandatory in three out of the four regions. Even in the exceptional case of Charsadda, both SRSC staff and the communities are making an endeavour towards involving the line agencies. In the areas of mandatory linkages, district co-ordination committees are jointly planning with SRSC and the communities. During 1998-99, attempts were made to further take this planning process of the line agencies to each village level.

The other important factor behind the success of activist-lead social mobilisation process is the union council approach to programme implementation. Abbottabad is yet again fortunate that the approach was introduced at the outset of its birth as a region in 1997. As a direct consequence, the activists have taken the programme to scale themselves and the SOs are already taking a back seat by providing occasional guidance only.

The previous seven annual reviews presented physical and financial progress on a calendar basis. The present and all the subsequent progress in annual reviews would be based on financial year reporting. This adjustment was warranted to keep in line with the government system and reduce duplication of efforts within SRSC. We have attempted to reduce the volume of the annual review by concentrating to present the progress based on the theoretical framework of the programme rather than the theory itself. Readers interested in programme theory are requested to consult the Annual Review 1997, where it has been discussed extensively. By keeping it brief we realise that certain details have to be excluded and therefore, the interested readers are requested to see Regional Annual Reviews, available with us. For the subsequent years all the regions would be preparing their own annual reviews which would be published as well. This we believe is a major step forward towards decentralisation in the true spirit of participatory planning, monitoring, evaluation and research. We are extremely grateful to all our donors, US-AID, GoNWFP (IFAD & ADB), Novib, TVO, and WFP etc who have supported the rural people in seven districts, especially the poorest and women. It is because of their financial support that people centred development for poverty reduction through SRSC, is imbedding firm roots in the province.

Feroz Shah  
Chief Executive Officer



**ACTIVISTS LEADING THE WAY TO CHANGE**



*Activist-led social mobilisation is a people centred process. The original dialogue situation with a community above, and the enriched skills of activists demonstrated below presents a clear reflection of transformation.*



Shah Nawaz<sup>1</sup>, an activist, has employed an effective analogy to describe his role in the process of social mobilisation. He visualises it as a train which has a definite direction to follow with an engine to lead and carrying with it the three levels of first, second and third class carriages. The three carriages are the various categories of people residing in the village such as the well off (first), poor (second) and the poorest (third). The activist who is like an engine guides them towards a common direction. The direction of this community train is towards improving the living conditions of the people, especially the poorest-the strength of the team lies in improving the weakest link.

The role of genuine men and women activists is at the very heart of the success of local level social and economic development. However, this whole scenario of development is interconnected in a very complex and intricate process. It requires time, collective effort and commitment by the people, and by the organisation that helps them, to reach that level.

On the national level, social exclusion is more visible in the rural areas where opportunities and access to resources further restricts people's participation effectively. This social exclusion and lack of opportunities to change are also visibly seen in the case of the people of NWFP. There is a dearth of permanent institutions in the province that would systematically provide opportunities to people for collective decision making and to build their capacity for implementing their own development agenda. The local councils, which should ideally perform this function, have not effectively played this role, leaving a large institutional vacuum. SRSC, as part of the rural support programmes in Pakistan, is geared to fill this institutional vacuum for guiding the people of NWFP towards the spirit of self-help.

According to the Social Guidance Approach followed by SRSC, activist development is paramount to the success of the programme. The RSP is not an entity envisaging to stay on a permanent basis but moves to new areas after viable institutions of people have been put in place. It leaves behind a cadre of men and women leaders at the local level that carry forward their agenda of organisations themselves. This cadre of leaders is more formally called the activists. These are social activist who manage the community and technical activist who provide advice on innovative technologies and support the community members in improving their standard of living by reducing poverty.

### ***Khatima Bibi: A Laureate of Women's World Summit Foundation***

The International Jury of the Women's World Summit Foundation (WWSF) of Geneva, Switzerland selected Khatima Bibi as a Laureate for the 1999 'Prize for Women's Creativity in Rural Life' with an award of US dollars 500 and a golden badge. WWSF is a non-profit, non-government organisation, committed to a new development paradigm for women and children. The award was handed over to Khatima Bibi in a special function organised by the women activists of Kohat in collaboration with SRSC.

She was selected for the award on the basis of her active performance for the uplift of rural women. She is a widow with one daughter and hails from village Usterzai, Hangu Area. After being abandoned by her second husband who was a drug addict, she found solace in women's activities a spirit that later emerged as a women's community organisation in her village. She received training in health care, family planning, micro enterprises and mushroom cultivation. She trained other women in these fields and took the programme to scale by helping to form another women community organisation in her own village and in five other adjacent villages. Although illiterate, she keeps the records of the organisation by dictating to a literate man of the village. She became the first woman in Kohat Region to look after financial matters of the organisation. She is attending conferences and meetings of other organisations with equal zeal and fervor.

<sup>1</sup> Shah Nawaz is an activist of MCO, Mohallah Union Council, Haripur, Abbottabad Region. This is from his presentation to the Chairman, BoD, SRSC, Secretary, Finance Department and Chief Economist, Go NWFP, when they were visiting the area.

## Activists as agents of change

Institutional vacuum in rural landscape is a phenomenon increasingly associated with developing countries like Pakistan. The absence of organised platforms of people results in succumbing to individual thinking, inefficient use of local resources and lack of planning & decision making. All the seemingly irrelevant opportunities around them can be transformed into productive use, when people join hands and work together. The spirit of harmony in communities lifts the haze of uncertainty and false sense of depravity, arising out of years of neglect. Behind the multitude of people in any village there are faces that, despite all economic deprivation, genuinely reflect sharpness of their mind. The organised men and women communities must have a leader, bearing qualities of democracy, honesty and dedication to serve the members. When gathered at a forum by the SO for socially organising them, they in particular stand out amongst the rest. This individuality is the spark of leadership.

Every community would find these men and women that can utilise the skills developed in them by SRSC to manage the social and economic opportunities. The accompanying monograms (page 9 & 10) explains organisational management in the pre and post social mobilisation process.



*Mr. Shoaib Sultan Khan,  
Chairman, BoD, SRSC  
is talking to activists  
belonging to union councils  
of Haripur District.*

The 'well-off' and 'better-off' categories of people can reach the government line agencies or other agencies in the private sector. However, the poor, poorest and the destitute are always in dire straits for realising their opportunities. To ensure expression of their views and access to resources for improving their living conditions, the presence of local institutions is the dire need.

In order to further ensure that these issues are addressed by the organisation in a candid manner, development of an activist is a must. The presence of a genuine activist would ensure that the resources that are flowing to the community trickle down on a sustainable basis and in an equitable manner. While resources are being secured or utilised, the activist ensures equitable distribution. Harmony in organisations is maintained by a candid leadership, which in turn ensures a concerted effort, by the entire community for poverty reduction.

*Technical activists are AEWs, LEWs, PEWs Health Motivators etc*



The RSPs have to take the programme to scale to have greater impact and these activists assume responsibilities that allow SOs to concentrate on new areas. The resources required to maintain interaction are also limited, especially in the case of SRSC. Therefore, continuity of interaction at the same pace and frequency with older organisations is resource draining. In order to supplement the efforts of the activists, however, the RSPs are introducing the concept of animators. Animators are persons belonging to the area and forming the necessary bridge between the SO and the activist. The people who belong to the area understand the wisdom to handle the communities in a more meaningful manner than an outsider like the SO. But this model is yet to be applied in SRSC, while it is demonstrating positive results in South Asian Poverty Alleviation Programme.

The SOs work becomes complex and difficult under conditions of scaling-up and are unable to maintain frequency of community contacts necessary for the growing health of an organisation as a mature entity. Activists provide an essential link that maintains cost-effectiveness in RSPs and the intensity of interaction to be maintained on the same level. The activists being pivotal to a successful implementation of the programme fulfil a number of key functions that contribute towards the sustainability of the organisations.

### ***Establishing independent linkages***

Activists initiate and lead the process of social and economic change in their communities. What has been the single most important factor contributing towards bringing this change has been linkage with the government line departments. SRSC, in the RSP network, presents the unique experience of mandatory linkages between organisations and the government line agencies. The social and technical activists become permanent conduits to government resources for the benefit of the communities. The Data Cluster in Kohat



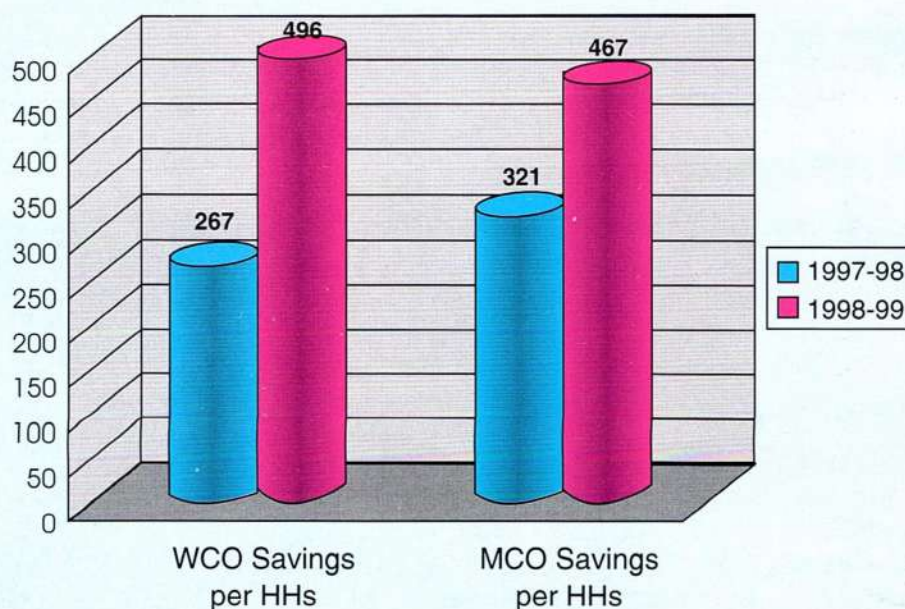
Region, from 5 MCOs and 4 WCOs, has been able to access US\$ 0.17 million World Bank funds through the GoNWFP Community Infrastructure Project (CIP). With the community's own contribution of 20 percent, their needs will be addressed through securing a drainage facility, paved streets, provision of safe drinking water and solid waste disposal.

In order to reduce recurrent expenditures, the NWFP Agriculture Department withdrew the agriculture officer who was providing valuable advice and inputs to people of Bajeeda Union Council. The activists with the support of their organisations offered free accommodation to the government and it agreed to reopen the office. Now they provide information on technological innovations to the people of the area and in turn they are reaping tangible benefits by enhancing their income from increased productivity.

In Charsadda, where linkages are non-mandatory, SRSC staff has facilitated the organisations to reach the government line agencies. As a consequence, the NWFP Social Welfare Department (SWD) has provided a two-room building including appropriate furniture/ fixtures for a vocational training centre at Satiabad-II. A total of 22 women, including non-members and 20 belonging to the poorest families, are undergoing vocational training. The non-members have now assumed formal membership of the organisation. The community is managing the centre by generating resources by charging fees. A similar endeavour by the Social Welfare Department has been made in village Muhammad Shah Koroona. There are other linkages being established with the Agriculture, Livestock, and Health Departments for conducting various need based training.

*Saving has increased in regions more due to emphasis on activist building. The average saving per member has doubled in the case of men between 1997-98 and 1998-99.*

**A positive Trend in Savings per households**



## **Local initiatives**

Local initiatives have to be taken by the activist and these determine the pulse for judging the maturity of an organised community. One such community is Khanabad, Abbottabad Region, where through local resources of Rs 8,000, a 5-year-old neglected pond used for water for livestock was successfully excavated and is now better maintained. MCO Mohallah Union Council, Haripur District, has established a community school on self-help basis and is sustaining it through its own resources and by providing employment to 7 persons. This reduces travelling costs and provides education for the hitherto neglected 20 girls of the village. Keeping in view the aspect of poverty targeting, the community school management committee has extended free admission to 16 students from the poorest households.

## **Financial Capital**

The activist mobilises resources from within the organised community. Activists like Abdullah Jan of MCO Gurguri, Kohat Region, motivated the members to generate Rs 42,800 to repair a bridge.

## **Carrying a programme approach**

The activists are also carrying further the coverage of the programme on their own by extending messages of self-help to new villages. Khudil Khan of MCO Pershai-I, Kohat Region, supplementing the efforts of the SOs helped in organising 20 villages. This allowed more time and effort to the SOs to contact new villages.

## **Sustainability Issue**

Another essential element attached to the concept of programme approach is the continuity of the programme. Activists add a vital dimension to the overall sustainability of the programme. SRSC may be implementing a project but the organised people are following a programme approach in line with the long term vision of the organisation. To ensure continuity and retaining the continued pace of change, organised people are forming networks and clusters. The organised people of Abbottabad Region, are moving towards a network at the union council and district levels. The people of Beer, Sadabahar and Birmigali Union Council level networks and District Haripur level networks plan to follow a collective agenda by addressing their needs through their own pooled resources and collective decision making. In Kohat Region, there are the AEW, LEW, NRM and poultry network associations that have emerged. A set of defined objectives governs the respective working of these associations. The AEW, LEW and PEW have 13, 12 and 12 members each that provide advice and facilitate members create greater income earning opportunities. There are only six percent farmers who have access to improved seed in NWFP and only two percent in Kohat. The NRM association was established in June 1999 with the objective of commercialising activities of progressive farmers.

SRSC is participating with them to ensure that equitable benefits reach the MCOs/ WCOs by formalising a constitution. The networks through a constitution would ensure that the interests of the founding MCO/ WCO are not compromised.

The organised people of Mansehra Region who were once subjected to the government sponsored project approach are reversing trends towards a programme approach. WCO Chorkandi was a dormant organisation in Charsadda for a considerable length of time. A woman activist was trained in LMST, who re-activated the organisation within a period of three months. A saving of Rs 6,000 was generated and membership increased from 30 to 55. Linkages with Pak-CDP were established through her efforts and 30 flush latrines were provided to the village improving considerably the sanitation condition of the people. Similarly, villages like Gorazai would also benefit from CIP with an estimated Rs 8.7 million project extending the same type interventions. This would also include twenty-percent contribution from the community. Similarly, Esak Kumari in Banda Daud Shah and Ghundi Mir Khan Khel in Karak would also benefit with estimated Rs 9 and 8.5 million projects, respectively.

### **Self-accountability**

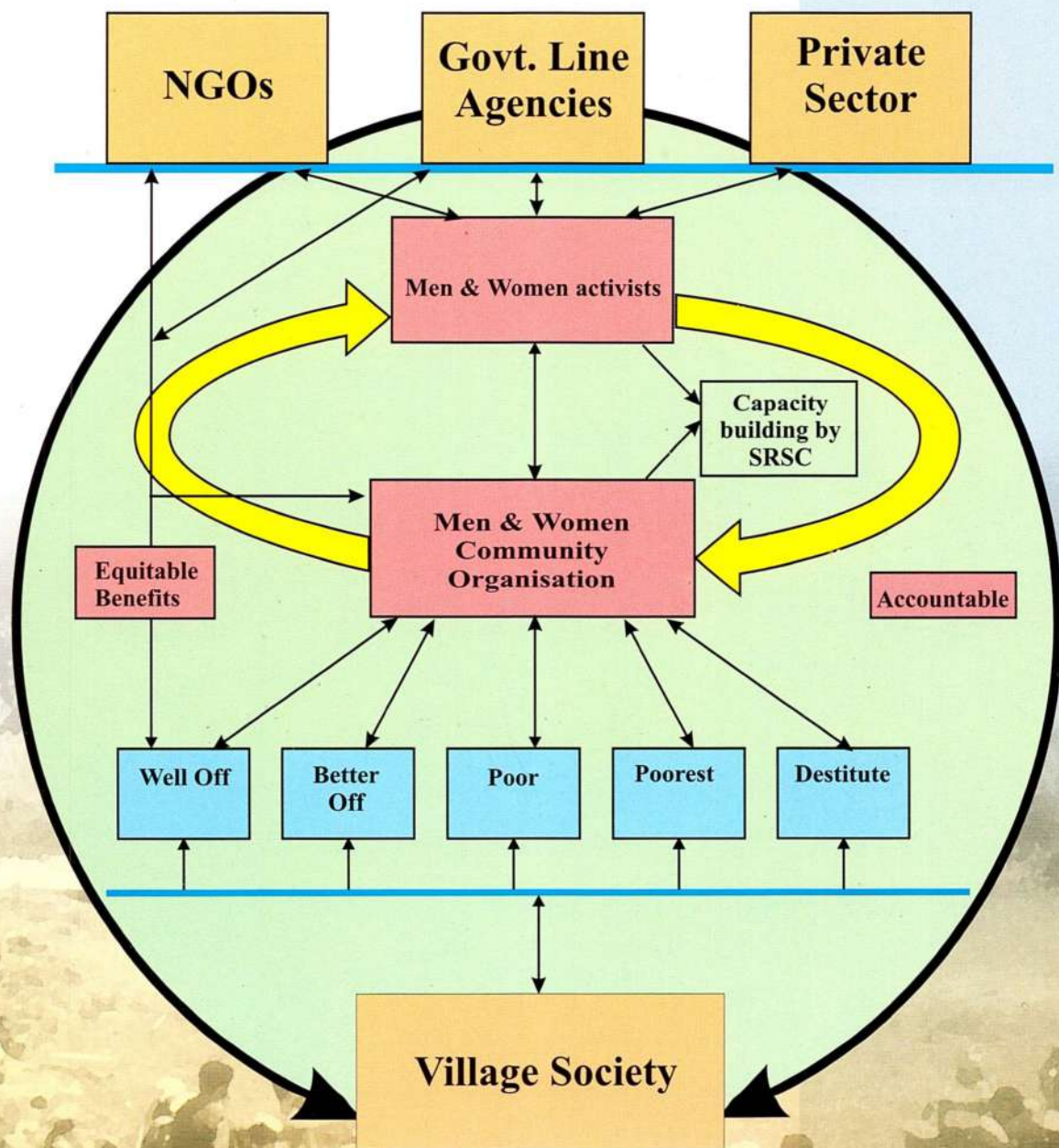
Activist is accountable to the community. The social organisers closely monitor their performance by objective observations during meetings. The criterion for judging this is the quality of the message taken from SRSC to the community. The level of commitment is demonstrated by the degree of sacrifice given for securing any benefits to the members, the number of initiatives taken independently to secure resources or services used for productive purposes by the community. This is explained in the accompanying diagram where activists are accountable at three levels during the walk to maturity of an organisation. He/ she maintains it through transparency and accountability in the general body meeting of the organisation.

## **The future challenges for change**

### **Scaling-up**

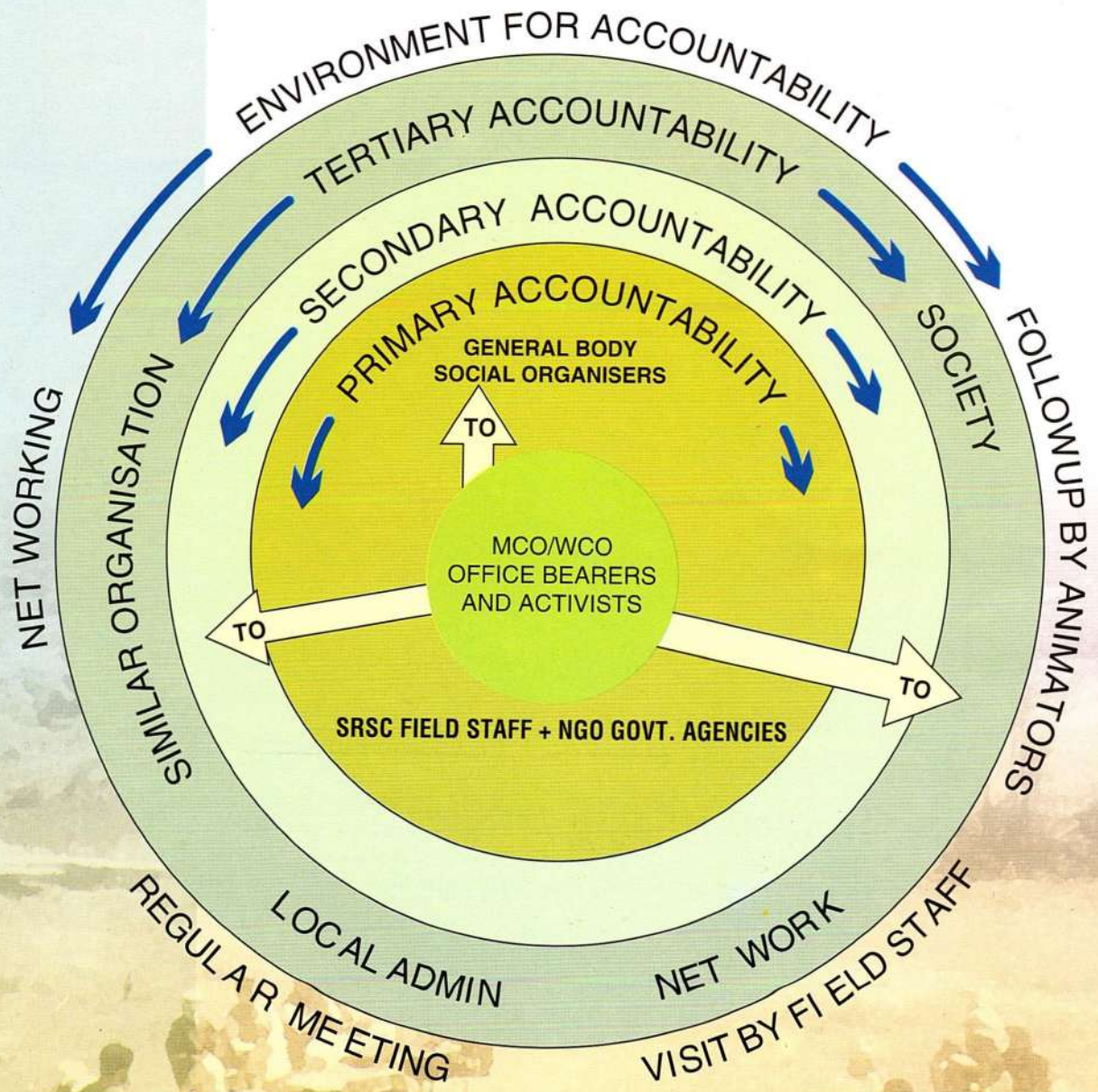
The programme is gradually scaling-up in terms of household coverage and envisages an appreciable increase in pace in the coming seven to ten years. Taking the programme to scale is planned in the existing four regions, and initiating new programmes in D.I Khan & Tank Districts and possibly Bannu & Lakki Marwat Districts as well. The scaling-up of the programme in such a scenario would be sustainable by shifting of responsibility to activists but is indeed a challenge. There are a few snags in activist development when responsibilities are shifted too soon. These are being ratified by closer observation of the performance of the activist right from identification till he/ she demonstrates true leadership abilities. In our experience, close monitoring at the time of the activist identification ensures avoiding adverse repercussions at a later stage. Activist delinquency surfacing at a later stage jeopardises the whole investment in an activist in terms of time and resources. The SOs are making consistent efforts to avoid this predicaments.

# Activists and linking Mechanism



*Activists leading the way to change*

# ACCOUNTABILITY OF ACTIVISTS



## **More gender equity**

Programme implementation emphasises main streaming women into the people-centered development process at the local level. If men can lead, women can lead as well and both are carrying out this function within the context of their own agenda. There are 929 WCOs and 1,760 MCOs, which is 35 percent of the total organisations formed till June 1999. To raise WCO formation to the level of 50 percent at par with MCOs is a challenge. This challenge is being taken-up by addressing the staff needs towards gender sensitisation and consequently making structural changes in programme implementation. Main streaming gender sensitisation at staff level has reasonably been addressed. The second and the more important level is the community and there too, more focus is on the men in the villages. An integrated strategy has been worked out by stressing the gender balance in all the dialogues held with the communities in addition to carrying out gender sensitisation during the training of activists.

Activist building in case of women requires more time and effort because low literacy prevails among females. Abbottabad Region presents a unique example of fast emerging women activists that belong to the younger generation. Rukhsana is a young woman who attended Leadership Management and Skills Training (LMST). She has been instrumental in convincing five members to undergo fine 'tubaligation' surgical procedure in family planning and has introduced the use of iodised salts in the village. Her skills of organisational management have reached such a level of efficiency that the woman SO has confidently handed over social guidance responsibility of eight WCOs to her. She is perhaps one of the few women activists who conducts agenda specific meetings on a regular basis.

WCO formation in the programme areas is invariably dependent on the positive attitude of men. Although community dialogues are gender sensitised under the refined social guidance approach, the local conditions generally are not conducive to women's participation in development. Young Tehmina of Jangi Mohri, Abbottabad, is perhaps the first woman to convince the men of her village to form a men's organisation. In the case of Mansehra, there are 52 villages where only women organisations exist and the men are refusing to be organised.

Greater participation of women remained a focus of SRSC during the year and will continue to receive further emphasis. But we have to find Tehmina in every new village forming an organisation. Their skills would have to be enriched to expect similar initiatives to be taken. SRSC as support organisation is committed to involve more women and sensitise men towards greater participation of women.

*Women have to contribute equally along with men to ensure sustainability. Women activists being extended higher advance leadership skills.*



### **Sustainability**

To achieve a high standard is hard but it is even harder to maintain that standard. In SRSC programme areas, activist building is rightly occupying a pivotal position of programme implementation. Every aspect of the programme, whether its credit, training etc is geared to ensure that the activist uses skills and develops the ability to independently introduce further refinements in the programme. On the issue of sustainability, organised people are convinced that higher level organisations such as networks and clusters are important and necessary and a challenge for the future. The challenge to this effect is associated with their ability to carry out functions without compromising on the equity of benefits trickling down to the founding MCOs and WCOs.

The succeeding chapters highlight programme achievements in the current reporting year with special focus on the activist. This report reflects what people in partnership with the SRSC have been able to achieve. The challenges, at the programme level, are many, but the convictions of the activists and staff of SRSC are ever ready to rise to these challenges.

# CAPACITY BUILDING

*Skill training in  
Mushroom to enhance  
income earning  
opportunities*



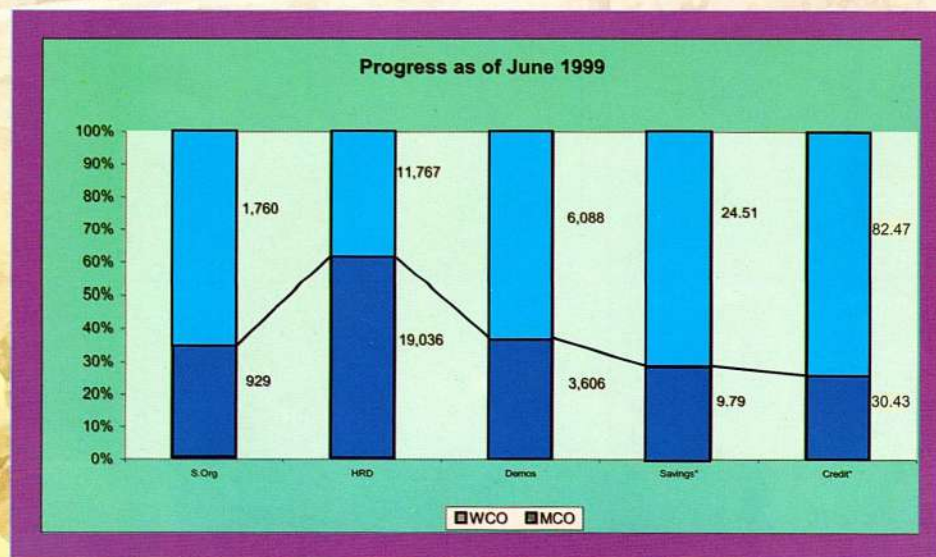
### Cascade training

Dr. (late) Akhtar Hameed Khan symbolises the activists as the 'diamonds' and 'jewels' of the programme. These diamonds and jewels refer to social and technical activists. These social activists receive a three-tier training in the shape of basic course covering concept clarity on social mobilisation and record keeping, Leadership Management & Skill Training (LMST) and master trainers' course. Each tier filters out the best activists and advanced training is extended to them to further polish their skills. The concept of master trainers' was initiated in 1999 and two batches have already cleared the training and are utilising it. One of the important functions of the master trainers is to fully assume the role of an SO in extending social mobilisation (on their own) and monitor the process as well. Master trainers act as resource persons for the basic course and LMST for new activists. The concept of women master trainers has now been introduced initially in the health component.

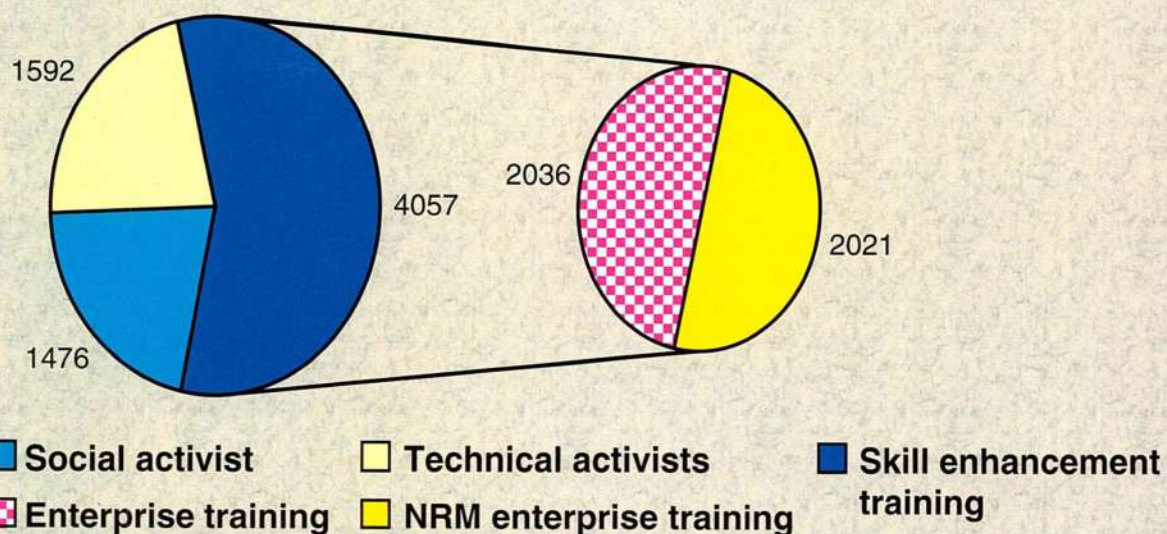
The organised communities of six settlements in Abbottabad call Kala Khan, a manual labour by profession, as a 'philosopher activist'. He uses his training enriched eloquence for motivating people towards self-help. His personal charisma has been the single most important factor in mobilising four MCOs in the area. His own conviction of increased women's participation has been instrumental in forming a WCO, Bagh village. The theory of self-reliance has received immediate practical response when people were able to save almost Rs 40,000 in one month.

The technical activists are equally responsible for strengthening the management of the MCOs/ WCOs. These are in the fields of agriculture, livestock, fruit & vegetable and health. These extension workers are providing advice to willing community members in these areas that enhances incomes for both. They are a permanent source of linkage between the community and the concerned government line agencies. The technological innovation flows to the communities through the natural resource management related technical activists. The health motivators are providing guidance on the social side and are working as health referrals in the village. The capacities of these motivators are more than traditional birth attendants and provide assistance to the community on preventive primary health care. These technical activists are providing advice presently but are trainers also and SRSC is planning to implement technical master trainers programme in the year 1999-2000.

Overall Progress as of June 1999 is represented in the graph in terms of social organization, human resource development, saving, credit disbursement and research/ demonstration in all the four regions. The data is represented in absolute value where as in the case of savings and credit the figures are in million rupees.



### Human Resource Development during 1998-99



#### Social activists

SRSC during the year 1998-99 has conducted courses in basic and LMST training for 1,476 and 352, men and women members respectively. In capacity building process women members stand at Sixty percent of men trained in various fields. In the 24 Union Councils, 1,063 persons were trained as extension workers in livestock, agriculture, poultry, basic health management and in individual skill training as electricians, drivers, masons, welding, wending, carpenters and automobile mechanics etc. Each of these trainees, on the average, has earned over Rs 5,000, with higher average earnings for skilled workers in Charsadda Region.

#### Investment and Monetary Gains under HRD from 24 Union Councils.

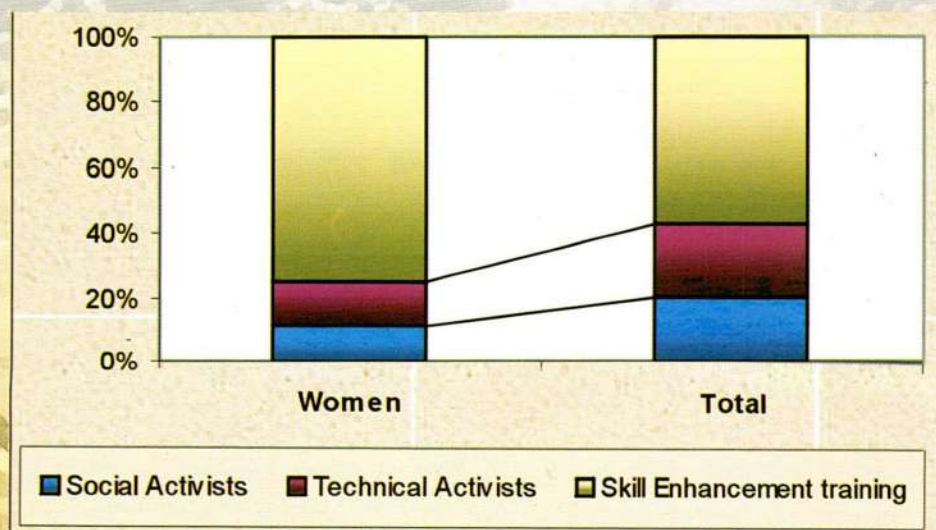
Region	Total Investment	Partners (Nos)	Total
Charsadda	0.132	72	1.128
Kohat	1.609	363	4.287
Mansehra	0.592	310	0.683
Abbottabad	0.359	318	0.1557
<b>Total</b>	<b>2.692</b>	<b>1,063</b>	<b>6,253</b>

The courses for these training are designed not only to impart the skills but also to remain market compatible. Riffat Younas of WCO Dunia, Abbottabad is a health worker with the NWFP Health Department. She has completed training in basic course, LMST, mushroom culture and as a fruit and vegetable extension worker. She has been instrumental in forming another WCO and motivated more women to join the organisation. She has been the main force behind securing credit of Rs 200,000 from a commercial bank. One of her amazing achievements has been her supervision of the construction of a bridge over a water channel. This bridge provides access to her village and saves half an hour's time of travelling.

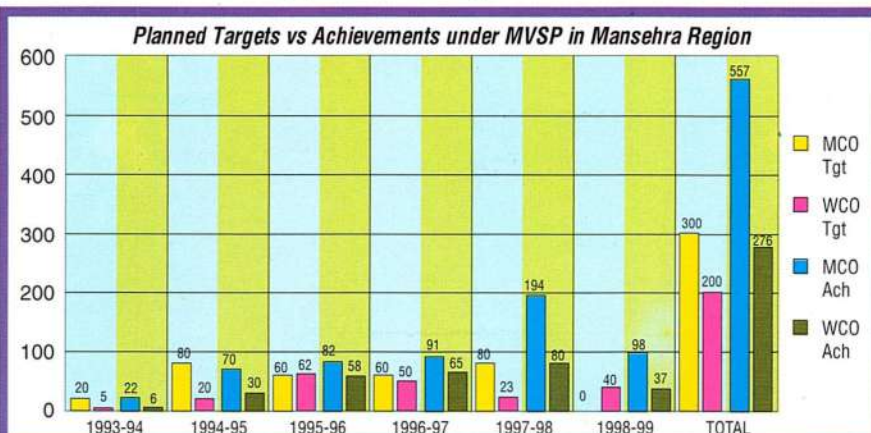
In the case of Charsadda, the activists after receiving training of master trainer established a Charsadda Community Development Network (CCDN). The forum has successfully handled the streamlining of the record of Seventeen MCOs & Seven WCOs, and ensuring increased women's participation in WCOs. As in the case of MCOs women are also under the process of identifying committee members to the CCDN. Two members have already been identified by WCOs and others are expected shortly.

The network has organised mushroom, quail and strawberry training for the willing members that would generate income for them. The network organised a one day workshop on human rights attended by 42 activists from 30 communities. People from the government, to NGOs to community members were invited and effective deliberations took place in social and political awareness. The network has successfully been able to link up to the Action-Aid, Pakistan for a project that would help them improve the natural resource management. A proposal of Rs 6.5 million involving 15 MCOs was prepared by the community with the support of SRSC, which has been agreed in principle. The proposal will be finalised in a short period and would be implemented in consultation with SRSC it.

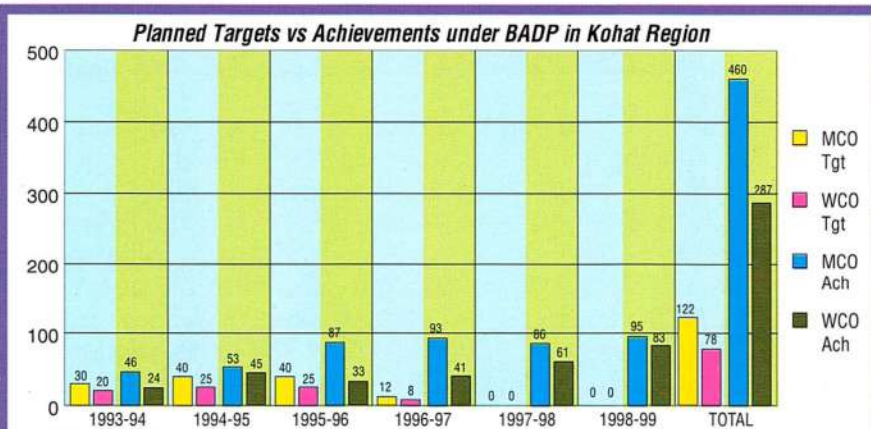
Capacity building of women during 1998-99



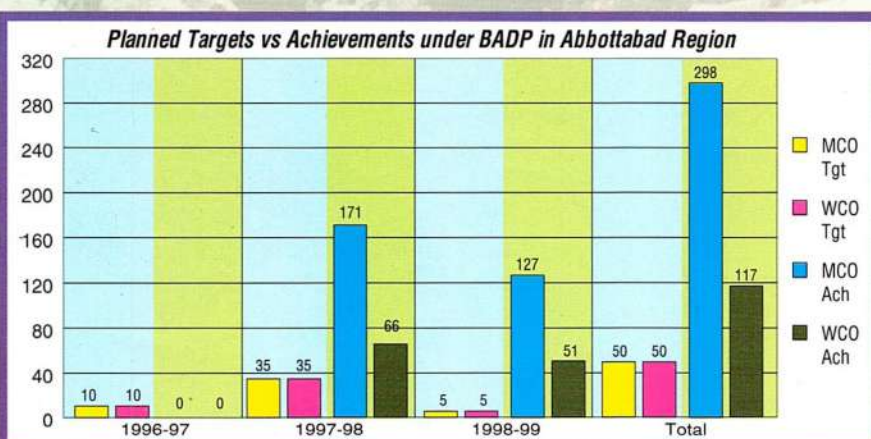
## Working with the government



Maximum scaling-up of the programme took place during 1997-98 with the introduction of the refined social guidance approach' adopted in January 1997. The targets for organising people have since been achieved. Further scaling up of the programme has been deliberately decelerated and presently consolidation work is in process.



BADP approach has remained flexible towards scaling up of the programme and higher achievements against targets are visible above. Achievements against targets in case of women have consistently remained higher than planned.



In Abbottabad, BADP targets were in planning only; people have scaled up the programme on their own. They are sharing costs in programme implementation and overriding the issue of resource constraints.

SRSC would be ensuring that highjacking of benefits does not take place and that the funds are utilised effectively and efficiently.

*Comparison of costs of training activists and responsibilities between SRSC & community*

<i>Events</i>	<i>SRSC</i>	<i>Community</i>
<i>Organising the basic course or LMST.....</i>	<i>Yes@</i>	<i>Yes@</i>
<i>Providing resource person.....</i>	<i>yes</i>	<i>Yes</i>
<i>Providing travelling &amp; daily allowances to the trainees.....</i>	<i>yes</i>	<i>No*</i>
<i>Providing transport to the trainees.....</i>	<i>yes</i>	<i>No*</i>
<i>Providing refreshments.....</i>	<i>yes</i>	<i>Yes</i>
<i>Providing boarding &amp; lodging.....</i>	<i>yes</i>	<i>No**</i>
<i>Providing stationery.....</i>	<i>yes</i>	<i>No</i>
<i>Total cost per participant</i>	<i>11,700</i>	<i>960</i>

@ - Through joint planning.

\* - The communities are paying their own expenses

\*\* - The training are held at the local level where boarding and lodging is not required.

The master trainers of Haripur, Abbottabad Region are now conducting the social activist training courses themselves in eight union councils. Since March 1999, many courses have been conducted which have reduced substantially the costs and efforts of running this type of training course by SRSC. The communities are now conducting these basic and LMST courses of the same quality but at eight percent of the cost of SRSC. Concurrently, SRSC's own cost has been reduced by 90 percent (Rs 1,200 from Rs 11,700) and is able to divert savings to other development needs of the communities. In the case of Charsadda, a master trainer greatly supported the reactivation of four dead MCOs and is conducting basic courses for new activists as men.

### **Technical activists**

The economic mainstay of our village society is primarily agriculture & livestock and the communities yearn to improve these natural resources. SRSC supports opportunities of communities by providing training to specialists and linking them with the concerned line agencies. To improve NRM practices, there are 3,631 extension workers providing advice and at the same time increasing income-earning opportunities. In a period of one year 1998-99, these activists have earned on the average Rs 2,304 per month. Maximum earning is that of livestock extension workers than AEWs and PEWs. On the average LEW earned Rs 1,100 per month during 1998-99 across SRSC regions. Maximum earning per month is for the LEWs belonging to Charsadda Region with Rs 2,747 as against Rs 900 for Mansehra and Abbottabad and even a lower figure for Kohat Region. The women LEWs earn less than men because of mobility restrictions and have to invariably concentrate within the village. The extent of the coverage for women can be judged from the fact that each LEW is covering 33 households in a year, while men are covering 45 households during a month only.

## Varying Experiences

*Mohammed Banaras* is an agriculture extension worker (AEW), belonging to Abbottabad, and has delivered seasonal messages to 75 farmers. He has used his skills to spray weedicides over an area of 700 kanals of land and earned Rs 3,000. He has also been instrumental in providing 200 kgs of certified seed of maize to farmers. After acquiring training of livestock extension worker, *Raja Saeed* of MCO Jetti Pand, Abbottabad, has established a veterinary centre. People of the area have access now to medicines and advice by virtue of which the incidence of foot and mouth disease in the area has been reduced by 80 percent. Similarly, the community saves money and effort to travel to Haripur for securing the same services.

*Abdul Jabbar* is a social as well as a technical activists belonging to MCO Chacha Karoona, Kohat Region. As a technical activist he has secured credit from SRSC and opened a seed and pesticide store from which he earns a monthly income of Rs. 6,700. As a social activist he reactivated his MCO and took local initiatives. He was successful in linking his organisation with the NWFP Water Management Project and secured a project of Rs 130,000 for improving '*Karez irrigation system*' in the village. He plans to form an association of progressive farmers for improving Agriculture practices. On the women side, livestock extension worker (LEW) training to *Silli Marjan*, belonging to WCO Paloski-2, Kohat Region, proved equally an income elastic activity. She mobilises women towards better livestock management and has motivated women members belonging to three WCOs in Paloski settlement. Her endeavours are opening avenues of income for herself as she is planning to utilise her savings by purchasing a cow for milking purposes.

The experience of Charsadda demonstrated that the farmers were not benefiting from the AEWs because as farmers they were not offered more than what they already knew. As a consequence, the AEWs were not utilising their skills in terms of earning income. In order to avoid this predicament, specialised market oriented training was introduced that was imparted at the local level and has greatly helped in improving farm practices. As a further positive development, non-members joined the training and assumed membership of the organisations later. They sought credit to implement improved farm practices and used internal lending as a resource as well. The LEW association of Charsadda meets regularly on the fifth of every month. It has the mandate of carrying out confidence building measures of new LEWs. Awareness on improved livestock practices and increased savings for initiating more income generating activities on self-help basis. These LEWs have vaccinated 8,200 animals in 25 villages of three union councils. The LEWs have prepared 'stomach powder', which is being sold with income going to each LEW and at the same time to the association's saving account. With an investment in NRM training and demonstrations of Rs 28 per household in one union council of Hissara Yasinzai covering 112 households resulted in a net gain per household of Rs 3,118.



The staff of Social Sector is making continuing endeavours to provide training to health activists for providing primary health care to the communities. Male and female health workers, like other training are providing services according to the needs of the community. There are 663 and 117 women and men health workers, respectively to serve two thousand organised communities. For the first time during 1998-99, 17 FHW master trainer in Kohat have been trained and the effectiveness is yet to surface. On an average each of the FHWs earn Rs 200 per month.

The men and women health motivators have augmented skills and are advising women on pre and post natal care and general health awareness. The health related training is organised in collaboration with the NWFP Health Department. Naeem Jan of WCO Banda Kahal, Abbottabad is a successful female health worker (FHW) providing advice on her speciality of Goitre. Iron deficiency is common in Abbottabad especially women are inflicted more than men because of lack of access to facilities. She is very active in the area of family planning, both in creating awareness and attending to women in labour. She is effectively utilising her training by earning Rs 3-400 per delivery case and carries out the process hygienically. Niaz Bibi of WCO Jetty Pand, Abbottabad, is referring complicated cases to the secondary and tertiary health facilities in the province. She received an award by the people in the Bajeeda Mela held at Haripur for rendering appreciable health services to the community.

### **Manager's Conferences**

Manager's Conference is a forum where activists from different organisations gather to share experiences with each other. These manager conferences are held separately for men and women where line department officers also participate. Till June 1999 a total of 321 manager conferences have been held across SRSC programme Regions. These manager conferences are held on a quarterly basis and were originally held at SOU levels. During the reporting period these conferences have been conducted at the union council level to keep in line with the union council wise concentrated approach of programme implementation. Efforts are also underway to hold these conferences on a district and regional basis to involve larger set of activists and create greater awareness.

The main features behind holding these conferences are maintaining transparency & accountability, an opportunity for further refining leadership skills during deliberations and providing an easy mechanism of message delivery. The activists express freely their plans and seek advice from the forum, which makes the process extremely transparent. The line department staff and that of SRSC is also participating, therefore, it provides opportunity to the people to hold them accountable as well. There are numerous instances where the activists have discussed issues relating to a certain line agency and the Divisional Commissioner issued orders for rectification. Similarly, there are issues that activists wish to share, like messages regarding improved agriculture practices.

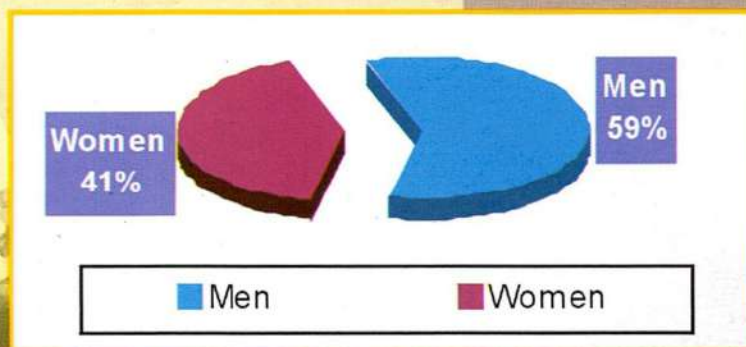
### **Overview of SRSC' role in building staff capacity**

Building capacity of activists is major responsibility of SRSC staff. But the capacity of the staff has to be adequate to rise to the challenge of mobilising communities effectively. The organisation attached great importance to hiring staff that bear adequate experience and background qualification. Since inception, SRSC's role in the capacity building of the educated youth of NWFP has been very significant. On the one hand it has helped SRSC to develop a cadre of its own professionals and on the other hand made it possible for the other development agencies to train their staff for executing their projects. Though there is serious unemployment in our country but in the field of rural development, one rarely finds people with pertinent experience and qualification. SRSC has to make conscious efforts to attract and retain capable staff, particularly women. There was a time that only teaching and medical professions were considered suitable for women but now they are seen in the development and other such fields as well. SRSC has played an important role in bringing women into the mainstream of nation building process.

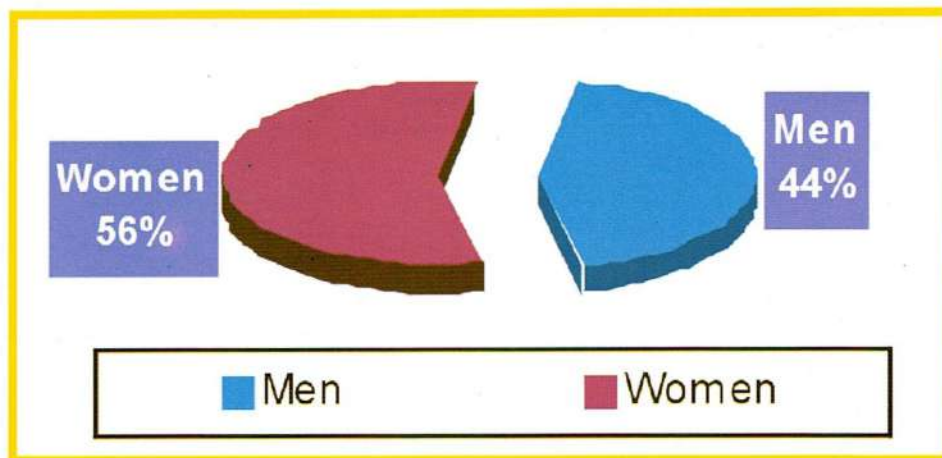
The programme expansion in SRSC has lead to an increase in staff strength over the years. In the year 1990, SRSC had the staff strength of 19 out of which only one was a woman, while in June 1999 the total staff strength stands at 229 out of which 47 are women. The women staff now comprises 21 percent of total and the same is 34 percent if only professional staff is considered.

In the current year SRSC hired 37 staff members out of which 15 are women or 41 percent. Apart from regular staff, SRSC also imparted internship training to 31 interns, which included 10 women. Keeping in view the conservative society, SRSC considers such a high rate of women employment as a remarkable achievement. This is greatly facilitated

### **Staff Recruitment during 1998-99**



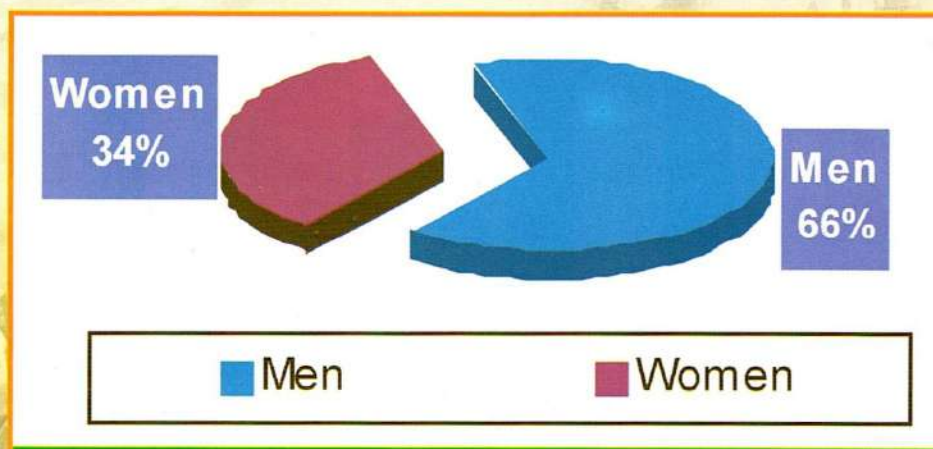
**Staff Turnover during 1998-99**



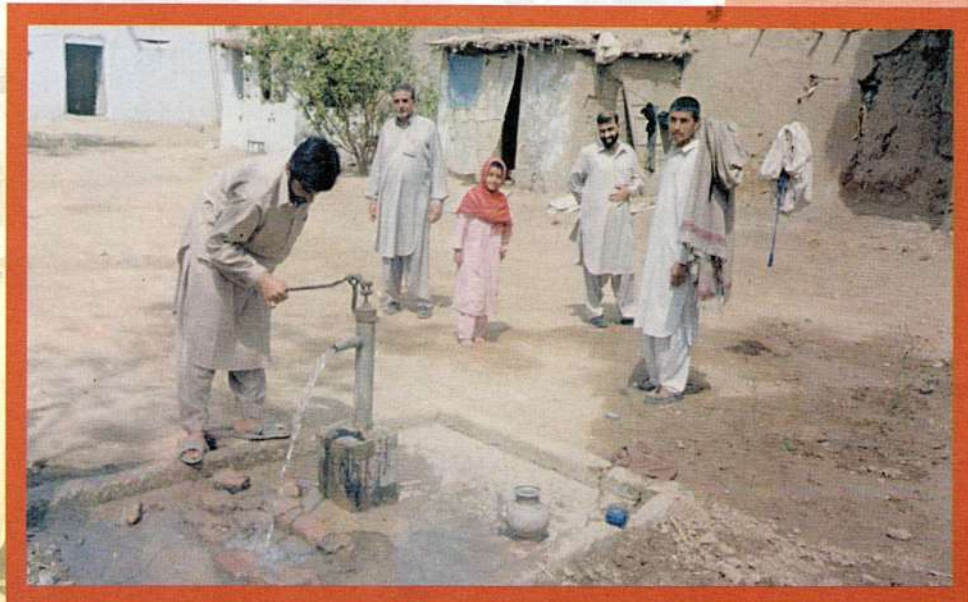
because we as an organisation wish to consciously promote increased participation of professional women. Major incentives that are extended to women include up to eight-week maternity leave, lowering of qualification for recruiting women social organisers and reduction of qualifying marks for women in the written tests. SRSC has also formulated a Gender Harassment rule, which has become part of the organisation's Service Rules. The purpose behind this rule is to create a congenial working environment for everyone, particularly women.

The staff turnover rate in the current year remained eight percent. Organisations like SRSC need professionals but committed persons at the same time. SRSC focuses on poverty reduction and deals with the rural communities belonging to far-flung areas. For the staff of SRSC, time and effort has no bounds. Unless and until a person does not have dedication to the cause of SRSC, he/ she can not deliver the goods expected of him or her. Staff turnover due to personal reasons is invariably confronting SRSC. Higher salaries and benefits that are offered by other organisations is another reason. There are organisations which offer very attractive salary packages to the experienced persons. Realising the problem, the Board of Directors has approved in principle the revised salary structure and gratuities for SRSC's staff subject to the availability of funds. This will hopefully contribute significantly in further controlling staff turnover. SRSC considers its personnel as the backbone of the programme by providing quality staff that delivers successful implementation of the programme.

**Professional staff strength during 1998-99**



# Productivity



### **Productivity**

Rural poor have had traditional neglect of credit sources. SRSC is an intermediary in this regard where it lends support to clients. The sources are either its own pool or banks wholesaling to SRSC and it in turn retailing to communities. In some cases the commercial banks are retailing directly to the communities as well.

Rural communities also have a long-standing desire to improve their natural resources and access to physical infrastructure facilities. Managing natural resources includes better agriculture practices, effective livestock management and increasing forest area. Efficient use of natural resources enhances productivity and increases income-earning opportunities. Productivity increase in agriculture is demonstrated to the communities by laying out plots of improved or high yielding varieties of seed. The plots for seed multiplication are also demonstrated to effectively counter travelling costs to other communities and ensure availability within the village. For livestock management, including poultry, improved breeds are demonstrated and adopted by members. Forest is an area that can be extremely useful both for improving the environment and helps to create income-earning opportunities for the community.

In the case of access to physical facilities, the communities need road communication, schemes for safe drinking water & irrigation purposes and improving land etc. The infrastructure facilities of health and education, are in the ambit of service delivery and therefore, are not in the mandate of SRSC. The productive investment schemes are identified, implemented and maintained by the community, while SRSC provides support through technical guidance. The communities are contributing in terms of labour and local material to the implementation of these productive investments.

### **Credit**

Access to resources has always been a major problem for poor people in the rural areas in order to enter into income generating/ enhancement activities. A Micro-credit or small loan to the community members is a step towards overcoming this problem and the achievement so far speaks for itself. Our clients avail credit for livestock, micro-enterprise and agriculture from three credit windows, i-e short, medium and long-term. The tenure for credit loan repayment ranges from six to thirty months depending upon the purpose for which the credit is needed. Against the total amount of Rs. 92.3 million which were disbursed in response to the credit demand of the communities of Kohat, Mansehra and Abbottabad Region, 55 percent of the total disbursement was made to cater for the credit need in Livestock sector, 37 percent in Small Enterprise and 8 percent in Agriculture sector. Credit amounting to Rs. 68.39 million was extended to men and Rs. 23.91 million to women community organisations across the Regions. The overall Gender balance stood at 74:26. The average loan size for men and women remained at Rs. 9,912 and Rs. 12,822 respectively. The rationale behind a higher average loan size of women clients was that loans extended in Livestock sector had been mainly availed by women members of the communities.

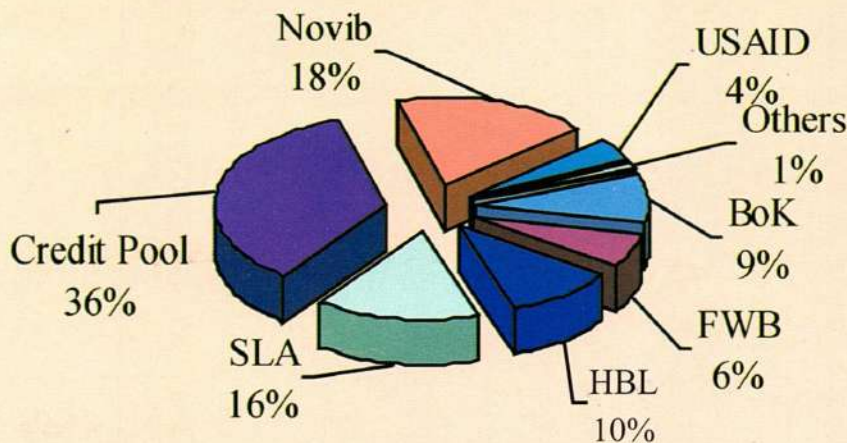
The demand for small loans has always been so much that SRSC needed much more funds than available in order to meet the need of its prospective clients. Since SRSC did not have any donor funds injected during the year therefore, had to look for other avenues to arrange funds and lines of credit had to be engaged from the government and commercial banks during the year 1998-99.

- In January 1998, a Subsidiary Loan Agreement (SLA) was signed with the Government of NWFP for an upfront amount of Rs. 15.83 million.
- In April 1998, an MOU was signed with NRSP to extend some portion of the funds provided to NRSP by HBL. The funds were provided to SRSC at 15.5 percent p.a.
- In September 1998, a credit line of Rs. 10 million was accessed from the Bank of Khyber (BoK) at a mark up of 12 percent p.a.
- SRSC was also extended a credit line worth Rs. 10 million by the First Women Bank at a mark-up of 14 percent p.a. in December 1998. The credit line was made exclusively available for women.

The grant funds disbursed by SRSC as credit are revolved into a pool created for the purpose of generating a fund to cater for future needs of SRSC clients. SRSC has established such funds in each of its region and the funds accumulated into the Credit Pool stands at Rs. 39.76 million as on June 30, 1999.

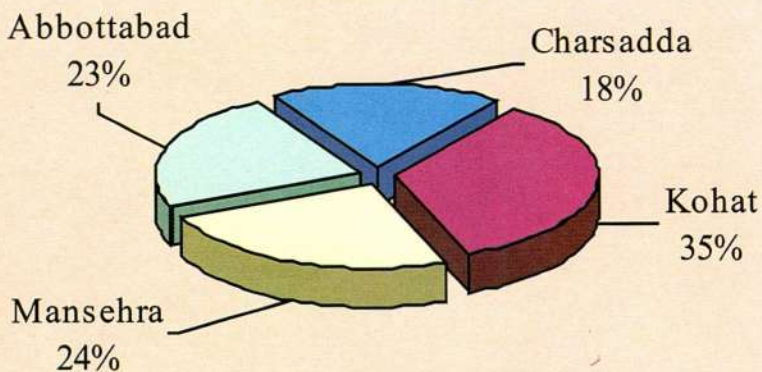
SRSC is aware of the high credit demand of the rural poor. At the same time, the situation coerces SRSC to think scrupulously and to aim for a financially sustainable credit program, which could meet financial costs i.e. service charge, loan loss, inflation and operational expenses such as staff cost and administrative expenses. A study carried out by Microfinance

### Funding Sources - Consolidated As of June 30, 1999



Group (MFG) shows that SRSC's *cost per unit of money lent* for the period January-June 1999 come to 15 percent. Furthermore, the *Operational Self-sufficiency* and *Financial Self-sufficiency* ratios for the same period stood at 44 and 35 percent respectively. It was observed that to run a sustainable program, subsidy in interest rate should be avoided and therefore, since January 01, 1999 all loans are now extended at a mark-up of 20 percent per annum.

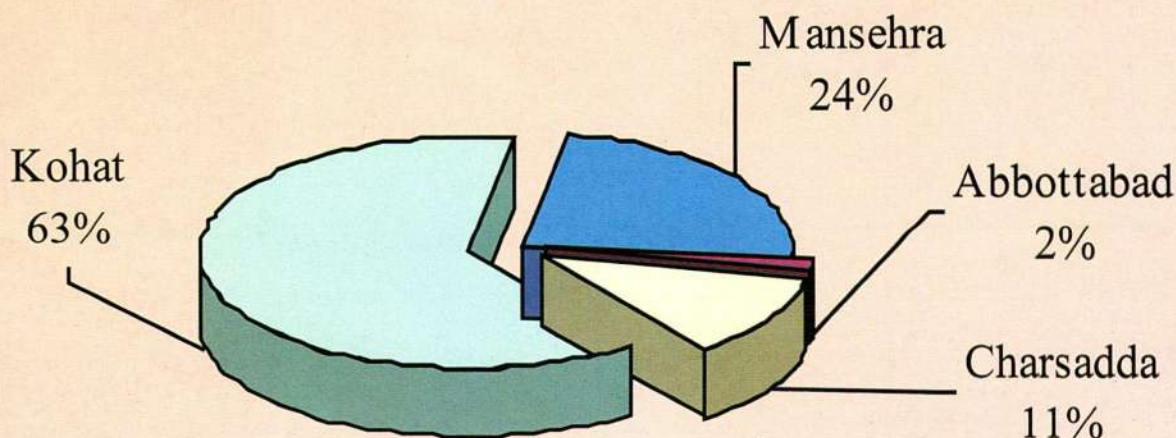
**Region-wise Credit Disbursement (% age),  
as of June 30, 1999**



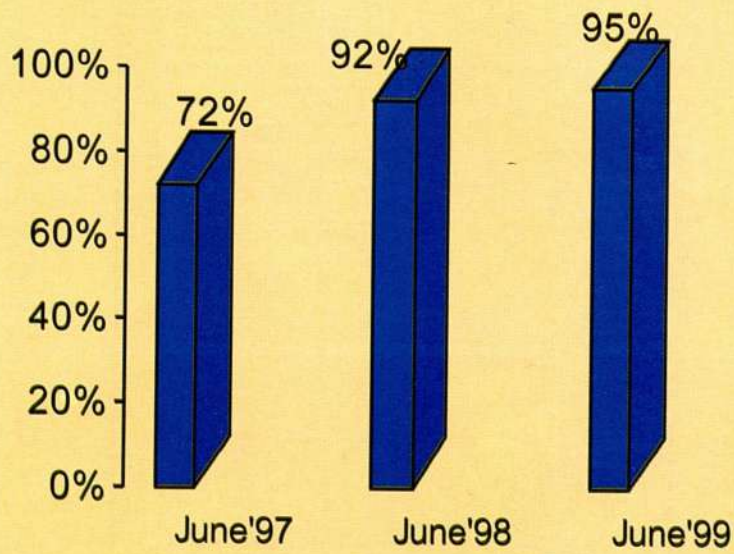
Savings having an indispensable role in making the communities self-reliant by enabling to use it for internal lending thus creating opportunities for income generation activities and earn a reasonable return on savings at the same time. As of June 30, 1999, 596 members in 352 community organisations had borrowed a total of Rs. 3.33 million with an average loan size of Rs. 5,593 per borrower. The mark-up rate on these loans varied from 0 percent to 16 percent. It is observed that the internal lending is only 10 percent of total savings of the communities. Therefore, harnessing the potential to mobilise the remaining 90 percent is a major challenge for the future.

Communities were also linked up by SRSC with commercial banks to build the confidence of commercial banks in rural poor's credit worthiness. It is worth mentioning that based on the outstanding performance of the village activist and their active role in the process of need identification, credit disbursement and its recoveries, Habib Bank limited has established a direct disbursement system with the communities of Bajeeda.

**Internal Lending as of June 30, 1999**



### Cumulative Recovery Trend Since June'97



*Productivity*



## A pot pourri of credit successes

### Mansehra Region

*Bibi Parveen* being a member of WCO Kangar Naka was extended a loan amounting to Rs 25,000 by SRSC for the purchase of improved variety of buffalo. Against a total monthly cost of Rs. 2,700/- her average monthly income stands at Rs. 4,200 leaving her with a net profit of Rs. 1,500 per month. Until now, a total of Rs. 13,376 has been paid back to SRSC. She has remained regular while paying her instalment on time. *Bibi Amerazan* another member of the same WCO was also given a loan of Rs. 25,000 for the purchase of a buffalo. She is presently earning a net profit of Rs 1,380 per month. More than 50 percent of the principal amount has been paid back to SRSC. *Shamim Farooq* and *Hassan Jan* of WCO Mera Khu received loan worth Rs 10,000 and Rs 20,000 respectively from SRSC to buy a buffalo. Monthly income of *Hassan Jan* has doubled with this investment as she is earning Rs 3,250 per month by selling 9 kg of milk at a rate of Rs 12 per kg on daily basis. She has repaid the rest of the loan amount in lump sum after 9 months. *Shamim Farooq* is the only bread earner of her family.

### Kohat Region

*Irshad Bibi* of WCO Fateh Khan Khel purchased a milking cow of improved breed with Rs 10,000. She was given credit of Rs 7,000 from SRSC for the said purpose. She started selling milk and earned gross monthly income of Rs 6,750. After taking out the costs, she is left with a net monthly income of Rs 4,500. After one year, she sold the calf and earned an additional income of Rs. 2,500/- She has repaid all her dues in full. She has an added asset in the form of cow. She is planning to buy another cow with the money saved. *Zia ullah*, an orphan was living on charity and alms. He was extended a small loan of Rs 25,000 for the purchase of a buffalo. He is now earning Rs 1,500 per month and owns two buffaloes now. Through the facility offered by SRSC, *Zia Ullah* is now earning a better and respectable livelihood. *Ali Haider*, a peon by profession in the nearby village school has a family consisting of 10 members. He was given a credit of Rs 10,000 for livestock trading. He is now earning Rs 1,000 per month besides his salary. According to him, his burden of earning for the family has greatly reduced. *Abdul Jabbar* is a retired army subedar getting Rs 800 against his pension. He accessed SRSC for a credit of Rs 10,000 for livestock trading. He has repaid the entire loan and now earning Rs 1,000 per month in return out of his investment.

### Abbottabad Region

*Munir Mohammad* was jobless. He bought a buffalo with a loan of Rs 30,000. At present he is earning a sum of Rs 29,304 per year. A widow *Shaheen Begum* of Jangi having no means of livelihood after the death of her husband and borrowed an amount of Rs. 25,000 from SRSC. She established a grocery shop at her house. Her average daily sale is in the range of Rs. 400-500 leaving her with a net profit of Rs. 100-150 per day. She has also been trained in food preservation by SRSC, which has enabled her to prepare jams and pickles and to sell these at her store giving her shop a comparative advantage. *Safeer Ahmad* & *Inyat-ur-Rahman* of Bermi Gali have borrowed an amount of Rs. 50,000. They are presently in the bakery business and have generated employment for three of their MCO members.

### Charsadda Region

Credit of Rs 3,000 from savings pool of the MCO was given to *Sher Mohammad* for calf rearing. After four months he sold the animal for Rs 4,200 and earned a profit of Rs 1,200. He also contributed Rs 300 to the MCO saving account Union Council in Abbottabad Region. The system has been made flexible where now the communities will be able to avail loans from the Bank against the guarantee of the community without the involvement of SRSC in the process. Furthermore, under Memorandum of Understanding (MoU) which was signed with the Bank of Khyber in 1997, loans worth Rs. 18.96 million to 752 members were given to community members under the Bank's Community Lending Programme. The communities are greatly benefitted in cases where SRSC can not meet their credit demand higher than the limit as prescribed in SRSC's credit policy.

### Activists role in credit

Activist's role is pivotal to the success of its credit program. In the absence of their services, running and managing the credit program at the village level would have been an arduous task. Due to their distinguished role in the process, SRSC has been able to deliver its credit program at the grass roots very effectively. Activists are delegated the responsibility of bringing the credit demand to SRSC, getting it processed, its disbursement and timely recovery. SRSC has not only been successful in improving its cumulative credit recovery rate from 92 percent (as of June'98) to 95 percent (as of June'99) but has also made remarkable progress in cumulative disbursement by increasing it from Rs. 40.8 million to Rs. 92.3 million during the fiscal year 1998-99. To compensate for their time and endeavours for diligent implementation, SRSC reimburses 2 percent of the recovered service charges to activists for their role in the process. Increase in savings and internal lending is another aspect of the credit program spear headed through the help of activists. It was only possible due to the activist's role that the community members of WCO Lodhi Khel in Kohat Region accessed another loan of Rs. 140,000 after timely payment of the previous loan of Rs. 137,000 to cater for the needs of the poorest members of their organisation. It is worth mentioning that the activist of WCO Lodhi Khel has been instrumental in mobilising women towards own resource generation.

As visible from the table below, 52 percent of the loan portfolio has been extended to 38 percent of poorest of the poor. In case of men and women a higher 66 percent of the loan portfolio has been extended to the later as against 46 percent to the former. In the 24 union councils, a total of 2,500 clients made an average income of Rs 33,903.

### Investment & Gain with credit in 24 Union Councils Rs in million

Regions	Loan Portfolio						
	Cumulative Disbursement				Impact*		
	Men	PoP	Women	Pop	Total Cost	Total Gain	Partners
Charsadda	14.07	3.71	6.52	5.30	0.424	0.711	45
Kohat	28.57	9.43	10.01	3.30	10.478	16.636	800
Mansehra	20.64	6.46	6.91	2.94	18.64	54.574	1,147
Abbottabad	19.19	12.08	6.99	4.40	10.42	12.329	493
<b>Total</b>	<b>82.47</b>	<b>31.68</b>	<b>30.43</b>	<b>15.94</b>	<b>39.962</b>	<b>84.250</b>	<b>2,485</b>

\* The impact is only in the case of 24 union councils

SRSC being one of the active members of the Micro Finance Group (MFG)-an association of seven microfinance practitioners, a support organisation and two donor agencies. The group is dedicated to improve the outreach and sustainability of its activities and of the microfinance sector in Pakistan. SRSC is determined to play a significant role towards the vision of addressing the issue of poverty in Pakistan by developing and strengthening the microfinance sector.

## Enterprise Development

Need for technical guidance to the potential entrepreneurs has always been felt in SRSC in order to augment the income generation capacity. Besides building on the existing enterprise activities, identifying new potentials in programme area and impart on the job training to Enterprise Development officers in each is emphasised. In collaboration with Small Scale Enterprise Program (SSEP), SRSC arranged a technical training for the Enterprise Development Officers (EDOs) of all the regions. The training made the EDOs well equipped with the knowledge to implement their programmes in their respective regions more effectively.

In Charsadda, 13 women were trained in making fancy sandals with intricate 'zarri' embroidery. The trainees have become self employed and have recently launched a business of their own. Another 12 women in Charsadda were provided the opportunity of home-employment after receiving training in 'tilla' work. Mushroom business of Ms. Mahjabeen in Charsadda is flourishing, producing oyster mushroom and marketing them both locally as well as in Peshawar. Yet there is a lack of management skills that has already been realised and being catered for. An enthusiastic group of women of Abbottabad came together in November 1998 to form the 'Hazara Hunermand Khawateen Association' for further refining the existing embroidery skills of women in the area and to provide assistance in the marketing of these products. The WCO members from Lodi Khail, Kohat region have formed a Mushroom Growers Association (MGA) to provide a regular supply of both fresh & dried Mushrooms to markets in Islamabad and Peshawar. Previously they were trained to raise oyster mushroom but recently they have started growing button mushrooms in response to a high market demand. These women had formed the association not only to support each other in spawn production but also in selling of mushrooms.



In addition to these successful ventures the Enterprise Section of SRSC has also been efficiently involved in imparting training to the community members in enterprise management, arranging exposure visits and encouraging them to participate in various local and national level festivals. In May 1999 the Sarhad Tourism Corporation held a conference on mountain development in which the communities from all the four regions

of SRSC actively participated. They presented their handicrafts and other products. It was though a new event but provided an excellent opportunity for the rural entrepreneurs', as they had never been exposed to such an experience before. The exposure led SRSC winning a prize for the best stall in the Lok Virsa festival, held in Islamabad later in May 1999. This gave the skilled community members another opportunity to prove their competence as entrepreneurs. In April 1999, a fair was held in Bajeeda organised by the activists of the area, and entrepreneurs from all regions participated in it with zeal and enthusiasm and hoped to make it a regular feature.

Since embroidery is considered one of the vital skills, which is traditionally prevalent among rural women, thus fruitful efforts were made during the period to give this skill to enable rural women to get advantage of this skill. Attempts were made to interact with urban market and during the process the need for bringing innovation in the designs and pattern according to the market demand was recognised. To cater for the need, a designer was hired for a total period of five weeks to function as a bridge between the skilful rural women and the urban market.

The enterprise section is still at its infancy and needs to develop the entrepreneurial skills. The response of the communities and the acceleration in the entrepreneurial activities has encouraged SRSC to further explore the dynamics of enterprise development in the rural areas.

*Hamida*, a young and progressive woman of Zair Kammar in Kohat, is the genius behind 'FH Food Products, Habib Mixed Achaar and Murraba', a famous local brand of home made edibles, sold like hot cakes in the bazaars of Kohat. She was the poorest members of the organisation and was involved in vinegar making. Her brother is helping her in marketing the produce and is now a family enterprise. She availed Rs. 25,000/- as credit and is earning a monthly net income of Rs. 2,465/- She is now planning to further improve the quality of the products.

Gabba' products of Hazara are a novelty. *Nasreen* of Lassmera, in Balakot opened up a 'Gabba' center, employing 8 woman. However she was disappointed with the market for her products in Mazzafarabad yet some shops and boutiques in Islamabad gave a positive response.

Building his capacity in effective marketing, *Saleem* of Charsadda managed to earn Rs 170,044 in a period of six months from the strawberry production from his two-acre land.

<b>Net income generated by Sulfi Mohalla center</b>	
Support from SRSC	Rs. 1,600 per month
Admission fee	Rs. 1,900 from 19 trainees
Monthly fee for 6 months	Rs. 5700
<b>Total income</b>	<b>Rs. 17,200</b>

## Natural resource management

The effectiveness of NRM is realised with the active assistance of the social and technical activists. The Social activists identify willing community members who have opportunities to improve agriculture and livestock practices, the extension workers help these members to provide guidance and help them to secure resources. These resources more preferably are secured through linkage with the concerned government

### A shift from traditional to commercialised training

On the basis of past experiences, a new strategy in on-and-off farm was worked out and NRM related income-generating packages were modified. Those activities that were cost effective, socially and technically feasible for the rural poor, like strawberries and mushroom cultivation, bee keeping, sericulture training, fruit and food processing were encouraged.

9 women of Charsadda Region, to whom the food and fruit preservation training was imparted, transferred their knowledge over to other women of the village. Of these 35 have adopted the activity on commercial basis thus saving Rs 18,750 per year. *Pari Bibi* of Kodo Dog is earning Rs 400 per month by selling mango squash. *Tasleem Bibi* spent Rs 20 only on the preparation of 3 kilograms of pickle for home consumption but is now planning to produce on commercial basis. Anjuman of WCO Chokandi is earning Rs 350 per month by selling mango squash in the local market.

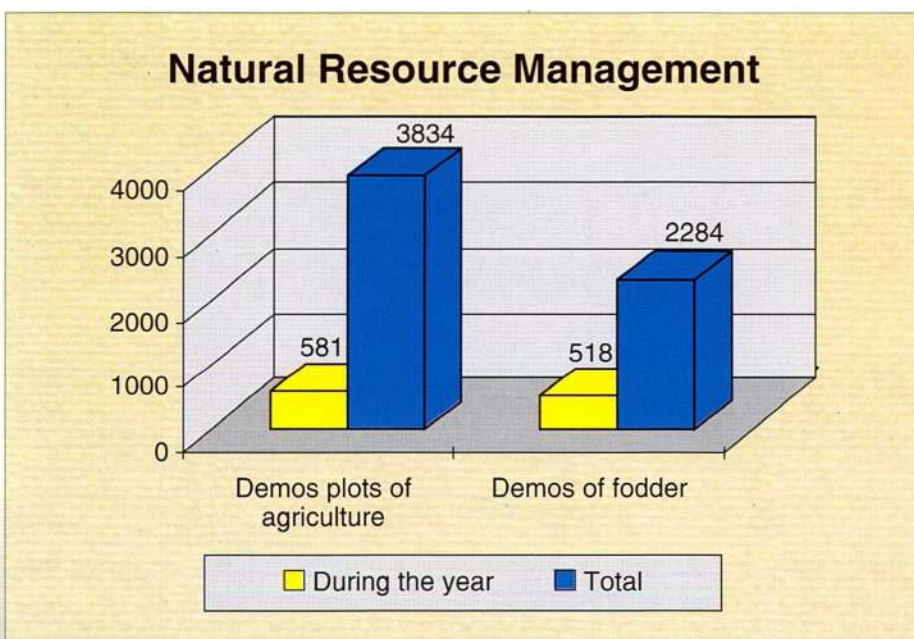
Mushroom cultivation training was modified since improper feasibility of the activity and the selection of large number of community members for the training, prevented the activity from being beneficial. The little amount of mushroom spawns provided to the community members also was a hindrance to production on commercial lines. After modification of the package that took care of all such overlooked details almost all the community members have adopted the activity. Initially marketing was a problem, which was later on solved by the community members themselves. In the CO Satiabad II the community members earned a net income of Rs 24,763 during a period of one month only. *Mahjebeen* of WCO Khanzada II made 90 percent profit of the total cost incurred.

*Mohammad Saleem* of MCO Gharibabad, a trainee of strawberry cultivation, was elated to receive a profit of Rs 110,767 from the sale of his product after six months of cultivation on his own land. 10 rural women adopted sericulture or silkworm rearing after training in Charsadda who have collectively earned Rs 12,690 from the activity.

line agency. In the Project areas, linkage is mandatory and the line agencies move in a co-ordinated manner. In the case of Charsadda Region where linkages are not mandatory, special efforts are made to bring technological innovations through the line agencies. The communities of Charsadda were captivated by the gains from using white maize hybrid rather than the traditional 'Gulabati'. The grain yield increased from 1200 kg per acre to 3,600 per acre. The total increased investment made per acre is Rs 5,910, while a net increase in income of Rs 12,090. In the case of seed multiplication plots, members that offer their land for demonstration become seed banks for the community. Demonstration of multiplication

plot of maize seeds on the farm of Kamal Khan motivated him to distribute maize seeds and has resulted in higher yields for 90 farmers of the village.

Women under NRM identify opportunities in livestock and poultry management. Akhtar Naz of WCO Ziarat Sheikh Allah Dad-II, Kohat Region, eased herself into self-employment by securing poultry package. She is now earning a net income of Rs 1,200 from her layers and further hopes to expand the business by securing credit. Bye Bye charity says Zawjan of WCO, Kohat Region, while making consistent profits on her poultry package. She is reinvesting her profits into better and better enterprises and hopes that she will be able to alleviate her poverty. In a similar fashion, Maiwa Jan, of Kohat Region is earning Rs 800 per month from her 10-unit poultry package.



### **Shistari Mushroom Growers Association**

An association of women mushroom growers was formed by 14 WCO members belonging to Hangu Area and received training by NRSP at Islamabad. The association has a mandate to carry out joint marketing and is a pioneer effort on part of women in commercialised ventures. Each woman member has contributed Rs 50 as initial registration fee and Rs 10 as monthly contribution. In their own workshop held in June this year, decided to farm larger mushroom farm and commercialise its produce at a larger scale. This they intend to present as a role model for not only the people of Kohat but also for people belonging to other areas.

**Investment & gain  
under NRM  
Interventions  
from 24 Union  
Councils**

### **Wheat as a second crop in galyat**

*Galyat was considered as single crop zone. After SRSC BADP intervention, there is an obvious change in the cropping pattern. Previously wheat was the only crop sown in November and harvested in December and used as the fodder for the livestock. In the Union Council of Nagriballah 6 wheat demo plots were provided in November 1997. The crops proved to be very successful and gave a yield of 120 Kg per kanals. Impressed by the output given by the plots, in the coming year e.g. 1998, 17 MCOs adopted the practice of the previous year and grew wheat on all of their available land. This resulted into a production of 125 Kg per kanal, which is a record for the area. A total of 425 kanals of area was brought under cultivation.*

Region	Total Cost	Total Gain	Rs in Million Partners
Charsadda	0.009	0.349	43
Kohat	1.934	29.277	6,984
Mansehra	1.22	32.828	12,042
Abbottabad	0.453	5.51	57
<b>Total</b>	<b>3.616</b>	<b>67.964</b>	<b>19,126</b>

The gains are not possible without the positive contribution by the government line agencies in extending training and introducing innovative technologies. WCO Beensian in Mansehra was linked to the Agriculture Extension Department by SRSC. The women that were in their traditional role of supporting their males in the field offered a plot for demonstration of improved variety of maize. WCO members Rukhtaj and Rubina debated vociferously the issue of women participation in agriculture with line department officials in a manager conference. The Line Department as a consequence laid a one-acre plot on each of their farm area and provided agriculture inputs like seed and fertiliser. With the improved variety of Kissan maize doubled the productivity on the farms of those two members. They also distributed seeds to the men farmers of the village and to 15 additional farmers belonging to the surrounding three villages.

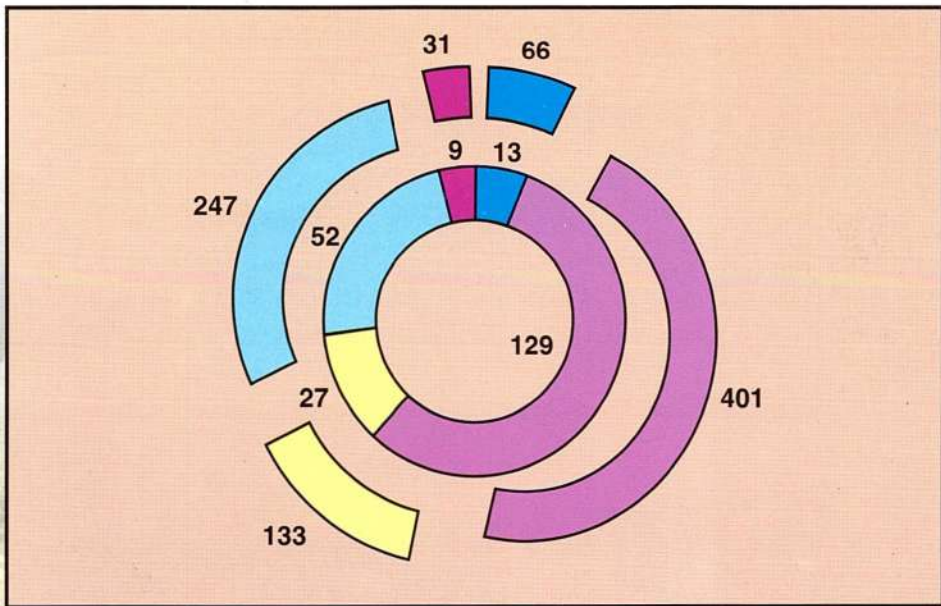
### **Productive investment**

Productive investment (PI) in a community should be productive, equitable and sustainable. The PI identified should be productive in the case of irrigation channels, orchards, land development etc. It is also considered productive in the case of water schemes for drinking purposes because they bring down the incidence of common diseases among children. Women in particular are identifying maximum community level needs for safe drinking water purposes. Their physical labour in fetching water is reduced and reinforces preventive health care in the family, thereby reducing unnecessary household expenditures on medical care. WCO Wasma in Mansehra identified community level need of DWSS. The

members completed the scheme at 95 percent of the planned cost and in three instead of six-month period. Two years down the line and the project committee is effectively operating the scheme with community contribution. Quinj bori in Mansehra identified a link road and is benefiting directly and indirectly 10,00015,000 persons. People that have to walk 3 hours are travelling the same distance on vehicles at a meagre cost of Rs 3 a round trip. Not only that but the road has facilitated the transportation of inputs and outputs from/ to markets. The link road has also been instrumental in providing access to the government line agencies for the first time for distribution of fruit and forest plants in the community.

A new experiment is being carried out in Kohat where joint PI to a village is being extended. This effort is to ensure benefits to the village and avoid polarisation of investment separately into men and women community organisations. The other aspect introduced into the concept of a joint PI is reducing the subsidy element of investment and increasing community contribution in financial terms. The village need as a whole is expected to surface more through the joint PIs. So far some joint PIs have been implemented in Kohat Region and on successful implementation, the model would be replicated in other programme areas as well.

**Initiated PIs during the reporting period and cumulative**

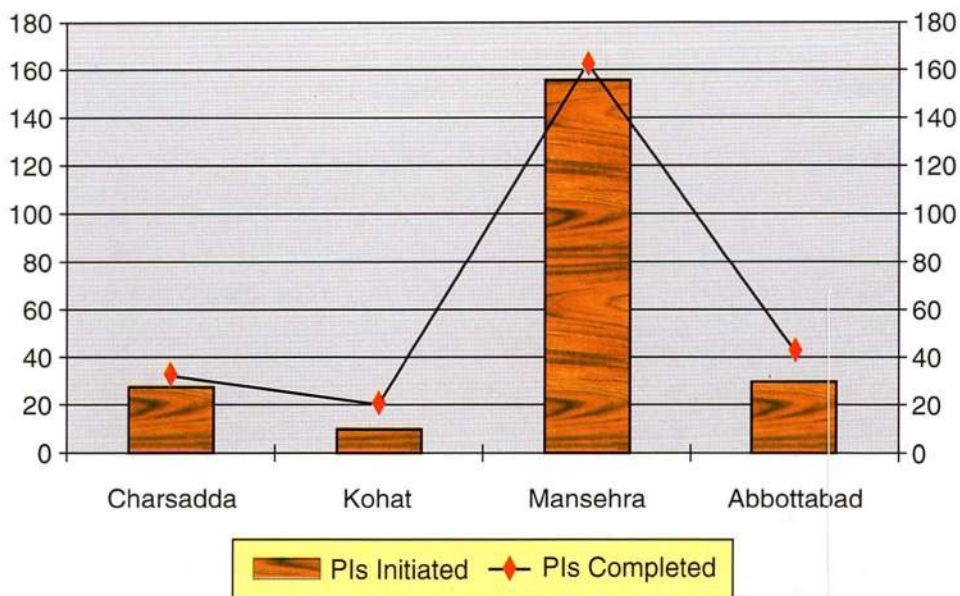


- Lining of channels
- Drinking water supply schemes
- Land levelling and development
- Farm to market roads
- Street pavements

In 24 Union councils PIs have directly and indirectly benefitted 30,626 households. The total investment made in PIs was Rs 100.525 million

which resulted, so far, in a return of Rs 98.812 million. An effort in this regard has been made to even work out income from schemes such as DWS that normally bring forth indirect economic benefits. This process is being refined presently to ensure further accuracy and reduce the margin of error in ensuring indirect benefits.

### PIs status during the year 1998-99



Investment & gain from PIs\* from 24 Union Councils Rs Million

**Rs in Million**

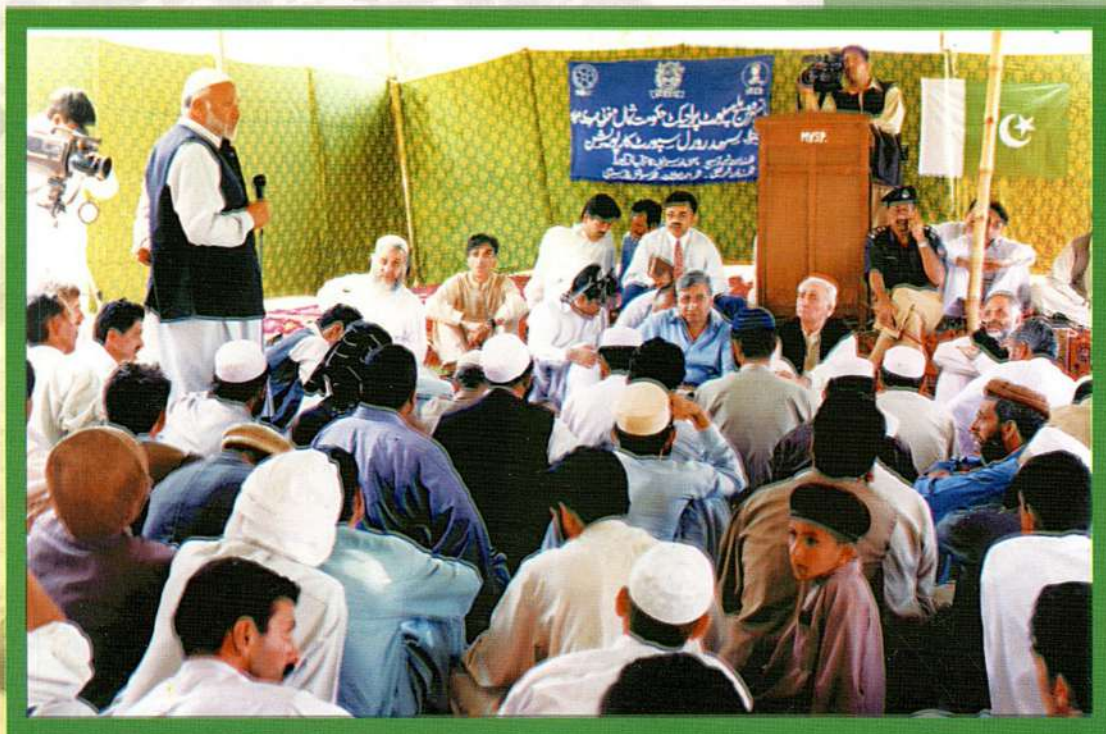
Region	Total Investment	Partners	Total Gain
Charsadda	0.59	451	0.783
Kohat	20.257	5,515	38.065
Mansehra	75.351	23,086	41.58
Abbottabad	4.327	1,5741	8.384
<b>Total</b>	<b>100.525</b>	<b>30,626</b>	<b>98.812</b>

\*- Initiated PIs



*The Change has begun with bottom-up planning in the government rather than the age-old method of the other way around. Mr. Ijaz Ahmad Qureshi, Additional Chief Secretary and Mr. Musharaf Rasool, Chief Economist, Government of NWFP, Planning, Environment & Development Department are listening to the activists belonging to Mansehra Region. It is based on this planning that the GoNWFP has allocated in its Annual Development Programme 1999-2000 Rs 100 million for SRSC. The poorest rural people in SRSC regions would be securing this resource to reduce their poverty.*

# THE CHANGE



### **The change**

People need to be organised to take charge of their lives. SRSC supports them in enhancing their abilities for following confidently their own socio-economic agenda. Change is measured in terms of better social and economic environment. Social advancement perforates people's behaviour by filling it with the spirit of collectivism. To determine social change is an intricate process because of the intangibility element embedded in it. Behaviour is synonymous with attitudes and to measure change in terms of attitudes is not impossible but difficult. Economic change involves, however, an easier process of measurement. The level of increase in income is a simple measure of economic improvement made by communities.

### **Measurement of social change**

It can be measured through the maturity of organisation. The larger the number of mature organisations, the better visible is the change. A more useful tool of participatory monitoring is Assessment of Institutional Maturity and SRSC is undergoing the second round of this exercise, after improving upon the previous experience. The maturity of the organisation is judged from all tangible and intangible angles.

Indicators ranging from membership, savings, self-initiatives and coverage of the poorest households to linkages independently developed internally and with other NGOs, Donors, Government lines agencies etc are tried to be captured. This exercise is carried out with WCOs/ MCOs that are at least two-year-old and where maximum interactions are carried out. This exercise has various objectives and a few are listed below:

- It helps in regularly monitoring the performance to see the trend of WCO/ MCO towards sustainability.
- It provides an update of Organisations' performance for the concerned staff to help them pay attention to these WCOs/ MCOs according to the assessment results.
- It also helps in identifying the interventions that are contributing more to the sustainability of WCOs/ MCOs and to draw lessons for future course correction.
- To categorise WCOs/ MCOs according to their performance and design strategy for future interactions accordingly.
- Based on the information collected, select and conduct case studies of identified organisations to draw lessons for further improvement. To provide donors and other interested agencies with the updated status of WCOs/ MCOs.

This exercise is very flexible and would be updated as and when required to cater for the developments made in the field and lessons learnt.

### **Measurement of economic change**

An exercise conducted in all regions in selected 24 union councils indicates quantum leap in economic benefits to the communities. An investment of Rs 146.794 million has provided 53,300 partners an income stream of Rs 257.279 million. According to a sample survey of one thousand

*This includes households that have indirectly benefited from PIs, other than the organised households.*

organisations, a total of 37 percent of households belong to the poorest of the poor category. It is also estimated that 60-70 percent of these households' stands organised across the regions. Consequently, a total of 32,506 households are estimated to be living below the poverty line in organised households of 87,854 in the Programme Regions.

### ***The models of change***

The change has to begin at each household level and aggregation at higher levels at a village, union council, district and provincial levels increases its significance. In SRSC regions, concentrated approach to development on a union council basis is being followed and forums increasingly are evolving. As this approach was recently adopted in January 1997, the results are slowly emerging.

### ***Dallan union Council***

Dallan union council is situated in Tehsil Hangu- Kohat region. It consists of 15 rural settlements with a total population of 18,235 heads (9,200 men and 9,035 women population). Dallan Area Tarraqiati Association was formed on June 1, 1997 comprising of 12 men's community organisations. It is a cluster organisation at union council level, which represents nine out of fifteen villages. It works to achieve the following objectives.

To develop the area by focusing on eradication of poverty in MCOs /WCOs and improve the living standard of rural population residing in that union council. To increase the productivity in the field of agriculture, forestry and livestock. To improve the communication and sanitation system of the area. To gain the confidence of individuals and elders of the area through participatory approach. To develop a strategy for development needs benefiting both men and women. Create employment opportunities. Better utilisation of existing resources. Formation of more organisation in the area so that each households may benefit from SRSC's participatory development program. Easy access to the basic needs of each household i.e. education, drinking water, health etc. To establish effective linkages with all government and non- government, National Building Department for technical guidance and support etc.

The cluster has collectively identified and prioritised some needs as listed below; causeway, irrigation and drinking water supply, agricultural development, Female education, mother and child health care centre, veterinary centre, sewerage system street pavement (sanitation), technical training centre, vocational centre for women, afforestation and range land management. The cluster so far has carried out the following main activities.

The cluster managers had their first meeting with the elders of the area to get their support for successfully running the organisation. The elders have assured their full co-operation and support to them. A cluster fund has been established for initiating developmental activities in the area. The cluster initiated the supply of improved wheat seed and fertiliser to the villagers at the local level. A pool was created by getting Rs 10,000 per member organisation and credit from SRSC. Thus 280 bags of improved seed and 500 bags of fertiliser were arranged. Selling on normal cash payment, the cluster earned Rs 5,000 from this business. This has led the organisation to plan a sale point for these agricultural through effective linkages with

WAPDA officials in the area, the cluster has succeeded in rectification of low voltage problem in the village besides getting a new transformer. It has also developed effective linkages with Community Infrastructure Project (CIP - a world bank funded project for social sector development) to implement sanitation programme like Drainage system, Pavement of streets, Drinking water supply, Farm yard manure disposal in Mazarine, Star Dallah, Ibrahim Khel, Sheikhan and Lahori Banda villages.

The IUCN along with its development partners i.e. SRSC, EPA, SPO have entered into dialogues with DATA cluster for joint working plan to start the activities as per TOP. The cluster has got a female teacher appointed in the local girl's primary school through linkages with the District education office.

### **Kaghan Development Organisation**

'If five young men in Swabi, with nothing more than five hundred rupees and a strong will can do it, why can't we?' This was the combined opinion of the group of activists that were sent for an exposure visit to the Shewa Educated Social Workers Association (SESWA) at Shewa, Swabi. SESWA is an NGO that was established by a few dedicated youth in the Village of Shewa. SESWA now operates through over fifty CBOs of their own with funds for their various initiatives coming from national and international donors.

The group of activists visiting SESWA sat together after returning from the exposure visit and decided on a course of action. They considered their collective savings, their membership and the initiative already shown by the people of this region, and concluded that work on the creation of such an organisation as SESWA for the Kaghan region should be initiated as soon as possible. The provisional Kaghan Development Organisation (KDO).

The Kaghan Development Organisation currently represents thirty-six CBOs of five Union Councils (UCs) in both the Lower and Upper Kaghan Valley, namely Kaghan, Jaraid, Kewai, Ghanool and Manoor. The membership is growing rapidly with six new entries during the last meeting and a promise by over eight more to join in the next meeting. The total projected number of CBOs that will be registered members of the KDO by the next meeting was approximated to be 45 to 50 CBOs.

Khursheed who is the Chief Organiser of the KDO, commented that the need for an organisation such as the KDO was felt due to the realisation by the community that only schemes and donor money was not the answer to their problems. He stated that the message of self help and hard work that had been instilled in the present members of SRSC organised CBOs needed to be spread throughout the region even if the SRSC ceased to exist. He said that SRSC had helped people grow, and it was now time for the people to help themselves. For this, however, he noted that the SRSC's support would still be needed to help formulate guidelines for the operation of the KDO and to ensure its effectiveness and success. Thus, it was suggested that the KDO's monthly meetings should be included in SRSC's Workplan.

"How should we maximise benefit from the SRSC's training programme?" is the debate currently in KDO. The response from Mr. Jaillani was that these SRSC training cost money and the most common complaint from the community is that those individuals that are trained do not in turn, benefit the community at all. What needs to be done is that the KDO should mobilise its constituent communities to create a genuine demand for these training from individuals whom the respective communities believe will benefit them.

KDO has initiated mobilisation of other communities to join KDO. The expenses of these visits would be borne by the organisation. Although the idea was accepted as being useful, the issue of financing the mobilisation activity from KDO funds was opposed at this juncture.

The formation of the KDO has the potential to be the most significant development in terms of the SRSC's Social Mobilisation programme. Such an organisation, which represents communities of five UCs in one Tehsil, does not exist in any other RSP. The development of the KDO into an institution is both sustainable, effective and is run completely by the community.

### **Bajeeda**

The example of Bajeeda Union council, Haripur, Abbottabad Region network presents perhaps the best model of social and economic change that has emerged more profoundly during 1998-99. The minimum of social guidance has imbued them with the vision to help themselves to a level of complete independence. What began with one MCO formation in 1997 galvanised the whole process of social change, with 94 percent household coverage, for the entire union council in a space of two years. The entire coverage was spearheaded by the activists themselves with SO taking the back seat. The social organisers of SRSC are now learning to share the experiences of Bajeeda activists with people of other union councils. They are collectively planning and making decisions with increased involvement of the government line agencies. The positive attitude of the line agencies and effective co-ordination by the BADP were the two important factors. It is beyond doubt however, that Bajeeda has been raised to the present successful level of social mobilisation by the dedicated efforts of the activists.

Total settlements	40
Total settlements covered	40
Total MCOs	33
Total WCOs	21
Total households	2,264
Total households covered	1,613
% age coverage	94
Households living below poverty line(< Rs 4000pm)	616
Households organised Below poverty line	481 or 78%
Average investment Per Households	7,284
Average income per households	15,772

**Profile  
of  
Bajeeda**

These leaders are the ones that ensure easy and regular flow of technological innovations into the union council. An investment of Rs 312,110 was made in co-ordination with the concerned line agencies under NRM. Various opportunities in agriculture, livestock and forestry have extended a net monetary gain of Rs 4.156 million to each of the 740 households, including 481 poorest. The people of Bajeeda have made twelve-time net gain during the period 1998-99. A total of Rs 5,616 profits, over the course of the year, per household were made by each of these households.

The improvement of infrastructure facilities has taken place on self-help basis and even with the support of donors such as Action-Aid. For 25 PIs initiated in Bajeeda, Rs 2.633 million was expended with 20 percent community contribution. These PIs have generated on the average Rs 8,558 income per household, which are almost 150 percent over and above the cost. The social awareness amongst the members is of a quality that one expects from an intellectually advanced stratum of people. The union council has 18 percent literacy among its male and female population yet their level of understanding is compatible and the illiterate amongst them is equally aware. The truth behind this success is collectivism enshrined by the relentless endeavours of their men and women activists. Social change automatically ushers in ideas and practical measures for equitable distribution of resources and economic benefits. The activists that brought light to the still life in Bajeeda, especially for the 30 percent poorest of the poor, when 78 percent of them were brought to the process of participation and control. These 78 percent have had access to resources that in two years time raised their status from poorest to poor with average earnings rising from a low and sporadic to Rs 4,000 per month and in a consistent stream.

This transformation has been brought about by the activists who ensured surfacing of the true needs of the members and by providing adequate and equitable access to resources. The organisation collectively has to cater for the needs of the marginalised groups and raise them in harmony with the relatively better off. The same level ensures harmony of thought and action and ensured a general upward movement of the village polity. The main factors that brought about this dramatic change in their lives have been SRSC focusing more intensely on activist building and to consciously transfer responsibility on the ripe shoulders. The integrated approach of involving government line agencies right from the outset in the planning and decision making process of the communities was a further cementing factor. To form a correct theory is important, to implement it in letter and spirit is necessary but transforming theory into practice by the people themselves is consummate perfection.

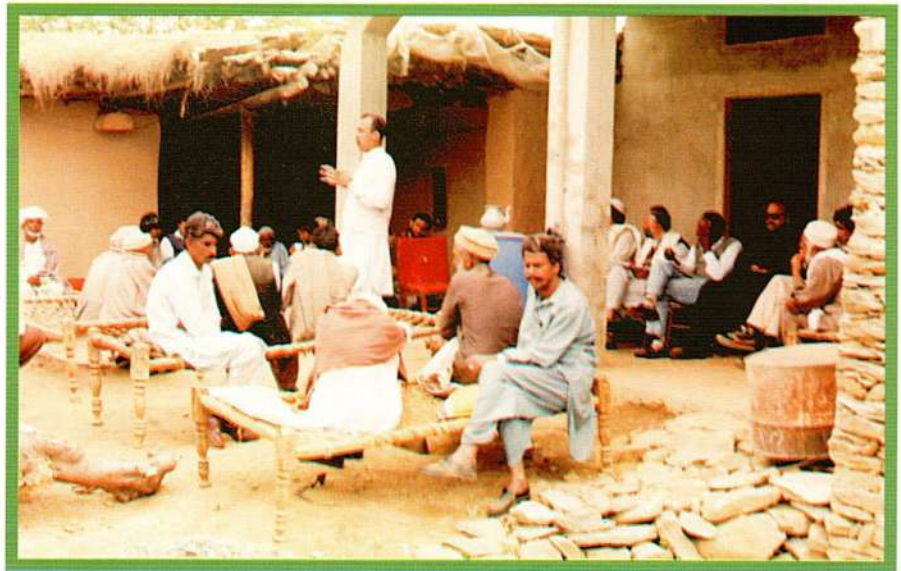
All these three factors is superbly blended together in the case of Abbottabad and blossomed first in the form of Bajeeda union council. There are at least two other such union councils in Abbottabad Region out of the Twelve that have been selected for concentration of the programme. These are Nagriballah and Pattan Khurd in Abbottabad that are fast following on the tracks of Bajeeda. In various interventions extended to Nagriballa Union Council, an investment of Rs 1,828 per 741 households has resulted in a monthly income of Rs 2,110 over the course of the year, 1998-99, to each of these households. Coverage in Nagriballa union council stands at 67 percent of households.

## ***A model building on experience***

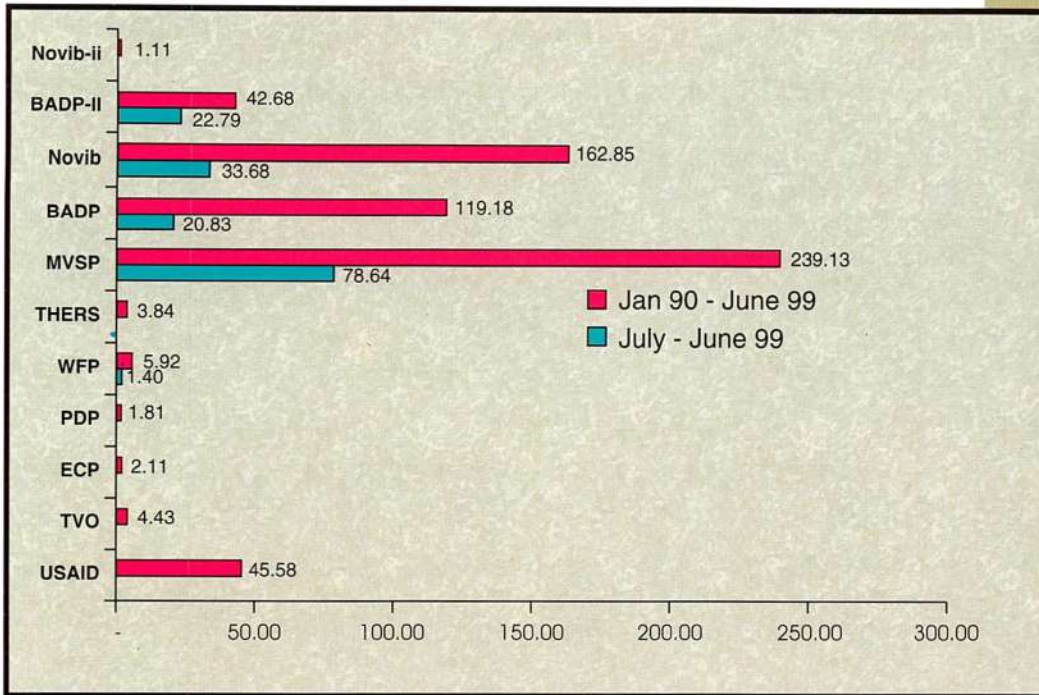
Bajeeda is the finesse of our experiences of programme implementation gathered from other programme areas. It is the zenith of excellence brought about by collective experiences over the last eight years of people belonging to all SRSC regions especially of Dallan and Kaghan. They initiated and introduced innovations for social and economic change to be adopted. People like Musa Khan of Bandki Chak of Kohat Region, who had no formal activist training yet reactivated his organisation, infused better training techniques to SRSC staff for extending systematic skills to Shahnawaz to appreciably lead MCO Mohallah Union Council of Haripur Abbottabad. The experience of shifting of responsibility too soon from SOs to the activists in Charsadda taught us to train Haq Nawaz of his MCO, who internalised leadership building process in providing basic and LMST courses as a resource person. To avoid target achievement approach of MVSP and initially of BADP in Kohat, the line agencies of Abbottabad were educated to participate more with people in planning and adopting flexibility for necessary programme adjustments. The district co-ordination committees are now meeting on a monthly basis and the line agencies are planning activities with SRSC and the people for a joint action plan. All these experiences are coming together in perfect compatibility among the regions.

The whole beauty of this activist approach to organise people is that successful experiences can be continually fed back into organisations. The experiences of Abbottabad are being used to bring further refinement in the programme implemented in other regions. The excellence of the programme in Abbottabad is also because of following a concentrated approach on a union council basis rather than on a scattered one followed in the regions. The process has been re-focussed in other regions but changing attitudes is time consuming and the true results in other regions will start surfacing in the coming years.

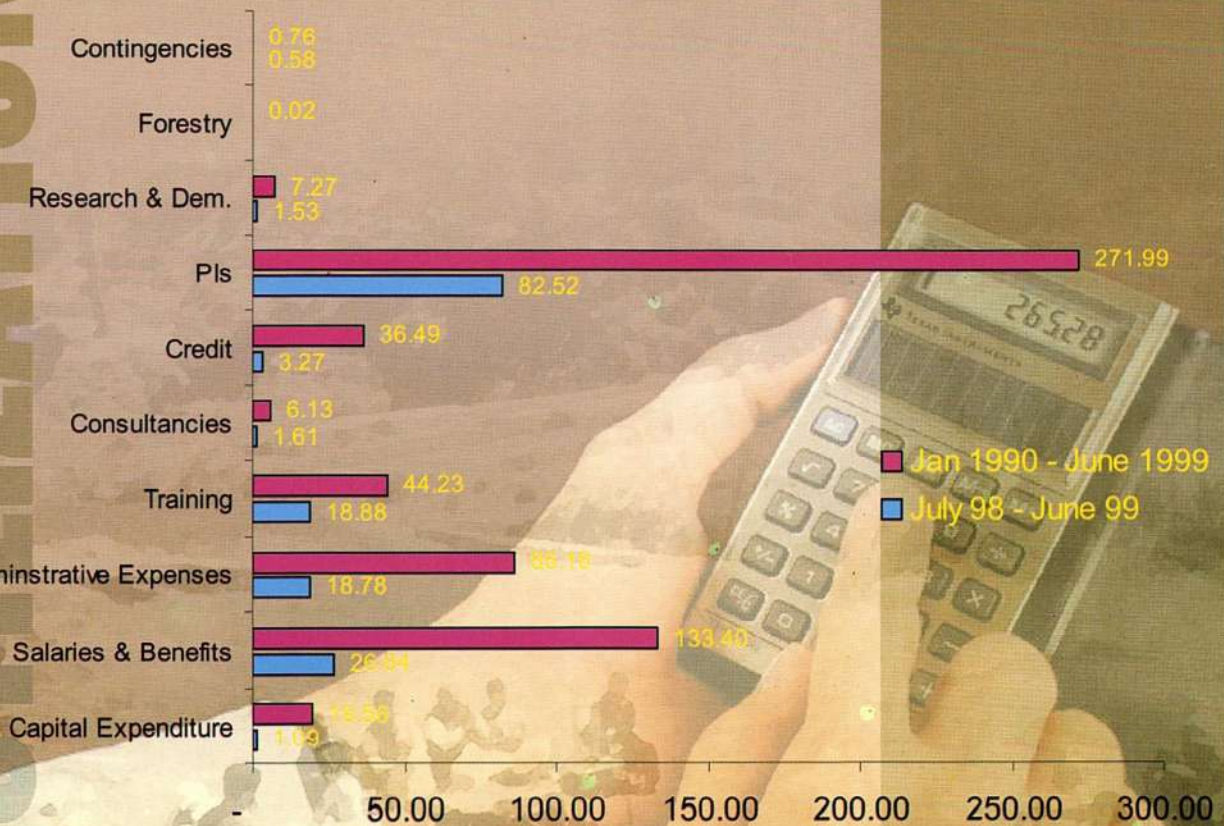
The 87,854 organised households of seven districts of NWFP have travelled over eight years in SRSCs life of people centred development. There are leaders emerging across the regions that have the will, knowledge and power to lead with the support of the members and introduce change in the lives of the people they lead. The message of self-reliance is spreading like wild fire in the province and the people from places like Kohistan and DI Khan are yearning to become part of this movement. They earnestly desire emancipation from the shackles of long social and economic exclusion and SRSC to them is a possible source of solace.



# Sources of Funds



INFORMATION



Resources that mobilise change

## **Explanatory Notes**

An exercise to determine economic returns to each of the organised households against the investments made. From 87,857 households scattered over 241 union councils, information so far has been calculated for 24 union councils. These union councils are concentrated for programme implementation out of the 38 selected in four regions. Out of these 24, 14 are that of Mansehra, 7 belong to Kohat, 2 are in Abbottabad and 1 in Charsadda Region. The conditions in each of the regions are different and therefore the basis of calculation varies from region to region. The community has provided the data for working out the economic benefits and the gains are based on actual data.

### **1. Credit**

1.1. Two-three year old cases were taken for calculating economic benefits in livestock, agriculture and skill training sectors.

1.2. In agriculture income earned was estimated by partners while securing loans for improved seeds, fertilisers and paying for hired (not purchased) machinery like thrashers and tractors etc.

1.3. Number of beneficiaries multiplied by per month per beneficiary gain multiplied by total earning months.

### **2. Human Resource Development**

2.1. Income levels were taken for all the extension workers trained in the union councils both men and women. Income earned from livestock by partners was calculated by catering for lactation periods as well. AEW in MCO Dhoong, Abbottabad Region, earned an amount of Rs 450 for spraying over 15 Kanal @ Rs 30 per Kanal. Similarly, three Fruit & Vegetable Extension workers earned an amount of Rs 900 for spraying over an area of 30 Kanals at the rate of Rs 30 per Kanal. Income earned by health motivators has also been taken by working out their average monthly income. In Khushal Garh Union Council of Kohat, 15 female health workers trained earned Rs 300 based on an average income per FHW @ Rs 100 per case multiplied by 3 cases. The average income per FHW per year @ Rs 300 per month multiplied by 12 months is Rs 3,600. The total income earned by 15 FHWs in one year @ Rs 3,600 multiplied by 15 FHWs is Rs 54,000.

2.2. In skill training the basis includes partners involved in establishing small trading shops, individual skill secured for masonry, driving, electrician and other skills of soap making etc have been taken. Actual incomes of these workers for a year have been taken into account. In vocational training, number of persons multiplied by gain per month multiplied by total months. The figures were taken from each in individual partner separately, which varied but not, by much.

### 3. Natural Resource Management

#### 3.1. Agriculture

3.1.1. Members after demonstration of high yielding varieties of seeds adopted improved practices and increase income. Income from various crops actual partners was secured. The income earned from double cropping wherever used was also included. The formula generally applied is total kanals of plot multiplied by per Kanal increase Plus adopted for total Kanals multiplied by per Kanal increase. The economic benefits have also increased due to effective advice given by the extension workers. This is a case more visible in Abbottabad and is estimated by taking number of beneficiaries multiplied by land Kanals multiplied by per kanal increase plus per Kanal production due to additional crop multiplied by total Kanal.

3.1.2. Livestock- Improved breed of cattle and poultry enhances income. These improved breed demonstrate that income can be enhanced and people adopted. In livestock sector, savings due to reduction of mortality rate, which varies in irrigated belt of Charsadda to rain-fed areas of Kohat, Abbottabad and Mansehra. In the case of Abbottabad, e.g. animal death before vaccination multiplied by average price per animal animal death after vaccination multiplied by average price per animal. Similarly, in Kohat the mortality rate in the area on the average is estimated to be 20-25 percent. The animals vaccinated so far are 13,971, which are nearly 50 percent of livestock population in the area. These animals include cattle, sheeps, goats and poultry birds. After the vaccination, the mortality has decreased from 20-25 percent to only thirteen percent.

### 4. Productive Investment

4.1 The PIs are identified in the following broad-categories

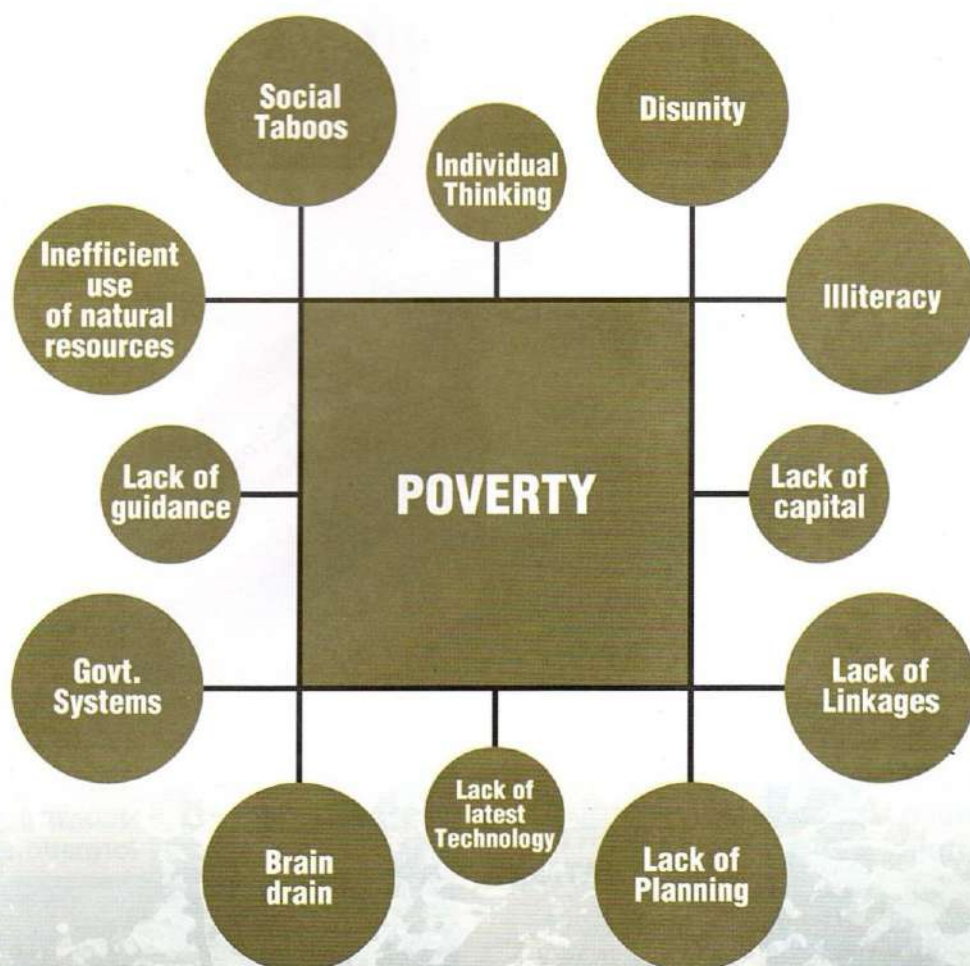
- Drinking water supply schemes
- Irrigation channels
- Dugwells for drinking water and irrigation purposes
- Small link roads
- Land development (land levelling and reclamation)
- Green sector PIs (Mansehra only)

4.1.1. The direct benefits were calculated for all these types. In case of DWSS and link roads, most indirect benefits are present like savings due to these schemes. However the DWSS PIs are very large therefore an attempt was made to calculate these indirect benefits. For instance in Kohat, expense of Rs 1,000 per household (including donkey or workforce plus equipment plus time consumed charges) and the operation & maintenance @ Rs 200 per month per household. Subtracting Rs 2,00 as O&M cost, the actual gains Rs 800 per month per household. In the case of Abbottabad, in one MCO, Bathakari, the gains of DWSS have been calculated as amount paid to the water bearers on monthly basis multiplied by total households over a period of 12 months. There were link roads in Abbottabad and the gains are calculated on the basis of reduction in freight and fare per person or household per month multiplied by the number of average beneficiary households multiplied by time period i.e.,  $\text{Rs } 30 \times 736 \times 12 = \text{Rs } 264,960$ .

5. Gains at each household level were aggregated at the settlement level and then benefits at all settlements aggregated at each of union council level. The figures presented throughout this document are prepared on the basis of 24 union council-wise information. It is an on-going effort and all the interventions would have resulted in economic gains and it is being documented presently. By the time of the next annual review full impact would be presented.



# WHY POVERTY?



*The people of Bajeeda who educated us by presenting the causes of poverty (above) and their understanding how to reduce it (below) is a matter of honour for us. This was also presented to Mr. Ijaz Qureshi, Secretary Finance and Mr. Musharaf Rasool Chief Economist, PE&D Department GoNWFP when they were visiting the area to conduct dialogue with the activists. We have decided to document the next annual review 1999-2000 on poverty.*

# How community perceives poverty alleviation.

