

PDABK 825

**FROM TRADITIONAL DEVELOPMENT  
TO  
GENUINE DEVELOPMENT**

**ASSOCIATION BUILDING FOR THE SOCIO-ECONOMIC  
DEVELOPMENT IN KURRAM AGENCY**

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## Glossary

- Ulasi Gund (UG):** Association of people.
- Ulasi Taroon (UT):** Representatives Council
- Logi:** A family unit having a shared income pool; a traditional basic unit for the distribution of benefits from communal endowments and responsible for payment of fine levied on the khail/village by the jirga or administration.
- NGO:** Non Governmental Organization.
- TADP:** Tribal Area Development Project.
- USAID:** United States Agency for International Development.
- Jirga:** A group of affluent tribal leaders having the authority to decide tribal, village, khails and individuals disputes.
- Rapakee:** A selected group of people having the responsibility to regulate water distribution and to take care of communal forest in the village.
- Shalgun:** A selected group of people having the same responsibilities as that of Rapakee but have a larger area of influence.
- Genuine development:** The process of development based on the needs of the majority with the objective of upgrading the status of the common people through equitable distribution of resources and benefits. A process of socio-economic transformation which results in change in social values, giving more freedom to the common people.
- Ulas Sazi:** Ulasi Gund formation process.

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# 1. INTRODUCTION

This report is a part of series of efforts by Government of North Western Frontier Province and the United States Agency for International Development, for the development of the tribal areas through Tribal Areas Development Project. As the project is coming to an end after ten years of support to the line agencies and USAID is expected to withdraw from Pakistan, the major concern of USAID is to support the development of structures which are able to sustain the development process and effectively utilize previous and ongoing investments in tribal areas.

Given the objective of supporting the establishment of institutions capable of initiating and sustaining the development process, USAID and GONWFP has been exploring the possibilities of establishing NGOs in the Tribal Agencies. It is their objective that NGOs be supported which have the capacity to implement participatory development programs. Kurram Agency, in comparison to other Agencies in the tribal areas, is considered to have relatively favorable conditions for the establishment of an NGO and for the implementation of a participatory rural development program.

This study aims to analyse the existing socio-economic conditions in the Agency with an aim of formulating a design for a participatory development program.

Various alternatives for the socio-economic development of Kurram Agency have been examined during the course of this study. The traditional development programs implemented by the government line departments provided essential infra-structure to break the isolation of the tribal society but the benefits of these programs did not reach the common people at the village level. The root cause of this uneven development is due to the non-participation of the beneficiaries in the decision making and planning process. The issue of people's participation and equitable distribution of resources and benefits is the prime focus of the study.

The study focussed on developing an understanding of the socio-economic structure in terms of access and control of resources; distributions of benefits and the obstacles in development of the people of the area. Based on this analysis of the situation, a strategy has been formulated which is based on the transformation and development of the indigenous resource distribution system and interaction of conflicting forces within the traditional society. The strategy has tried to develop a built-in mechanism to check the flow of resources and benefits to a limited advantaged group and ensure equitable distribution of benefits.

During the course of study, it was observed that inhabitants of Kurram Agency had a great potential for participating in community development if provided an opportunity, through an integrated

approach, where they have control over the process and its benefits. This potential and desire to participate in their own development is triggered by desperate need for basic civic amenities and development of socio-economic opportunities for growth.

The task of introducing a people's participatory approach to development in a tribal society is the first attempt in Pakistan, unique in its nature and complex in visualization and formulation. Unlike other areas, the social structure in Kurram has an entrenched and very strong hierarchical system. Introduction of new approach of participatory development requires a thorough analysis and understanding of the socio-economic structure and the forces which promote or inhibit the development process. Above all, administrative set-up in FATA, places limitations as it does not have the absorptive capacity to handle the demands which the participatory process will release.

The purpose of this report is not to provide a blueprint for the implementation by a management when it becomes operational, but rather, guide lines for initiative that is to be promoted. This requires a high level of commitment and integrity of the management, flexibility of approach, flexibility in procedures and willingness to experiment and innovate.

This report gives a review of the development situation, a proposed development approach, a strategy, and longer term and shorter term plans for a development program..

#### **ABOUT KURRAM AGENCY**

Kurram Agency<sup>1</sup> is bordered in the west and north by Afghanistan, in the east by Orakzai and Khyber agencies, in the southeast by Kohat and in the south by North Waziristan. The total area of the agency is 3380 sq. Km. The agency is divided into three subdivisions i.e., Upper Kurram, Lower Kurram and FR kurram. FR Kurram is the largest subdivision in the area, followed by Upper kurram and then Lower Kurram. Kurram river is the principal river of the agency and joined by various tributaries.

The northern part of the Agency has a temperate climate - cold and snowy in winter and warm in summer. In Lower Kurram the winter is cold while the summer is hot. In eastern part of the Agency, the climate is dry and hot in summer and dry and cold in winter. The annual rainfall at Parachinar is 28.6" while at Alizai it is 18.7".

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<sup>1</sup>The source of information is the Socio-Economic Profile of Kurram Agency, prepared by P & D department and USAID in May 1991 and FATA Development Statistics, Bureau of Statistics, P & D department, Peshawar, 1990.

Total estimated population of Kurram Agency is 429071(till june 1993) where 42% are living in FR Kurram, 40% in Upper Kurram and 18% in Lower Kurram. Recent figures on literacy are not available but according to 1981 census, literacy rate is 6.25%: 11..04% for male while, 0.85% for female. Upper Kurram has the highest literacy rate of 10.1%.

The agency has accommodated 347849 refugees mostly, in Lower Kurram.

The cultivated area of the agency is 17100 hectare wherein 91.2% of the land is irrigated . Major crops of the area are wheat, maize, rice, fruits(apple, peaches, apricots and pears), vegetables(tomatoes, onion etc), and potatoes.

There are 29 health institutions in the agency for treatments. These include 4 hospitals with a total bed strength of 322. Average population per hospital/dispensary bed is 1332.

## 2. SCOPE OF WORK

The objective of this study is to formulate a plan for the implementation of a community development approach to development in Kurram Agency.

The task of the study as agreed with the USAID was:

1. To prepare a plan and recommend a strategy for developing community development opportunities in Kurram Agency on the followings:
  - a. A conceptual framework for a community participation program in the Kurram Agency.
  - b. options and a recommended plan for implementing a long term community participation program with goals ( 5 to 10 years) and short term programs with the objectives (1 to 2 years). Both the long term and short term program should be prepared keeping in view the TADP phase-out, others donors integration and coordination, forming NGO board of directors and NGO field management team.
  - c. A management plan including recommendations for job description.
2. Report on opportunities and constraints for social and economic development in Agency , Based on the review of socio-economic profiles, reorientation report and other studies. This includes:
  - a. Overview of the economic and social sector
  - b. Major and minor constraints and opportunities for development in the following sectors:
    - o Agriculture/ Horticulture
    - o Livestock/Animal Husbandry
    - o Agri-Forestry
    - o Commercial Banking and Credit
    - o Transportation
    - o Health/sanitation
    - o Education/Literacy

### **3. STUDY APPROACH AND METHODOLOGY**

A study was conducted to identify the principles for the development of socially and economically disadvantaged people; to propose an institutional framework for a participatory forum; an organizational structure and to outline some of the programs. The team went through a multi stage process of observations, information collection, analysis and idea formulation.

The team:

Studied behaviors and interests of different individuals and groups.

Made assessment of needs of people and implications of various development approaches.

Analyzed the social, economic, cultural, political situation of the area.

And finally a conceptual framework for socio-culturally related development is formulated.

The study began with the meetings with government and USAID officials in Peshawar. Available material on Kurram Agency was collected from various sources and was reviewed to acquire an acquaintance with the prevailing situation in the area.

#### **3.1. INDIVIDUAL AND GROUP MEETINGS**

To evolve an insight into the situation, individual and group meetings (Annex I) were held with the various concerned organizations i.e, USAID ,TADP in Peshawar and local NGOs, political administration, traditional and religious leaders and intellectuals in Kurram. During these meetings the social structure of Kurram, development activities, administrative structure and above all obstacles to development and social values were discussed.

Various government departments were also visited and their views were observed. In addition, various infra-structural development schemes, TADP projects and activities of line departments were visited to assess their effectiveness and benefits to the people (Annex II)

### **3.2. INFORMATION AND VIEWS COLLECTED FROM THE PEOPLE OF KURRAM**

After clarifying the understanding of issues, constraints in development and social structure, a checklist of issues and concerns (Annex III) was designed and applied in a number of individual and group meetings, to collect the required information on various aspects of the situation. The method of group meetings, conducted with the help of a checklist proved fairly effective. It helped people to open up and discuss issues in detail and, in sharing their point of view while providing the information required for the study.

Moreover, a large number of individual and personal discussions were held with the village leaders, elders and common people (both male and female). Information on settlement pattern, village map, local problems, lack of facilities, present and future potential and scope of development initiatives were collected to formulate a design for a participatory decision making forum for development at village/hamlet level.

#### **3.2.1. Choice Of Villages**

The villages to be studied were selected in consultation with the prospective members of the Board of Directors of the NGO planned in Kurram. In addition to this the selection of villages was based on information collected from Patwaris and the socio-economic profile prepared by USAID.

#### **3.2.2. Village Selection Criteria**

Representative villages were selected in all the three subdivisions of the Agency; i.e. Upper, lower and F.R., to collect basic information for the formulation of a participatory approach. These villages were selected to provide a representative sample of the villages from each of the major areas. (Annex IV).

The information collected from the selected villages was analyzed and a strategy for the genuine development of this tribal society has been designed, which is based on participatory approach to development.

## 4. SITUATION ANALYSIS

At the very first glance, it is evident that people of Kurram are far behind the people living in the settled areas in terms of their socio-economic development and access to civic amenities. This is however, not to say that the people of the settled areas are not also disadvantaged in terms of paucity of resources and the general underdevelopment of the socio-economic structure.

The people of Kurram are, however, doubly disadvantaged due to the limited development of local resources and by the politico-legal and socio-economic structure of the tribal societies.

The politico-legal structure of the tribal areas provides little opportunity for the participation of the people in the decision making and planning process for the development of the area. At one level the framework provides the liberty to the people to lead their lives according to their traditional norms and customs. On the other hand, it ensures the separation of the public sector development institutions from the people. Thus in this framework the tribal people do not have any role in the development programs implemented by the public sector agencies. In fact, these agencies are not accountable to the people in terms of their development goals and objectives.

This situation, therefore, provides ample opportunities to the few who are able to communicate and negotiate with agencies to reap the benefits of public sector investments, at times, at the expense of the majority.

### 4.1. DEVELOPMENT PLANNING AND IMPLEMENTATION

The development policy adopted for the last three decades was/is based on the biased distribution of the resources, resulting in the support of, mainly the present elite or creating a new set of elite. The resulting gap between the social units of haves and have nots has deepened. The development strategies along with financial resources have been filtered down through government departments. The criteria is based on the cost benefit ratio, as a result some get more while others get nothing. There is no proper institution either for planning as how to deal with such resources at hand. As a result the already complex projects require more managerial staff for maintenance than is required for the completion of the original tasks.

#### **4.2. PLANNING PROCESS**

The country-wide situation of political dependency and insecure future pushed the planning process further in the wrong direction. The spill over of this has been visualized by the social planners at home and abroad. As a result the govt; got involved, mostly, in the establishment of limitless departments and agencies for the maintenance of the already physically completed projects. Even these projects are not in accordance with the socio-cultural style of the people of the area.

#### **4.3. DEVELOPMENT AND ITS CONSTRAINTS IN KURRAM**

The development strategy is the same as that of the whole country but being a tribal area, the resource infiltration continued very slow. Comparatively within the Tribal areas, the agency received more development funds due to a favorable geo-political environment. The land settlement in Upper and Lower Kurram provided an undisputed platform for the development of green sector and related infrastructure. People of the area have become more aware of technological change in the settled areas of the province.

Nevertheless, the population of Kurram touched the figure of 429071 during 1993, and growth in development remained much behind the present need. The sectoral development based on conventional approach was further monopolized by very few individuals of various communities. The concept of development has been changed by the local elite. The demands for schools are not based on the need for education but rather, for the hiring of chowkidars from the families who are offering land for the school free of cost. As a result, most of the schools have been constructed either in the living premises of a particular family or far away from the settlement. This resulted in low enrollment of students and stopped totally the female population from going to schools. This tendency has also been supported by the policy of the respective department to get the land free of cost for the construction of schools.

Mostly, all departments have fallen victims of this tendency and lost the self concluded path of development. Limited resources also hampered the way of development. Approach to implementation is also vague and no proper criteria has been followed. The sustainability of their activities will also cost them the most.

*Sectoral development* moved forward in a slow pace while few sectors got some momentum due to rapid change in surrounding. The sector wise development and potential has been given as the following:

#### **4.3.1. Agriculture Production**

Farming is the major source of income in Kurram Agency but cultivated area is only 5.1% of the total area and on average 22.5 people depend on 1 hectare of cultivated land. The shortage of land bracketed farmers in the subsistence farming. Rapid growth in population put a continuous pressure on the agriculture sector to cope with the changing situation. Besides resource constraint, the availability of agricultural inputs was also not certain, which hampered further increase in production.

Agriculture sector made reasonable progress in the dissemination of improved seed of wheat, maize, rice and introduction of new crops i.e., soybean, groundnut and tomatoes. Fruit orchards were introduced in upper Kurram and their qualities were further improved through introduction of new varieties.

These activities have been carried out by the department of Agriculture Extension. Recently, Agriculture Research department has introduced an outreach program. Agriculture Extension has been distributing 60000 fruit plants annually since 1988 on subsidized rates. Plant protection services have also been extended to the farmers on concessional basis. In order to transfer new technology to the farmers, a regular training program has been launched by the respective department. Laying out of model orchards and orchard management activities have also been undertaken.

The development activities of Agriculture Extension department stands on top of other organizations, but due to policy limitations an integrated approach has not been adopted. Traditional crops were not replaced by locality specialized crops of high income. Seasonal disadvantage remained a serious threat to cash crops. Rapid and large scale dissemination of orchards were not focussed upon. Integrated pest management approach was not adopted, rather orchard management was given importance. Farmers were not encouraged to bring more land under cultivation in rain-fed areas.

#### **4.3.2. Livestock and Dairy Development**

The number of animals has been increased, particularly, sheep and goats during the last few years. Activities of the livestock department is curative and preventive care but required medicines are normally not available. People in some of the areas have no access to livestock dispensaries. Breed improvement program has been started on a limited scale but presently suffered due to non availability of liquid nitrogen. Feed improvement program has to be started to cope with the shortage of fodder. Pastures have been exhausted due to over grazing and require special attention.

#### **4.3.3. Forestry**

There is significant potential for the afforestation in Kurram agency. The nearby slopes and mountains have no vegetation and plants due to deforestation. Forest on high mountains and in F.R. Kurram agency is also under threat and causing heavy erosion. So many houses and fertile land have been washed away by floods and there is a serious threat to the survival of the inhabitants. In most of the areas visited by us, destruction due to floods was the major problem. Afforestation is the only long-run remedy.

The department of forest has established 7 nurseries on 9 acres of area. During 1992-93, 1700000 plants have been raised. An area of 9083 acres has been covered by bare rooted plants in block afforestation at 60 locations since 1979. Besides, Mazri has been planted on an area of 20260 acres. New program of forestry has been started recently by establishing 8 nurseries in private sector. These private nurseries will raise 220000 plants and the department will pay for the plants.

The department has attempted to increase the forest area but deforestation is many times ahead of it and the impact of these activities may not be observed. Increase in local population and presence of Afghan refugees put increasing pressure on forest for their fuel consumption. Mazri, which is a local wild specie has mostly been rooted out for fuel both by local as well as Afghan refugees. Traditional approach to development remained a great cause of low progress. Local communities haven't been involved in the afforestation, therefore, they have less interest in the survival and protection of these plants. Maintenance and protection has become a serious problem and the department is mostly involved in these affairs. The afforestation is very much fragmented in pockets and do not cover vast areas. No approach for the commercialization of forest has been materialized. The concern agencies seldom initiate development of pastures which covers an area of 30000 acres.

#### **4.3.4. Seri-culture**

Sericulture is one of the oldest activities in Kurram. It was started in 1952 and took off as a commercial institution particularly, for women. Sericulture department has registered 1000 individuals, each gets Rs.3000 to 4000 per season. About 7000 kgs of cocoons are produced annually. The cocoons are purchased by the department. Department of sericulture has established an electric spinning unit for making silk threads.

For rearing purpose, the department has maintained 2 nurseries of mulberry having a capacity of 80000 plants per year. These plants are given to the respective farmers at a rate of Rs.0.10/plant.

There is a great potential in cocoons' development particularly, for the uplift of women folk in the area. Increase in production of cocoons directly depends on marketing. Department of Sericulture is the main purchaser of cocoons and silk thread, which has a limited purchasing capacity. Further improvement in this sector will require to explore private market for raw or semi-finished products.

#### **4.3.5. Education**

Education is the most important sector for human resource development and social cognition. For this purpose educational institutions have been established in various parts of the agency. there are 221 primary schools, 30 middle schools, 21 high schools and 3 colleges/higher secondary schools. According to 1981 census, literacy rate in Kurram Agency is 6.25% which is much behind the national average. The female population has been ignored which is evident from the fact that the number of girls primary schools is 41 out of 221.

The policy of establishing educational institutions is very defective in Kurram Agency. Most of the schools are granted to individuals without any reasonable criteria. The aim of getting school is not to impart education but rather, to gain employment in school. Based on this corollary, schools are constructed far away from population, used as guest rooms by the land owners thus needy people are deprived from getting education. Educational facilities in FR kurram are in very miserable condition and children have to walk for several miles to reach these schools. Availability of teachers in FR Kurram is also a problem while, female teachers are, even, not available in most of the schools in upper and lower kurram.

#### **4.3.6. Health**

Disease control program is good in urban areas of Kurram but people living in rural areas face difficulty in getting proper treatment. There are only 24 centers for medical treatment in rural areas. In some areas these centres are difficult to approach to and the residents have to take certain risks.

There is no effective program for preventive care, sanitation and nutrition. Even the people of urban areas are facing these problems which cause damage to the health of common people. People are unaware about the preventive measures and mostly use unhygienic water from channels for drinking purpose in the rural areas. Similarly, there is no drainage system in most of the villages and the waste disposal causes pollution.

The limited intervention by the health department is not sufficient enough to cope with this critical problem.

#### **4.3.7. Credit**

Agriculture Development Bank has been forwarding loans to farmers for inputs to be used in agriculture production, agricultural machinery and agro-based activities. Major demand of loan is for the purchase of tractors. The mark up on tractors' loan is 9% while on other loans is 13.5%. The Parachinar branch of the Bank has disbursed Rs. 4.3 million of loan during last year and planned to give Rs. 8.2 million loan during current year. Other commercial banks normally don't forward loans in agriculture sector in Kurram Agency. United Bank Limited, Sadda branch was visited and observed that only one loan was given on Non Interest Cash Finance(NICF) basis to a businessman with a mark up of 18.5%.

Recovery of loans is a severe problem for the bank. Loanees are mostly defaulters and there is no proper mechanism to recover the loans timely. Demand for loans is also not very high due to high mark up for productive loans and religious views about interest especially in lower Kurram.

Effectiveness of the credit system requires motivation, social pressure and reasonable mark up with in the range of net benefit to the loanee.

There is no coordination among all sectors for their development activities. No mechanism for greater benefits and sustainability exists. Above all people's interest and priorities have not been considered. In this stage of diminishing resources, an alternative strategy for genuine development is required. For this purpose, people's participatory approach is being introduced in Kurram Agency.

#### **4.4. SOCIAL STRUCTURE ANALYSIS**

Historically Kurram had been a gate-way for many invaders. For centuries, the inhabitants of this area fought back invaders, and this resistance brought about a peculiar kind of characteristics in the culture, traditions, character and temperament of the people. Particularly, invasions for centuries have developed among the inhabitants a culture of fighting , resisting change and being suspicious of something which does not belong to them.

With 93.75 illiteracy, tribal society in Kurram is not a homogenous entity with an essential "harmony" of interest among its members. Opposed in tendencies, there is a sharp conflict of interest among different groups with the internal contradictions, manifesting themselves often in a complex manner. The population is organized into small chunks and Khels(clans).

#### **4.4.1. Settlement Pattern**

The settlement pattern of Kurram Agency varies from subdivision to subdivision and area to area. In upper Kurram, People are mostly living on planes with few exceptions of settlements in mountainous ranges. In lower Kurram, the population is mostly concentrated to the river banks, which is the main source of their agricultural production. In FR Kurram, the settlements are normally on mountains, hills and slops.

The limited and scattered resource endowments made the settlements unique and different from other areas. Mostly the settlements are not compact but rather fragmented in small hamlets on the basis of Thall. Each fragment has a separate identity and demarcated share in developed land. A map of one of the settlement is given in annex-V.

#### **4.4.2. Power Structure**

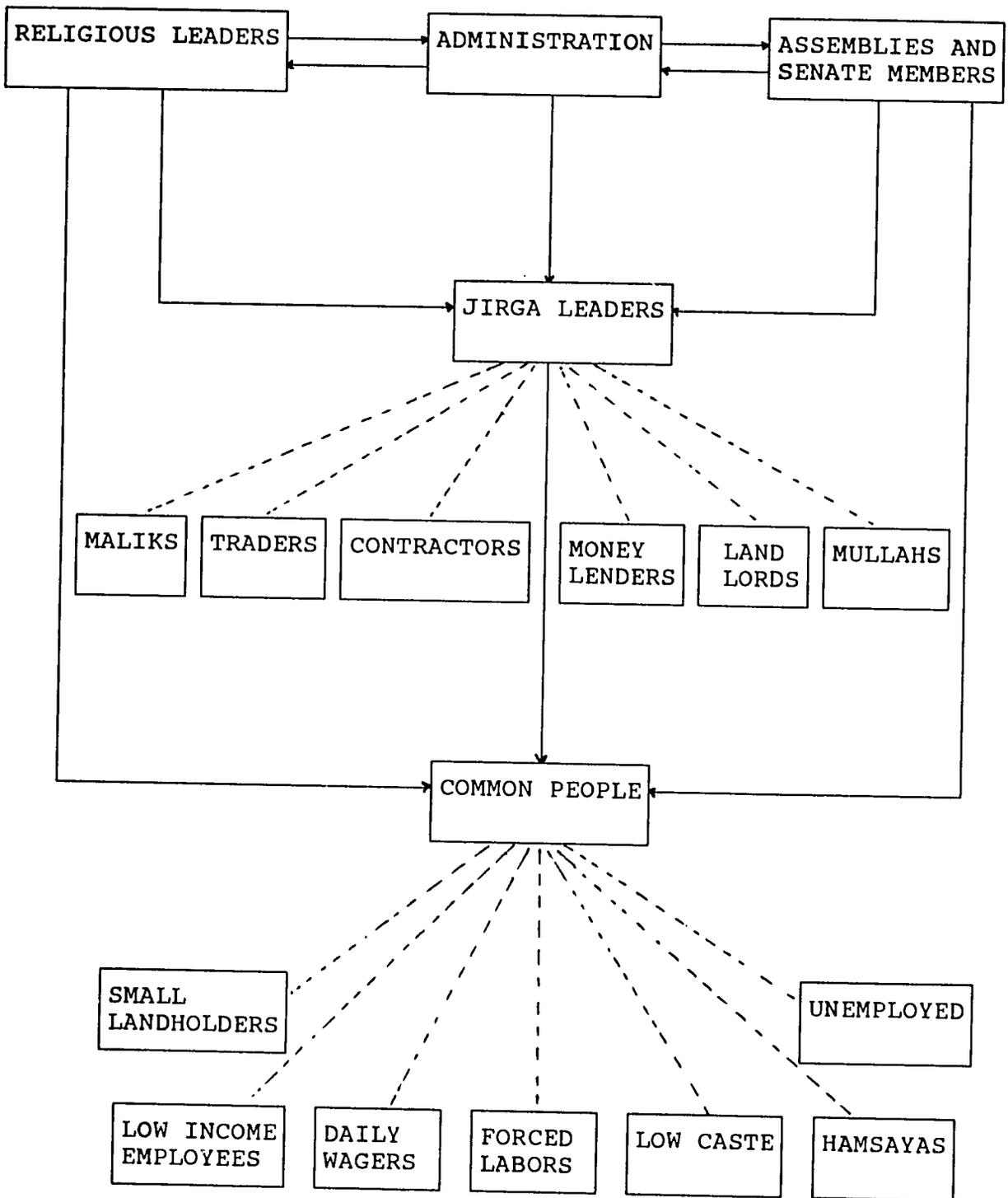
The pre-existing tribal culture is reinforced through ancient traditional laws and specific administrative structure. The tribesmen have neither Judicial institutions for the protection of rights nor have any legal framework, so as to make the executive accountable. The maliks form the class of collaborators who maintain the law and order situation through jirga system for the establishment. Common people are part of the structure which is basically formed by the affluent self-centered leadership. While women and children are at the bottom of hierarchy (see figure-1 for illustration).

#### **4.5. CONCLUSION**

Poverty is not just a statistical fact co-existing with the GNP growth or sectoral development but constitutes a process that is reproducing itself on a growing scale. Most of us see very little connection between poverty, power and development. But the fact is that the socio-economic structure of the rural society is divided according to hierarchy of social groups controlling institutions and resources. The convergence of interest of different groups is preserving the prevailing structure of the society. Moreover, the conventional development approach is contributing to the status quo.

Such a scenario of underdevelopment provides the basis for proposing a program for participatory decision making, joint action of people on the issues of their own for the achievement of specific objectives for improving their resource position, confidence, and consciousness.

**FIGURE-1: POWER STRUCTURE IN KURRAM**



## 5. DEVELOPMENT APPROACH

The analysis and evidence presented in this report suggest that a merely supporting development through traditional structure (quite apart from the methodological problems inherent in the approach), would suffer from two drawbacks:

- a. The program will be involved in attempting to deliver pre-selected (goods and services) to the unidentified beneficiaries.
- b. Activities will be evaluated in terms of the quantification of costs and benefits. The techniques of relating inputs with outputs will be incapable of taking account of the impact of a particular investment on the overall social process that reproduce poverty.

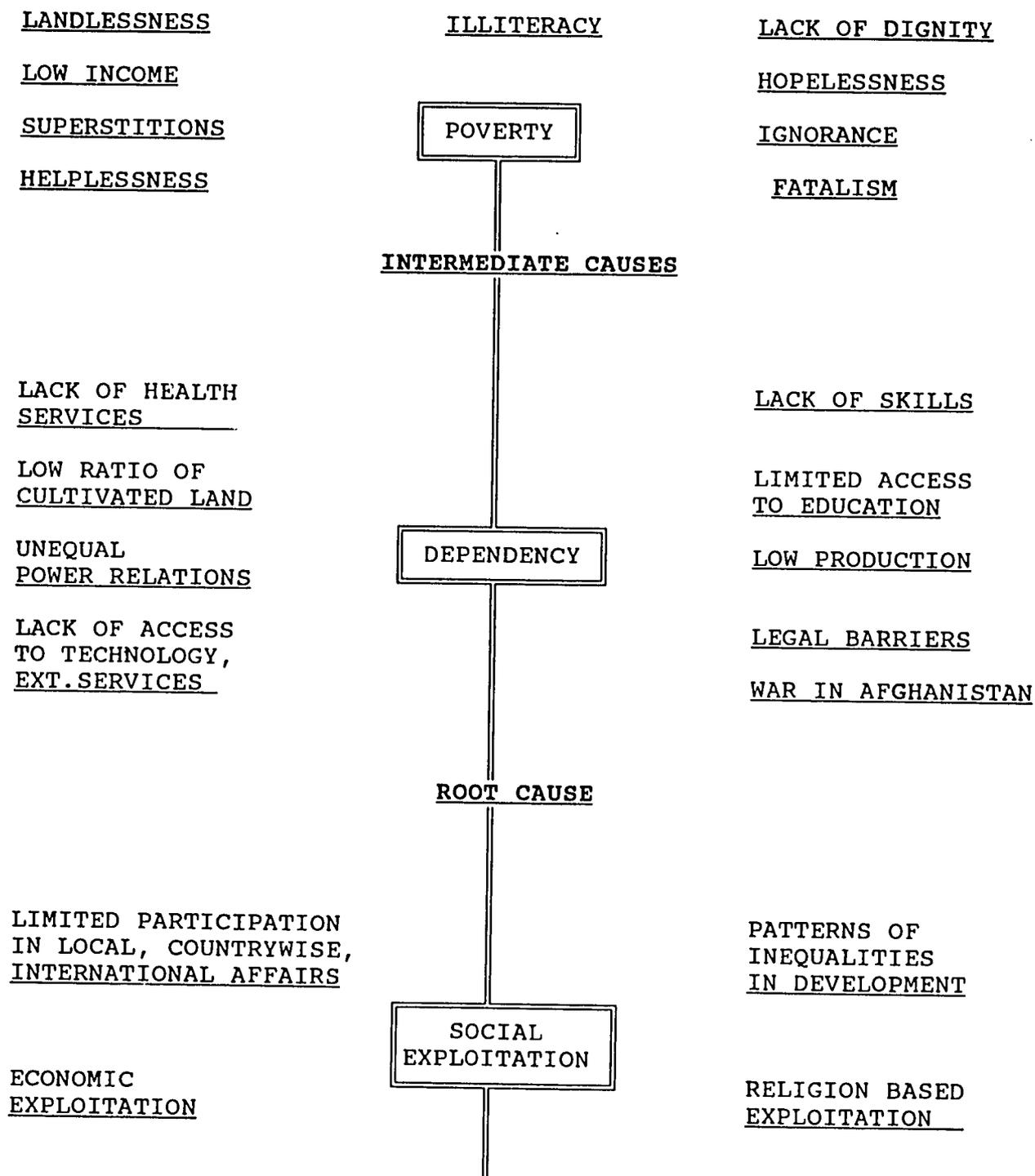
There is a need to take account of the changes in social relations, in production's organization in the sense of asset creation and local resource mobilization, all of which are the move towards genuine development--- a process of transformation through participation of people in the decision making on issues of their concern.

A participatory process approach to development is a direct response to the analysis of poverty. And which is based not only on the often quoted measurable characteristics of poverty and reasonable material standards, but on the poverty which extends beyond the people's perception of themselves and the world which is actively under developing people's lives. Social deprivations are central to a real understanding of the nature and causes of poverty. All manifestations of poverty are related to the people's lack of participation in the decision making on issues of their own and joint action to improve their status (see figure-2 for illustration).

### 5.1. FORA FOR DEVELOPMENT INITIATIVE

In view of people's interest, there are broadly two ways for participatory development initiative: Either to start with traditional institutions or to initiate a process with broad based people-oriented institutions. Following are the different implications for the decision making, working together and success criteria of the participatory development.

**FIGURE-2: DEVELOPMENT APPRACH**



REMEDIES

EQUITABLE DISTRIBUTION  
OF BENEFITS

CONSCIENTIZATION

FREEDOM TO  
ACT

CONTROL OVER  
ECONOMIC, SOCIAL  
ENVIRONMENT

MORE ACTIVE PARTICI-  
PATION IN DECISION  
MAKING PROCESS

ACTION

ASSOCIATION  
FORMATION

RESOURCE  
MANAGEMENT

RESOURCE  
DEVELOPMENT

ACQUIRING  
TECHNICAL SKILLS

INCOME  
GENERATION

PEOPLE'S  
COLLECTIVE ACTION

ACQUIRING  
EDUCATION

ACQUIRING SOCIAL,  
COGNITIVE SKILLS

RESOURCE  
MOBILIZATION

SUPPORT PROGRAM

### 5.1.1. Existing Decision Making Fora

In Kurram Agency there do exist Fora for decision making and working together. These institutions have a long history at their background. These are:

- o **Sarkari Jirga:** A group composed of nominated Maliks appointed and paid by political authority, regular employees of Agency administration, having the authority to decide conflicts and disputes (mostly criminal) between individuals /khails/tribes. The parties involved in a conflict/dispute also pay machalga<sup>2</sup> to the members of jirga.
- o **Jirga:** A group of affluent hereditary tribal chiefs having the authority to decide village/tribal affairs and to decide disputes and conflicts between individuals/khails. Machalga is paid to every Jirga, while members of jirga are paid individually for the services in some cases of decisions on disputes between individuals/khails.
- o **Welfare society:** A group of selected enlightened individuals (mostly educated) which is providing social services to village people on free aid basis.
- o **Religious organization :** Different groups of Shia and Sunni sects organized by religious parties for religious revival through religious preaching and distribution of free aid to poor.

Fora for working together for village resource development and maintenance are:

- o **Rapakee :** A group of paid local villagers having the responsibility to regulate water distribution, to manage communal land and forest of a village. Rapakee are appointed by a jirga of land owners of the village.
- o **Shalgun :** A group of paid local villagers having the same responsibility as that of Rapakee but have a larger area of influence. Shalgun is appointed by a Jirga of tribal chiefs/land owners of village/villages.
- o **Pagara/Balandra :** A group of local villagers working together free of cost for the resources development and

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<sup>2</sup> Security to follow the decision of Jirga. Arms and cash is used for this purpose. If the decision of the Jirga is not accepted by any party, the arms and cash is equally distributed among the members of Jirga.

maintenance of an individual or communal on the call of a family head or village/khail jirga.

The fora explained above have very limited capacity to undertake genuine development initiatives. Structurally, these are meant for specific activities in day to day life. Formation of these groups is temporary and transitional in varying the nature and intensity of disputes and conflicts. For example the main decision making forum - the Jirga:

Jirga is a traditional institution and historically has a very dominant role in the evolution of Pukhtoon tribal society and in subversion of development process . However, the Jirga plays a positive role in the timely settlement of disputes and conflicts. In addition, it has a role in the maintenance and to some level development of resources. But at this stage of history, Jirga is not a proper forum for decision making on issues of development because it is:

- o mostly involved in settlement of criminal cases.
- o Common people have less access to jirga.
- o Common people do not trust jirga voluntarily.
- o Jirga is paid for the services.
- o have no role in acquiring services of various agencies.
- o Jirga members are not part of the issue, whenever, make decisions.
- o Have no role in the development or dissemination of art, science and technology.
- o Common people have no influence on jirga.
- o People have to depend on few affluent individuals.
- o There is no permanent coordination between village jirgas.
- o People do not own jirga and have less interest in decisions.

As Jirga is nominated, selected or hereditary having no harmony of interest among its members, therefore, activities being carried out through jirga will not be genuine and people oriented. Moreover, Jirga being a non-participatory forum will have less interaction with management and management will have unlimited power.

### 5.1.2. A Recommended Forum

In answering the question of poverty alleviation and methodology of working with common people, there is a need for people's participatory forum because:

- o Individuals have limited force to exert for bringing a healthy change.
- o Formal and informal institutions are controlled by influential people (mostly maliks).
- o people are playing limited role in decision making.
- o There is no proper forum through which people can solve their own issues.
- o People have no voice of their own against exploitation.
- o There is no collective action against social injustice.
- o people have no leadership of their own but are part of the structure offered by basically self-oriented affluent leaders.

Common people have time and want to do something for their very existence but there is no proper forum for such activities.

There is a need of core group formation at the hamlet/village level as cadre (permanent establishment forming nucleus for expansion at need). The recommended forum for people's participation in the decision making process is:

- o A small group of common people which can move more quickly in responding to changing circumstances and new information.
- o Focus on a limited area of social life where they can attain a high degree of consensus among the members.
- o Appeal to norms and standard which go beyond the prevailing laws, for which there is support from the members.

The members will have a personal reference and commitment which will sustain them in the process.

ALL ABOVE MENTIONED ASSUMPTIONS PROVIDE A RATIONALE TO THE FORMATION OF A CORE GROUP WHICH CAN BE FORMED AMONG PEOPLE IN THE POPULATION AS A PERMANENT INSTITUTION AND SHALL BE CALLED "ULASI GUND" (ASSOCIATION OF PEOPLE).

## WHAT IS ULASI GUND?

Homogeneous group of people among population of a village will form an association "Ulasi Gund" for the socio-economic development through their own participation in the decision making process to transform power-relations for more equality and freedom.

### 5.2. POTENTIAL FOR INITIATIVE

The democratic periods of the history of Pakistan have also brought about positive results giving birth to association among people in Kurram. There are societies working successfully in a specific administrative structure. They provided to some extent a mean of sharing concerns. Except for these welfare societies, there is no other platform available to people to share their common understandings to some extent. Following grounds provide potential to build participatory forum:

1. The social welfare societies provide a base to build on a participatory forum. These societies can be evolved on broad basis. The societies are:
  - a. Social Welfare Society, Luqmankhel
  - b. Social Welfare Society, Sultan Kaley
  - c. Social Welfare Society, Kunj Alizai
  - d. Young Welfare Society, Alizai
  - e. Idarai-Taleem-u-Tarbiat Kurram
  - f. Burki Committee
  - g. Alamdar Federation
2. Another contributing factor is that there is no political party to provide a platform for social mobilization on socio-economic development issues.
3. There is no platform available to people at the village level to share common understandings of the socio-economic situations and events

## 6. A PROPOSED DEVELOPMENT STRATEGY

The central feature of the development strategy and plan is to work with the common people with a focus on the socially and economically most disadvantaged groups of the society. And they are women and children--- at the bottom of every hierarchy: They have the least access to basic needs (such as food, education and health) both within the society as well as within the family. They are the last to get , yet they are the first to be deprived.

The strategy, therefore, deliberately avoids setting out a separate program for women in development. Given the socio-cultural constraints on women in the traditional society a separate program for women would not be meaningful. An effort has been made to integrate women in all the development activities to be implemented by the NGO. A program of affirmative action for women needs, hasn't to be a separate program but an additional input on top of the support being provided as part of the integrated program. This needs to be developed later-on once the NGO achieve its initial targets.

To initiate the genuine development process, work with the common people involves HUMAN DEVELOPMENT , INSTITUTIONAL DEVELOPMENT and ECONOMIC DEVELOPMENT . These three process will run throughout the different stages of work with an association , though some process are prominent during different stages than others.

Human and institutional development will occur during specific training periods. They will also occur through a continuous process of action and reflection within the association during outside of specific training periods. The Support Program will facilitate the process of development within the society.

### 6.1. TIME PERIOD

The strategy is designed for a period of 10 years. However, all priorities are subject to change if required to do so.

### 6.2. OVERALL GOALS

The overall goals of working with common men and women can be stated as:

- a. To build institutions through which the people can develop capacity to improve and control their situations;
- b. To develop personal skills and understanding that build self respect and self confidence;

- c. To change everyday's individual behavior which can improve family health and welfare;
- d. To support them improve their own economic situation by identifying and using resources under their control.

#### **6.2.1. Human Development**

By human development we refer to increasing the understanding of common men and women of their social/economic/physical environment, and building the individual skills among them that will enable them:

- a. To deal more effectively with the important institutions in the village and wider jurisdictions;
- b. To expand their knowledge-base, to broaden their horizon to have a vision of a new and healthier society.

#### **6.2.2. Institutional Development**

Most common men and, even more women, have no experience in interacting in formal organizations. Ulasi Gund will provide a context in which they will learn the roles and principles of participation.

The objectives can be stated as

- a. To establish a strong group discipline, involving group fund, and active participation in group discussions;
- b. To develop group leadership and participation in group planning, decision making and management;
- c. To develop group solidarity and contacts with other associations.

Ultimately and hopefully, these small associations will join together. These associations will play a vital role in speeding up social change and in reducing social injustice.

#### **6.2.3. Economic Development**

Economic development is equally important in reducing the socio-economic vulnerability of people. Initiation of economic activities should start with resource mobilization, both internal and external. Mobilization of internal resources includes, group fund, maximum homesite production, utilizing leisure time in productive activities. Mobilization of external activities includes: taking

maximum advantage of existing services and facilities. Thereafter, intensive organized economic activities should be encouraged and supported.

For organized economic activities, the people need technical assistance and counseling, skill training and credit support. Organized economic activities will hopefully result in :

- a. Growth in production and productive forces;
- b. Increase in income;
- c. New patterns which are more equitable;
- d. Improvement in employment opportunities.

The economic activities should be done carefully keeping in mind the broad objective of institutional development of disadvantaged men and women.

### **6.3. FUND GENERATION**

Funds for the sustainability of the NGO will be generated through contact with country-wide donors such as Trust For Volantry Organizations, National Rural Support Program and international donors such as International Fund For Agricultural Development, Asian Development Bank, CIDA. Proposals for various activities will be prepared and send these to various development agencies. Government will be approached for grants and liaison with TADP will also be worked out.

It is true that efforts will be made to generate grant fund form donors but the NGO should put more emphasis on the internal sources of funds generation. Besides income generation activities, the Ulsi Gunds should evolve tax system for funds mobilization. They should fix charges/tax on agricultural commodities, social events(marriages and births of children etc.), contribution from employees and foreign remittances. The NGO should help the UGs to establish a uniform policy for tax collection. For this purpose tax exempt status should be applied for.

This process of funds generation will guarantee the sustainability of the participatory system even in those circumstances incase the NGO does not want/fails get funds from donors.

#### **6.3.1. INDIGENOUS INCOME GENERATION PROJECTS**

There is a great potential for undertaking income generation activities in Kurram Agency. The management will have to explore these possibilities and collectively with the UGs will manage the production, marketing and quality control on profit share basis.

The possible potential fields for income generation activities are the following:

#### **A. Poultry Development.**

There is an increasing demand for poultry in the area. only in Parachinar, 3500 to 4000 chicks are sold monthly. there are also markets in Sadda, Alizai and Bagun where chicks are sold. All these chicks are transported from Peshawar and else where to Kurram Agency.

Local Entrepreneurs have started brooding/rearing on a small scale where they keep one day old chicks collected from Peshawar. There is a need for organized and large scale activities for the development of poultry. In this regard the NGO is suggested to establish a poultry farm in Kurram Agency, initially with a capacity of 6000 chicks per month. NGO will help the Ulasi Gunds preferably female Ulasi Gunds in establishing brooding centers. One day old chicks (may be up to 2 weeks) will be supplied to these brooding centers on a fixed rate which include reasonable profit of NGO. Further sale of these chicks will be done by respective Ulasi Gund. The location for the establishment of poultry farm will be selected by the NGO. This chain of activities will generate income both for NGO as well as for Ulasi Gunds and will keep them intact in the process of institutional development.

#### **B. Mazri Development.**

An other possible source of income generation is the development of Mazri production. Mazri is produced on a wide range of area in Lower Kurram and adjacent FR Kurram(Sadda to Murghan area). In Lower Kurram, mazri cultivation has been abandoned due to excessive use by Afghan refugees settled in these areas.

Re-cultivation of mazri and its commercialization will require more attention. The NGO will be required to develop mazri in partnership with the Ulasi Gunds. In this regard the NGO will provide technical assistance and seed to the respective Ulasi Gunds in these areas. The Ulasi Gunds will be responsible for watching and protection from disasters. Once the mazri reaches to maturity, The respective Ulasi Gund or cluster of Ulasi Gunds will be allowed to use the produce of 1/4th of the total area, while, produce on 3/4th of the area will be auctioned through open bedding. The amount received from sale will be distributed among the NGO and concerned beneficiaries. The NGO will get 25% of the benefit while, the beneficiaries will receive 75% share of the profit.

The contractors will be bound not to damage the plants and to cut the ones, which are not matured.

### **C. Olive Development.**

A wide range of area is covered by wild olive plants in FR kurram. These plants have no commercial utility at the moment. This natural endowment can become a major source of income in the area, if grown, harvested and preserved scientifically.

Integrated efforts will be required to improve, develop and market olive produce. For this purpose, The NGO will have to provide technical support to the respective Ulasi Gund or cluster of Ulasi Gund, arrangements for the bud-wood of high quality of edible olives and continuous follow-up. The respective Ulasi Gund or cluster of Ulasi Gund will help in services, protection and management.

Once production of olive starts, the NGO will arrange for marketing and provide training to the respective Ulasi Gund in packaging etc. The NGO will get 25% of the net profit while, 75% will go to the beneficiaries after sale of produce.

### **D. Fruit Processing Plant.**

A fruit processing plant established by FATA-DC, at Sadda is not in functioning condition. This plant should be handed over to the NGO for further utilization.

At present, the by-products of this plant will not be commercially cost effective due to low production of fruits and vegetables and higher farm gate prices. The horticulture as well as vegetable cultivation is developing day by day through interactions with respective line agencies. The NGO will also focus on this area of agriculture development. Consequently, the plant will start earning and boost up the rural economy through transformation of resources.

This activity will be tied up with the Ulasi Gund through out the Agency. The NGO will pay for the fruits and vegetables at reasonable farm gate price. Moreover, 25% of the net profit from the finished products will also go to the respective Ulasi Gund. Details for this activity will be worked out by the NGO.

Besides above, there are also other opportunities for enterprise development and commercial institutions and value added transformation of resource endowments. The NGO once established would see to different alternatives.

### **6.4. COMMUNICATION LINKAGES**

1. Production of training materials, posters, booklets, pamphlets, slide shows, use of media, news letter, etc.

2. Contacts with educational institutions.
3. Contacts with other NGOs in the province, country and abroad.
4. Contacts with government departments, autonomous organizations, private institutions and social groups.

#### **6.5. THE PROCESS**

The process will be initiated in limited area and will be expanded over time through action reflection action. The strategic purpose is to catalyze the emergence of association of people. It is a course of action whose moving force is the growth of consciousness, group identity and realization of creative potential in practice. It is a process of collective decision making and sharing of work responsibilities assigned on social, economic, cultural and other issues. A detailed stage by stage description of Ulasi Gund and NGO building process is given below:

##### **6.5.1. Ulasi Gund Building Process**

A detailed stage by stage process is given below:

###### **STAGE # 1 :**

Relationship building and information collection for identification of focus group (3 months)

###### **Step # 1 :**

Building a relationship of trust, confidence between village people and Development Specialist

From the very initial period of relationship building, one or two common persons at a village level who show interest can be worked out with. Initial meetings can be initiated through a continuous inter-personal dialogue to assure people the NGO's intentions, to avoid inaccurate expectations and subside any undue anxieties.

###### **Step # 2 :**

Collecting selected information to identify homogeneous potential action group to work with

Through participation in the information gathering process not only the Development Specialist but the people themselves will become more informed with their issues and purpose of NGO. This process itself will produce data - the qualitative and quantitative - on a wide range of issues relating to the socio-economic

conditions of common people. It will have two main components:

**1. Household survey :**

To look at the personal and domestic level situation of the population at the village level, cover every household in the village to collect statistical data mainly on aspects such as : on Name, age, sex, marital status, literacy status, labor practices, sources of drinking water, sources of credit, income generation, present assets, membership of organization and attitude to poverty.

**2. Village survey for qualitative analysis of the village :**

General observation of Development Specialist on:

- local institutions - Hujras, mosques, imam-baras, madrasas, others;
- Local property - Private property, communal property, rice husking machines, mills etc;
- The local governing elite - Malak, Masher, and the main faction leaders in the village power structure;
- Features of culture - both positive and negative;
- The major socio-economic base of the major occupational groups;
- The degree of observance of laws and norms concerning rural development- sharecropping system, believes and practices which prevent the observance;
- Historical incidents - any incident which has impacts on the day-to-day life of the village.

To accompany the village survey, a basic map of the village should be drawn up. This should identify basic landmarks such as local institutions, classify land by use and mark the households of the main focus groups

**Step # 3 :**

To prepare first village comprehensive profile of the social, political, and physical environment and of the characteristics of the inhabitants of the village

Tabulation and summarizing of both the village and household surveys

## **STAGE # 2 :**

Initiating human and institutional development process through discussion and group formation (2-3 months).

### **Step # 1 :**

Meetings with the interested people from the main focus group of the village.

Facilitating discussion on their socio-economic conditions and explaining the main findings of the surveys and role which NGO can play in contributing to their development.

After this series of discussions is completed, those who wish will form an Ulasi Gund (a core group comprising of majority of people at the hamlet/village level). In large hamlets there may be more than one UG.

The common people's development must be by their own individual and collective effort. The management can be no more than a facilitator in this process but the assistance will depend on agreement to the following:

- Only adult of common families will be able to become members of the UG;
- All those who are illiterate should participate in functional education training and use their literacy skills thereafter;
- Members should establish their own resource center.

## **STAGE # 3 :**

Workplan development (2 months)

### **Step # 1 :**

Facilitating the initial task of "Ulasi Gund" to identify their objective needs i.e. economic, social and others.

The Development Specialist will help facilitate this analysis and consideration of available resources to satisfy their needs. Most important among these are , of course , the mental and physical skills and potential of the people themselves, but other resources may be included:

- Services and facilities, from govt; agencies e.g., education, agriculture, livestock, health, hygienic drinking water, public works etc.

The final resource support which will be available to the Core group should be NGO's support program

Given the above , the core group (UG) with NGO Development Specialists' assistance will be in a position to asses needs and available resources and to formulate workplan. This will be done in a workshop environment and it is the plan which will be the key determination of both the work of the core group and the role of NGO in supporting its activities and recognizing its status as "Ulasi Gund" ( see terms of partnership in annex VI)

#### STAGE # 4 :

Workplan implementation (according to need)

#### Step # 1 :

Supporting UG to implement its workplan to strengthen the group to operate as a collective body.

The nature of work will clearly vary from UG to UG and village to village but in most cases, it is likely that all NGO's support activities will be present. The responsibility of workplan implementation, however , rests with the UGs and all NGO's efforts, resources and materials especially human should be directed through it. In doing so, the self-building (ULAS SAZI) as a UG , will be gaining confidence of self determination, managerial capacity and credibility. The main goals are acquiring education, acquiring social and cognitive skills, resource development, resource management, resource mobilization, acquiring technical skills and income generation.

Among the main activities which the UGs and their members may be expected to participate in are:

- Creation of group fund for loaning ;
- Creation of speciall contingency fund for any emergency situation;
- Organization of children education;
- Organization of non-formal education for adults ;
- Working for human rights in the area;

- Action against the sale of women;
- Action against polygamy and talak divorce;
- Action against early and forced marriages;
- Collective protest against social injustice;
- Mediation among different groups of people in the event of conflict;
- Helping the sick and destitute of the village;
- Participation in local school management;
- Taking initiatives on children's education;
- Establishing and management of village-based libraries;
- Selection of "Dais" and organization of their training;
- Identification, planning and implementation of village development projects;
- Taking measures to prevent outbreak of diarrhoeal disease;
- Establishment of plant nursery;
- Establishment of agricultural material supply centre (seed, equipment, fertilizer etc);
- Vaccination of poultry and livestock;
- Establishment of non-agricultural, productive income-generating enterprise.

Central to the support provided by the NGO, there should be a special training effort aimed at those skills particularly, related to association building : Group dynamics, leadership building, Self reliance, Power and empowerment, Joint action and conflict resolution, accounts keeping, economic project management , participatory planning, research and evaluation.

Training should be provided to all group members on a rotational basis. In this way, it is hoped that the skills of all will develop sufficiently to reduce dependency on a small number of key individuals and encourage a more genuine participatory group development process.

## **STAGE # 5 :**

Reflection-action cycle

### **Step # 1 :**

Giving feed back to the UG to modify its plan.

For avoiding stagnancy, on a regular basis the UG development should be facilitated to formally evaluate its activities and critically reflect on its progress in pursuing the objectives laid down in its workplan.

The process of reflection, of course, should be continued on an informal basis . Its importance, whether formal or informal, however, should not be under-estimated because through discussion and analysis with the NGO facilitator, the socially and economically most disadvantaged people, individually and collectively, can increase their level of socio-economic consciousness.

### **Step # 2 :**

Inter personal dialogue with other people in their own village to expand for strengthening collective power for action.

Since collective strength - earlier identified as the key factor in erasing poverty, if increased with the participation of a number of people will bring about a major change, leading to, it is hoped, the increase of a sizeable association amongst people of the same area, shall also extend the process of association among the adjacent villages.

As UG in neighboring village is developed, so inter-village federation should develop. The role of federations will be to expand the work of village/hamlet based UG to a new scale of area based on cluster, To facilitate exchange of improved relationship among people. More tangibly, planning and action will also take place at this level but with the increased strength afforded by the federations of large size, more activities , objectives- social and economic can be pursued.

## **6.5.2. An NGO Building Process**

Legitimacy of the present board is that it will be a transitional Board and will remain functioning till the Ulasi Gunds reach a certain limit (120 UGs) when they can elect their own representative board. The maximum period for the transitional board is two years.

The People of Kurram are the authority to decide but there is a need of a vital support to the functioning of Ulasi Gund to just initiate the process of genuine development. A three stage process has been designed for the complete structure of the respective NGO (Figure:3).

**STAGE # 1 :**

Formation of "Ulasi Gund" as the basic unit of NGO  
The Ulasi Gund building process given at para 9.6.1 should be followed.

**STAGE # 2 :**

Formation of "Ulasi Taroon" (Representative Council) will take place, once the number of UGs accede than ten. The members of Ulasi Taroon will remain for the period of three years. They will be elected by the respective UGs. Ten UGs will elect one member of Ulasi Taroon. Each UG will have right of one vote. The formation of Ulasi Taroon will start in the 1st month of the second year of the program(january 1994). All the UGs formed till that time will participate in the election of UT. The nominee for the UT must be the member of any one of the UGs.

**STAGE # 3:**

The representative council will constitute the board of directors. The board of directors will have 12 elected members from total 3 sub-divisions while 5 members will be professional and will be selected. Program Manager will be the secretary of the board and will be included in the professional members. One member for each of the following fields of specialization should be selected.

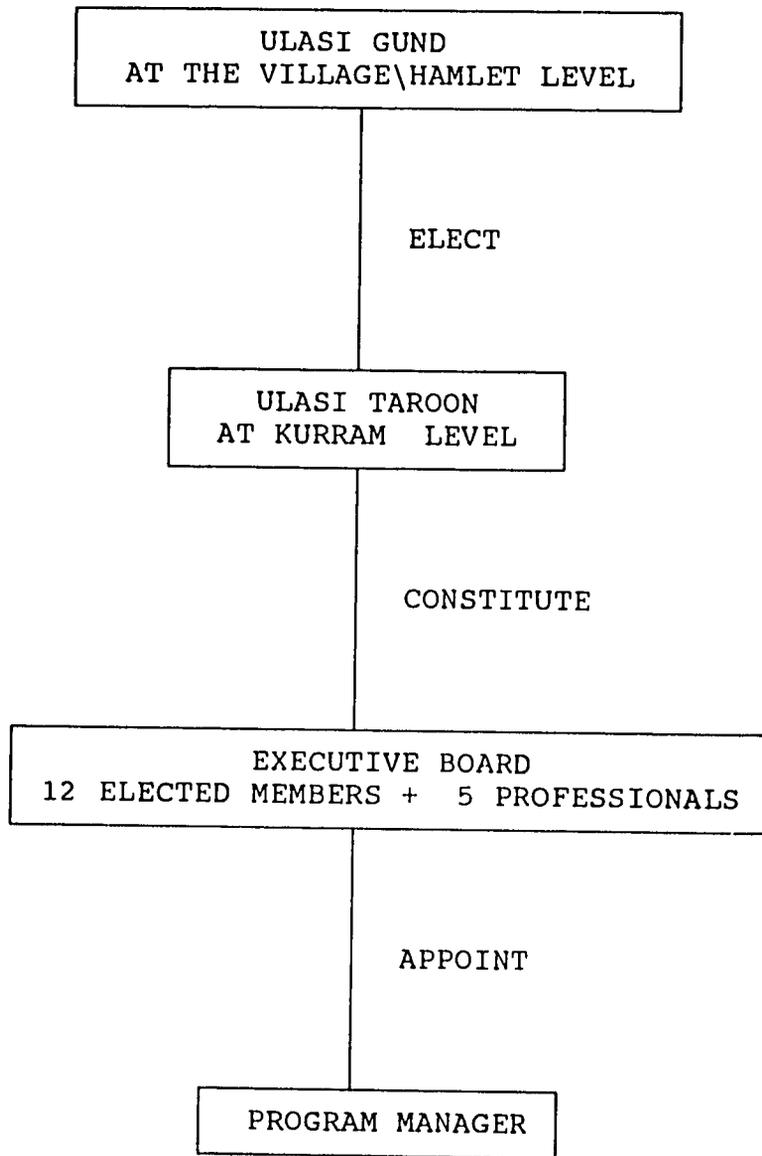
1. Agriculture/Forestry/ Livestock specialist
2. Education/training specialist
3. Health/Sanitation/Drinking water specialist
4. Rural development specialist
5. Program Manager

Members of the board of directors will remain in the office for three years. The professionals will be selected by the elected members of the board. Nomination criteria for the board of directors will be worked out by the Ulasi Taroon (representatives council).

### 6.5.3. A Note On Specific Considerations

In this total process of Human, Institutional, and economic development, the most important input will be a group of skilled workers and organizers who have concern and reference to the issues of development in the area. Other inputs such as credit, skill training, and necessary support services should play a meaningful secondary role. It is difficult to select such workers. They will have to be selected through a careful selection process and a thorough orientation to community development work and issues. But most of the learning will occur in the field through a learning-by-doing process. The workers will not need only proper administrative and logistical support, but also emotional support from the organizational leadership. The front line workers will need adequate authority to make on-the-spot decisions within the broader framework and objectives of the program. This will encourage them to be innovative and to help in building a healthy institution.

FIGURE-3: ORGANIZATIONAL SETUP



## 7. PLAN FOR THE FORMATION OF ULASI GUNDS

The estimated population of Kurram Agency is 429071(1993), wherein 42% is residing in FR Kurram, 40% in Upper Kurram and 18% in Lower Kurram. According to the 1981 census, an average family consists of 8 members, thus the number of families worked out is 53633. Based on these information the number of Ulasi Gunds has been derived.

Keeping in view development of rural areas and complexity of urban population in the formation of people's institutions, population of Parachinar town and Sadda has been excluded. Furthermore, the average membership of Ulasi Gund is supposed to be 30 with 75% participation.

### 7.1. LONG TERM PLAN

The plan has been formulated for a span of 10 years. It was observed that at the end of 10th year of the NGO's functioning, Upper and Lower Kurram would be fully covered while, FR would contribute only 75% in the institutional building process due to multiple conflicts in the society.

The NGO will have to form 1364 (both for male and female) UGs during these 10 years. It is a three stage process:

1. social mobilization and initiating UGs formation: from 1993 to 1994;
2. Ulasi Gunds formation: from 1995 to 1999;
3. Consolidation : 2000 to 2002.

A detail plan for the formation of Ulasi gunds is quantified below:

#### 7.1.1. FOR MALES

Tehsil\year	93	94	95	96	97	98	99	2000	2001	2002	Total
Upper Kurram	20	50	60	70	70	70	50	40	35	30	495
Lower Kurram	5	10	25	25	25	25	30	25	20	16	206
FR Kurram	5	20	50	60	60	60	50	50	50	45	450
Total:	30	80	135	155	155	155	130	115	105	91	1151

Note: Each year will count from January 1, to December 31.

**7.1.2. FOR FEMALES**

The formation of UGs (female) will take place from the very beginning soon after the appointment of Development Specialist(female). During the first year, pre-group formation should be initiated while in the 2nd year formal female Ulasia Gunds may be established. The terms and conditions for the registration of the female Ulasia Gund will remain the same as that of the male Ulasia Gund.

Keeping in view the traditions of the area, the areas and villages to be focused on should be identified the basis of situation and response of people to the activities already done.

Break up of the female Ulasia Gunds to be formed in the long term plan is the following:

<u>Year</u>	<u>1993</u>	<u>94</u>	<u>95</u>	<u>96</u>	<u>97</u>	<u>98</u>	<u>99</u>	<u>2000</u>	<u>001</u>	<u>002</u>	<u>Total</u>
UGs -	12	20	25	29	29	28	26	23	21		213

## **8. LONG TERM PROGRAMS**

Drawing on the earlier definition of poverty as a multi-faceted Condition which is reducing in many different ways the quality of people's physical, mental and spiritual lives. Moreover, freedom of people to act collectively is the key underpinning factor. The program is designed to address the earlier explained intermediate causes of poverty within the context of association building.

Instead of being based on a single activity, An integrated program is designed, which consists of a wide range of interlined activities: concientization, education, health, acquisition of new skills, income earning, fund generation, asset creation and resource development. The program involves not simply delivering inputs but facilitating establish village level institutions and initiating a process of achieving resourcefulness. There are mainly two components:

- a. Resource Development Activities;
- b. Cultural Activities.

### **8.1. RESOURCE DEVELOPMENT ACTIVITIES (RDA)**

The primary objective of the program is to provide support and services that will motivate and equip the common people to improve their socio-economic status, build their organizational strength and enable them to have a greater capacity for addressing concerns, needs, problems, and issues of their own.

Instead of being based on a single activity, the program consists of a wide range of inter-linked activities: Awareness raising, association formation, education, health, income earning, funds generation, asset creation and localized resource development. The program involves not simply delivering inputs but will facilitate establishment of village level institutions and initiating a process of "Ulas Sazi" (capacity building for social transformation).

The Resource Development Activities will have to be applied experimentally and further refined indifferent socio-economic and cultural circumstances and will have to be adjusted to specific area conditions, as the process evolves. In this way the process will be multiplied.

The overall program includes the following activities framed around UG building:

### **8.1.1. Human and Institutional Building Program**

To initiate and strengthen the Ulasi Gund building process, the major actions would be:

- a. Formal education for children and functional education sessions for women and men to improve general awareness and literacy and numeric skills ;
- b. Developing human relations and communication skills to facilitate operating as a group;
- c. Initiating financial and organizational disciplines such as group fund and collective meetings
- d. Awareness building relating to vital socio-economic issues and problems faced by the people
- e. Establishing regular fora for action and reflection.

Collective activities should be preferred to develop a mutual trust among people. This will help people to explore their potential for organized action.

#### **A. Formal Education**

The management will arrange formal education for those UGs, where there is a need for both female and male education. More emphasis should be given to primary education from class 1 to 5. While in some cases higher education may also be considered. For this purpose, the respective UGs will provide building and will select teachers. The management will provide a) pay for the services of teachers, b) class room materials and c) regular training program for teachers.

The NGO can also link this program with the department of education but the UG will play a dominant role in the whole process. Above all the NGO can develop her own improved curriculum to play a vital role in the human and institutional building process.

#### **B. Functional Education**

For the strengthening of the emerging institution (UG), functional education is a must for women and men. For this purpose, on the demand of UG the management will arrange a three to six months educational training program for all/or interested members of that UG to enable them to read, write and understand in order to actively participate in development activities.

The major input by management would be a) provision of female/male trainers, b) training material, c) practical exposure to the group members, d) orientation to management workers and e) establishment of village based libraries.

For this purpose the UG will provide the building and the training will be arranged in the respective UG's village. Refresher courses for the already trained UG members may also be arranged.

### **C. Social and cognitive skills development**

The objective of training is to develop critical awareness among people so that they can have access to and control over their destiny, the resources as well as over the decision making in these areas.

Training programs should be carried out in order to build the capacity of UG leaders, members and managing staff to effectively analyse the issues, problems, needs and limitations and act accordingly.

For this purpose, the management will have to organize seminars, workshops informal sessions, exposure to other similar/different activities or visit to other progressive UGs on regular basis. All the cost will be born by the management.

#### **8.1.2. Health Program**

Due to lack of health facilities in the rural areas of the agency, people are suffering from chronic and fatal diseases. Besides, people are not aware of preventive measures. There is malnutrition, unhygienic food and water and irregular use of local edible items. Health care for females and children is not taken as a matter of concern.

Keeping in view these facts, a program has been designed to keep the people aware of health problems. This will help them in reducing the unnecessary burden of sickness resulting from improved preventive health care practices.

1. Training in disease control and preventive program
2. Sanitation
  - a. Training
  - b. physical activities
3. Potable water
  - a. Training
  - b. physical activities
4. Other health related programs, nutrition etc

### 8.1.3. Organized Economic Development Activities.

Support for economic activities and employment generation should be provided on condition (1) internal procedures and disciplines such as collective discussions and decision making, and group fund, are well established; and (2) the association has undertaken resource mobilization activities such as established fund collection system

Support should be extended to , preferably collective schemes. However, when individual members receive credit , this should be channeled through UGs. This will develop a collective responsibility and behavior with regard to planning and management of association's activities.

In order to make the associations viable, long-term, self-supporting institutions, cooperative funds such as general funds and emergency funds should be accumulated through taxes on village produce, profits from the economic schemes and the contribution of village people.

The major inputs for organized economic activities would include:

- Technical assistance for conducting feasibility studies and needs assessments
- Training and development of occupational skills
- Credit/grant
- Other necessary support services, such as follow-up and marketing

The program should operate within a relatively flexible framework allowing participatory, bottom-up planning with necessary services from program office and appropriate services rendering institutions. A strong in-Built evaluation process should be established to measure performance and impact periodically.

Apart from education and awareness raising, economic development activities are necessary to supplement building the capacity of UG in the process of institutional strengthening and resource mobilization. Each economic development activity will be called resource development activity (RDA). The following resource development activities will have to be initiated:

1. Skills development
2. Productive activities
3. Income generating activities

The activities will be identified, planned and implemented by the respective UG on the agreed upon terms of partnership between the UG and management. The activities having potential in the area are the followings:

1. Agriculture

- a. Training
- b. fruit and vegetable development
- c. preservation
- d. Land Development
- e. Crop diversification
- f. Cultivation on rainfed areas
- g. Olive development
- h. Fruit nurseries
- i. commercial vegetable farms
- j. Agricultural material supply center

2. Forestry

- a. Training
- b. Nursery development
- c. Afforestation
- d. Pasture development
- e. Mazri development

3. Livestock and poultry

- a. Training
- b. Livestock management
- c. Disease control program
- d. breed improvement
- e. feed improvement

- f. poultry development
- 4. Fish farming
  - a. Training
  - b. Fish farming
- 5. Rural enterprise development
  - a. Training
  - b. support in the development of local enterprise
- 6. NGO's credit line
  - a. establishment of own credit system
  - b. forward loans to the members of Ulasi Gunds on reasonable markup( Interest on saving plus 3% service charges by the NGO)
- 7. Rural works
  - a. Irrigation facilities
  - b. flood protection measures
  - c. link roads

Implementation of activities should be based on the decision of the majority of members of UG as well as majority of beneficiaries.

There will be no bar on UG to enter into the terms of partnership for any activity they need for and the management find it beneficial and feasible. However, the management will have the discretion to prioritize the UGs for such activities in the area.

Later on the NGO can also undertake other activities i.e., mineral exploration, tourism etc. The NGO can also work in partnership with other NGOs or organizations once they have sufficient UGs and resources.

## **8.2. CULTURAL ACTIVITIES**

For the coherent and useful development of the society in order to enable people to understand each others problems and their solution vis a vis a sound approach to their social, cultural, historical and economic milieu, The followings are to be observed:

- Collecting stories , songs and other scripts by the local people and publishing them in a regular magazine;
- Arranging fund raising events i.e, mela;
- Producing folk dramas;
- Getting Publicized to a greater extent the NGO's own creative art and work;
- observing with appropriate celebrations for everyone the different occasions;
- Arrangement of recreational, mobile visual programs, exhibitions, competitions;
- Providing more stimulation at sub-division level on the form of libraries, games and contests.

## 9. SHORT TERM PLAN

Short term activities will take place from the posting of management team till the closing of USAID program. Tentatively, this has been assumed from July 1, 1993 to September 18, 1994. During this period the management will devote most of the time to the social mobilization with the help of the consultants (expertise).

### 9.1. ESTABLISHMENT OF A NON GOVERNMENTAL ORGANIZATION

The rationale for establishing an NGO is to establish a catalyzing institution to initiate a process whose moving force will be the growth of consciousness, of group identity and realization in practice of the creative potential of the people. Its basic function will be to sensitize people to the issues such as:

- a. Importance of associations of people for collective action for breaking out of the vicious circle of poverty, towards genuine development on more equitable basis;
- b. Importance of organized and integrated economic activities for growth of production and productive forces to boost up the economy of village and the area;
- c. Upgrading their existing knowledge base to deal with more powerful institutions and individuals.

The NGO will have to play the role of facilitator in the villages of Kurram and to build a core group of activists from the local people. In the short-term, the role of NGO will be to facilitate associations of people develop and to put the resources and expertise of its various support programs at their disposal. In the long-term, however, genuine development of people can only, be done by the people, themselves. It will be the association of people, to build NGO, which must be the investment of long term development and lasting change in Kurram. The NGO long term role will be specified by the people of the area.

Based on the commitment by USAID to support the NGO for a specific period , short term strategy will cover the time period from now till the closing of USAID program i.e, September 1994. During this period the NGO will have to be established on permanent basis with the financial support by USAID. The respective donor will have to help in the followings:

1. Pay and salaries of the management staff
2. Logistic support
3. Establishment of a Community Development Center

4. Financial support for human resource and institutional development
5. Transfer of financial endowment

### 9.2. GEOGRAPHICAL AREA TO BE FOCUSED ON

A criteria based on our observations and recommendations of people applied for selection of an Area/village is the following :

- High literacy ratio
- Participation in decision making
- Availability of welfare society
- homogeneity of people
- Familiarity with foreign added projects
- Nearby market
- Availability of Televisions

The NGO can seek to cover selected areas in all of three sub-divisions of Kurram with the following priorities to initiate program with:

- Priority # 1. Upper Kurram
- Priority # 2. Lower Kurram
- Priority # 3. FR Kurram

Consideration can be given to expansion to more distant areas but a move in this direction should not be made until there is a further analysis of program implications( see Table:I, II for prioritized villages to be focussed on).

### 9.3. ULASI GUNDS FORMATION PALN

Details of Ulasi Gunds to be formed during this short time period are the following:

<u>Tehsil</u>	<u>1.7.93 to 31.12.93</u>	<u>1.1.94 to 18.9.94</u>	<u>Total</u>
<u>Male</u>			
Upper Kurram	20	40	60
Lower Kurram	5	8	13
FR Kurram	5	14	19
<u>Female</u>	—	12	12
<u>Total:</u>	30	74	104

**Table I. Prioritized villages to be focused on**

S.N	Name of village	Reasons for focus
1.	Luqman Khel	Formation of UG should be started from this area as participatory development activities have also been undertaken by Social Welfare Society Luqman Khel and had agreed upon to work as a broad based association of people.
2.	Sultan Kaley	This area will be the second focus of the formation of UGs. Social Welfare Society Sultan Kaley has been functioning since 1975. Apart from welfare activities, the Society has undertaken few developmental initiatives also i.e, construction for developing spring for drinking water in the village.
3.	Alizai	Alizai Welfare Society is already working for peace in the area. Selected for 3rd entry.
4.	Burky	This village should be focused on, in the 4th priority. Burky Committee is also working in the area since 1970 and has carried out many developmental activities with their own resources.
5.	Hakimi Kaley	Its a small homogeneous village and the people of the village are in a committee formation process and USAID has intervened. It can be focused as a 5th priority
6.	Shalozan	Have a high literacy ratio and are progressive and are committed to bring change in the traditional setup.
7.	Malana	They want to get organized, limited internal disputes, USAID intervention.
8.	Khumase	First village nearest to Upper Kurram, no internal disputes and above all people want to get organized.
9.	Murghan	Intact population, USAID investment and people are disparate for socio-economic change.

**Table II. Basic unit of the Ulasi Gund in a village /hamlet**

S.NO.	NAME OF VILLAGE	NO. OF HAMLETS	NO. OF LOGI
<u>Upper Kurram</u>			
1.	Malana	22	844
2.	Sultan Kaley	8	189
3.	Lugman Khail	19	267
4.	Hakimi Kaley	3	28
5.	Burki	8	232
6.	Lar Zar		
	Shalozan	6	138
<u>Lower Kurram</u>			
7.	Munda	6	18
8.	Alizai	12	143
<u>FR Kurram</u>			
9.	Khamuse	1	60
10.	Murghan	6	88
Total		91	2007

#### **9.4. SHORT TERM PROGRAM**

During the short term period, the NGO will have to stress more on the formation of Ulasi Gunds, generation of resources by approaching to the donors and liaison with other NGOs in the province, country and abroad, but will not become their subsidiary. Besides, the NGO will start interaction with the Ulasi Gunds through various activities mentioned in the long term programs. Possible activities to be undertaken in the short term are the following:

1. Human resource development.
  - a. Formal education both for male and female.
  - b. Functional education for both sexes.
  - c. Training in skill and enterprise development.
2. Institutional development.
  - a. Arrangements for work shops and seminars.

- b. Inter UGs visits, field trips and arrange visits to other NGOs.
- c. Arrangement for the interaction with line departments.

- 3. Health Program ( the same as given in long term).
- 4. Agriculture ( the same as given in long term).
- 5. Forestry ( the same as given in long term).
- 6 Livestock and poultry ( the same as given in long term)
- 7. Fish farming ( the same as given in long term).

Option for the selection of activity is open both to the NGO as well as Ulasi Gunds. The NGO can initiate any activity if they have the resources and capacity to do it.

The management exceed the target if they can manage to do so.

## **10. MANAGEMENT PLAN**

Keeping in view the implementation of the proposed program , a management plan has been prepared . The management plan includes Organizational structure of management, staff functioning and job descriptions.

It is suggested that program should be initiated by hiring consultants having a vast experience in the relevent fields, for field as well as management positions. Local qualified people, dedicated to the cause of participatory approach should be allowed to work with the consultants on internship. The local people will lern by doing under the supervision of the consultants and after some reasonable time, the locals will work independently. However, even then, short term consultancies will be required for various technical activities form time to time.

### **10.1. OFFICE HEADQUARTER**

The NGO will establish its main office in Parachinar in order to have close contact with other government, semi-government and private organizations.

### **10.2. ORGANIZATION**

Non Governmental Organization, the antithesis of bureaucratic formal organization needs flexibility to operate in a participatory manner. A participatory organization will provide a framework to its members to facilitate others for participation. And the staff will own the organization through participation in the decision making process. In this whole process Development Specialists are more important. (Chart A: Management Chart, Chart B: Program and Function Chart)

#### **10.2.1. Staffing**

A management team is proposed to run the program effectively. The management team includes Program Manager, Training Specialists, Program Specialists and Planning and Programming Specialist supported by Development Specialists and Engineers. Consultancies have also been proposed for the establishment of NGO and to help in the technical and complex issues. Period and nature of consultancy will be worked out by the NGO and donors. However, it is suggested that one consultant- expert in participatory development should be hired in order to start the UGs building process and train the management team (see Table III for staff details).

CHART A: MANAGEMENT CHART OF NGO

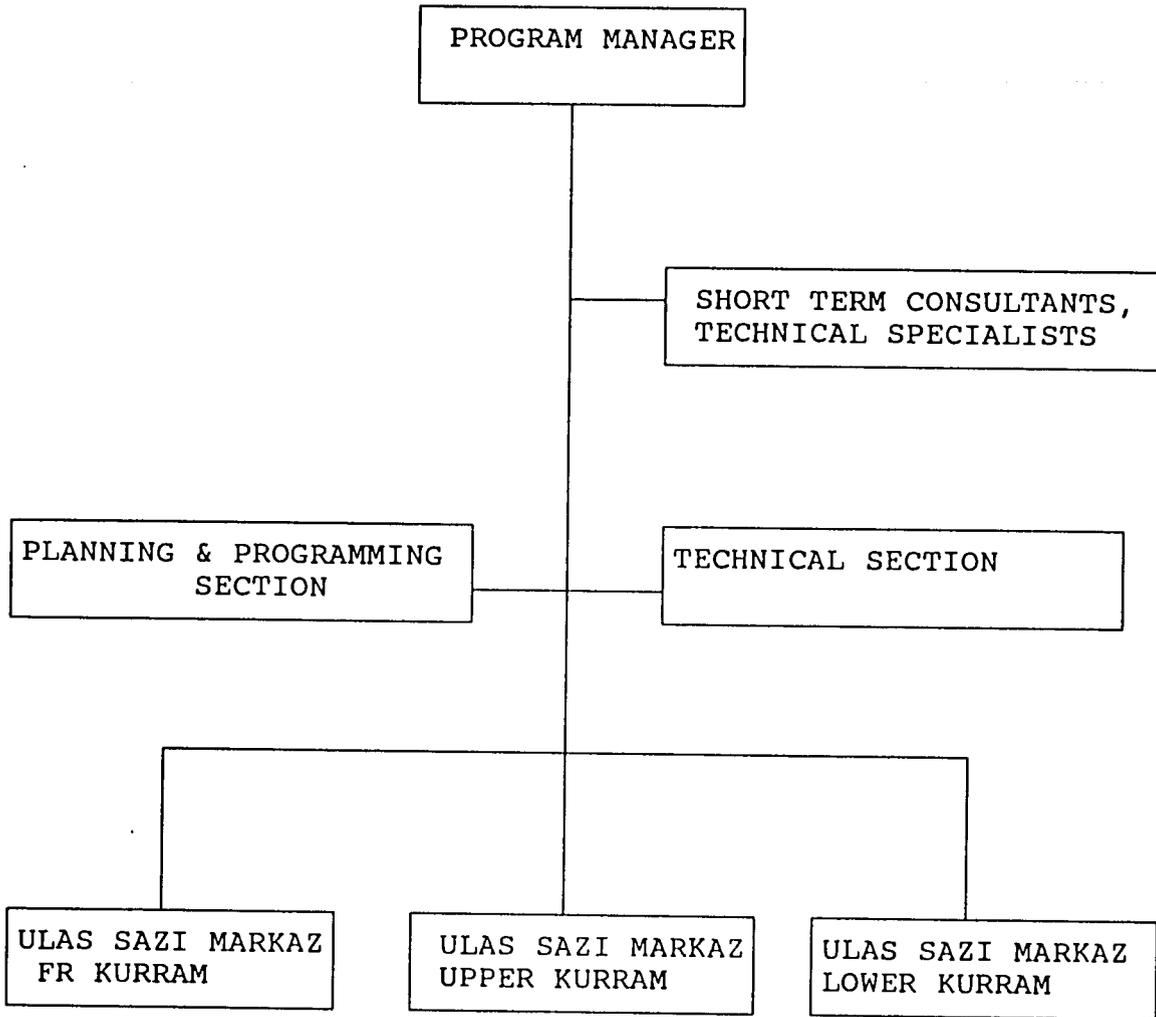


TABLE III: STAFF DETAILS

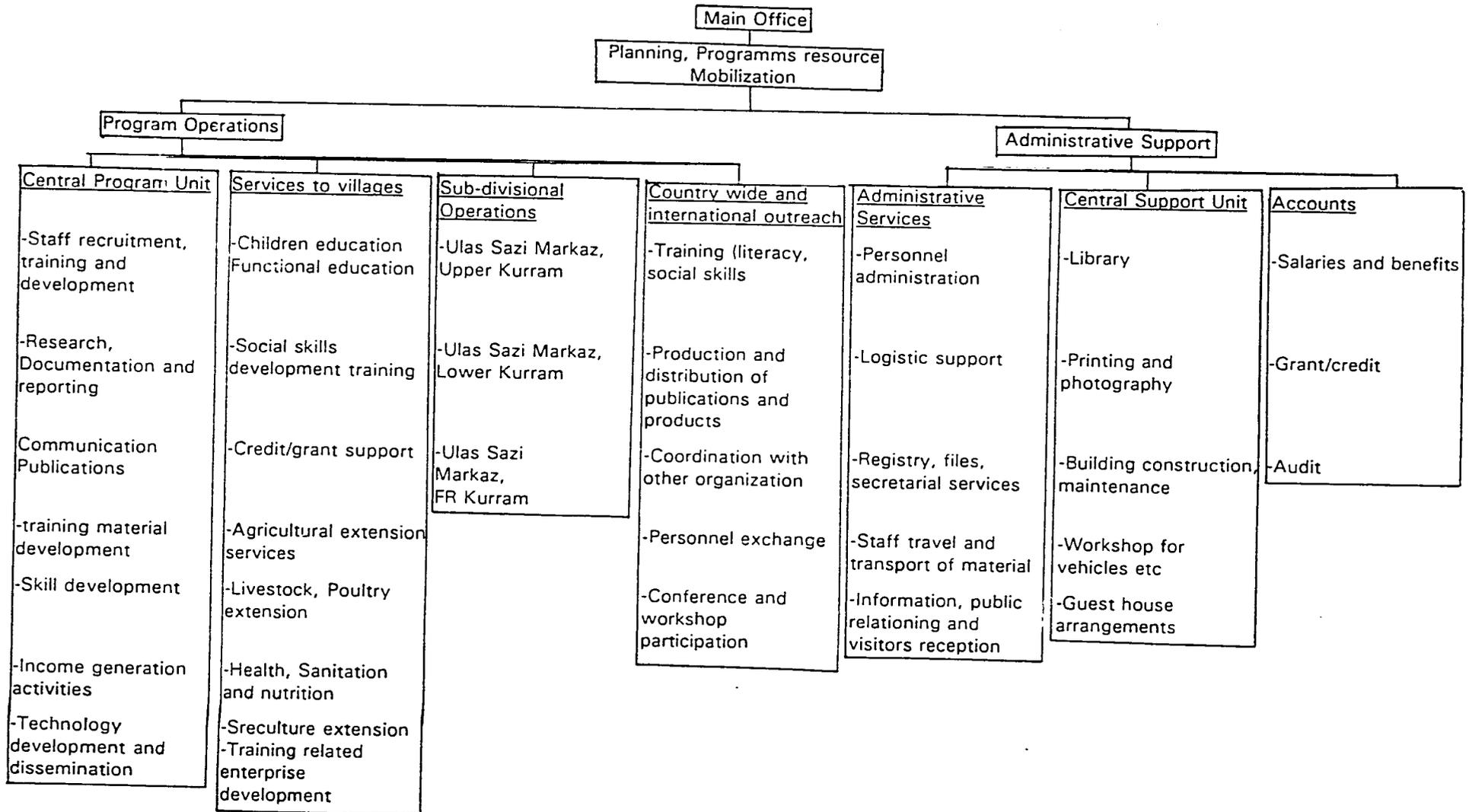
CONSULTANTS

Consultancies in participatory development and professional field.

MANAGEMENT GROUP (Experienced Professionals)

Year	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>6</u>	<u>7</u>	<u>8</u>	<u>9</u>	<u>10</u>	<u>T</u>
program Manager	1	1	1	1	1	1	1	1	1	1	1
Training specialist											
Male	1	1	1	1	1	1	1	1	1	1	1
Female	1	1	1	1	1	1	1	1	1	1	1
Program specialist											
Male	1	1	1	1	1	1	1	1	1	1	1
Female	1	1	1	1	1	1	1	1	1	1	1
Planning & Prog; Specialist	1	1	1	1	1	1	1	1	1	1	1
FIELD STAFF											
Development Specialist											
Male	2	6	6	6	6	6	6	6	6	6	6
Female	1	3	3	3	3	3	3	3	3	3	3
Asst;Eng; rural works.	-	1	3	3	3	3	3	3	3	3	3
SUPPORTING STAFF	3	6	6	6	6	6	6	6	6	6	6
Total:	12	22	24	24	24	24	24	24	24	24	24

CHART B: Programme and function Chart



SSA

### 10.2.2. Job Description

#### Program Manager:

He will be the overall in-charge of the program. His responsibility will be:

1. Recruitment of staff per approval of the Board of Directors.
2. Executing NGO's program through management and field team.
3. preparation of various proposals for donors assistance.
4. Contacts with regional , country and international organizations.
5. Arrange for the program review meeting (PRM).

#### Training Specialists:

S/he will arrange regular training programs for the selected members of the Ulasi Gund. S/he will arrange for trainers from the government departments, autonomous organizations and private sector.

They will make arrangements for training of the requisite staff of formal education program. Arrangements for the workshops, seminars meetings, and staff training will also be their responsibility.

They will arrange cultural activities i.e., mela, mobile visual programs, cultural shows etc. Communication linkages (i.e., news letters, pamphlets etc.,) with the UGs and other related people will be the responsibility of Training Specialists.

#### Program Specialists:

Implementation of various programs will be the responsibility of Program specialists. They will have a close liaison with the concerned line agencies both in govt; as well as private sector.

They will arrange for all technical support to the Ulasi Gunds on the recommendations of the Development Specialists.

#### Planning and Programming Specialist:

S/he will be responsible for the planning of overall activities, monitoring, evaluation and feedback to other sections and field staff.

## Development Specialists:

Development Specialist will be the pivot of whole program. S/he will have direct contact with the people. Create awareness among the people, convince them on collective action, establish target groups and formation of Ulasi Gund will be the prime responsibility of the Development specialists. All the NGO activities will be routed through Development Specialists.

S/he will participate in the program review meeting to be held once in a month and will be chaired by the Program Manager. Problems and progress of each DS will be discussed and future strategy will be formulated.

Each DS will have to submit his/her tour note to the Program Manager at the end of every month.

## ANNEX I

### LIST OF GROUPS AND INDIVIDUALS MEETING

1. Members, Social Welfare Society, Luqman Khel  
Head Office Nadir Khan Kaley, Upper Kurram
2. Members, Social Welfare Society, Sultan Kaley  
Head Office Sultan Kaley, Upper Kurram
3. Members, Alizai welfare Society, Lower Kurram
4. Mr. Wali Syed, Religious leader,  
Gharbina, Lower Kurram
5. Members, Idara-e-Taleem-u-Tarbiat, Kurram  
Head Office Village Zaid Ali Kaley(Shalan), Upper Kurram
6. Members, Proposed BOD of NGO, Kurram
7. Members, Tehrik-e Itehad-e Qabail, Parachinar
8. Mr. Zulfiqar Ali, Chief Organizer  
Social Welfare Society, Kunj Alizai, Village Hakimi Kaley,  
Upper Kurram
9. Mr. Fakhar Zaman, Malik, Farmer,  
Village Sakhi Ahmad Shah (Sadda)
10. Mr. Mohammad Shehzad Arbab  
Political Agent, Kurram
11. Mr. Abdul Qadir Khattak  
APA, Upper Kurram
12. Mr. Yousaf Hussain Kazmi  
Member National Assembly,  
President Tehrik e Itehad e Qabail
13. Agency Administrator, UNHCR, Kurram
14. Staff Govt. Girls, Higher Secondary School, Parachinar.
15. Supervisor, Peshnamaz Bagh, Baghdi, Upper Kurram.
16. APA FR Kurram
17. Mr. Masaud Bangash, project Director, TADP, Peshawar
18. Mr. Tariq Durrani, Chief (A), RDD, USAID, Peshawar

19. Mr. Douglas Grube, Chief of Party, Coverdale, Peshawar
20. Mr. Iftikhar Hussain, Project Officer, TADP, USAID, Peshawar
21. Mr. Haseeb-ur-Rehman, Program Associate, Coverdale, Peshawar
22. Ms. Ali Begum, Additional Secretary, Finance Department,  
Peshawar
23. Mr. Nasir, Project Coordinator, Coverdale, Peshawar
24. Members  
Burki Committee  
Village Burki, Upper Kurram

## ANNEX II

### LIST OF GOVERNMENT DEPARTMENTS AND SCHEMES VISITED

#### 1. Government Departments Visited

1. Agency Education Office, Kurram
2. FATA Development Corporation, Kurram
3. Forest Department, Kurram
4. Agriculture Department, Kurram
5. Seri-culture Department, Kurram
6. Bureau of Statistics, Peshawar
7. Livestock and Dairy Development Department Kurram.

#### 2. Schemes Visited

1. Alisheri irrigation (FATADC).
2. Sada Marghan road (FATADC)
3. Robert Garden (Agriculture Department)
4. Murghan irrigation scheme (FATADC)
5. Malana irrigation

#### 3. Institutions / Organizations Visited

1. BHU Agra
2. High School Agra
3. Shablan, Upper Kurram
4. Maktab Primary School Zaid Ali Cham  
Shablan, Upper Kurram
5. Primary School Gosar (Jalandar)
6. Non Formal Education Center  
Parachinar, Upper Kurram
7. Govt. Girls Higher Secondary School  
Parachinar, Upper Kurram

8. Civil dispensary Makhrana (Para Chamkani)  
FR Kurram
9. Sarhad Rural Support Corporation  
Peshawar
10. Non Formal Education Center  
Sakhi Ahmad Shah, Lower Kurram.

## ANNEX III

### SCOPE OF WORK FOR THE TEAM DISCUSSIONS WITH THE VILLAGE COMMON PEOPLE

NAME OF VILLAGE

NAME OF AREA

#### CHECKLIST

##### CROP MANAGEMENT

- o Prioritize the most important constraints.
- o Are improved seeds, fertilizers, pesticides used? If not then why, if yes, then is supply adequate?
- o Is there any mechanization? if not why not?
- o Are there agricultural extension services done in the area? What kinds of services would you like to support.
- o What are the tenurial arrangements?
- o Are women involved in the production process?
- o What are the methods of harvesting?
- o Are you facing with post-harvest losses
- o Are you facing with the problems water losses, no infrastructure.
- o Who is responsible for the construction and maintenance of water channels.
- o What is the distribution system of water?
- o To what extent people are involved in the construction and maintenance of channels, flood protection walls?
- o Who is responsible for irrigation?
- o What is the availability of water and peak demand period
- o What are the need for irrigation?
- o Is there any water users association and what are the types of conflicts?
- o Do you market village produce? if yes then what?

### **SOIL AND WATER CONSERVATION**

- o Are there any chances of developing barani land? propose source of irrigation.
- o Is land erosion a problem? How could it be dealt with?
- o Is there any water conservation system?

### **LIVESTOCK HEALTH, NUTRITION, AND PRODUCTION**

- o Is there livestock health, nutrition and feeding problem?
- o What type of animals do you keep?
- o What is the purpose of animals rearing?
- o What are the sources of feeding and feed shortage period?
- o Who does take care of livestock(male, female or both)?
- o What are the major diseases and its control?
- o What is the role of livestock department?
- o What are the major reasons of low production from livestock?
- o What are the problems in livestock management?

### **FORESTRY AND RANGE MANAGEMENT**

- o Whose property are the forest areas?
- o Is it a major source of income?
- o How are the forest used?
- o Who work in the forest and communal land?
- o Which type of forest produce is in shortage?
- o What are the causes of deforestation?
- o What are the solutions for better management?
- o Is there any ban on the use of forest?

### **RURAL ROAD LINKAGES**

- o What are the means and problems of transportation?
- o What is the distance from the main road.

### **VILLAGE WATER SUPPLY**

- o What are the problems of drinking water?
- o What is the source of water, distance and source of labor?
- o What are the practices of collection and conservation?

### **CREDIT AND MARKETING**

- o What are the marketable produce?
- o What are the problems of marketing?
- o Is credit easily available and what are the sources?
- o What are the terms and conditions of credit?
- o What is the purpose of credit?
- o Do you get loans from shopkeepers?

### **OTHER OFF FARM ACTIVITIES**

- o Is there any other activity i.e., weaving, bee keeping, sericulture and spinning?
- o Are women involved in handicrafts?

### **MAIN SOCIAL STRATA AND COMMUNITY INSTITUTIONS**

- o What are the main economic strata in the village?
- o What are the main clans?
- o Do any body have access to the jirga?
- o Is jirga play any role in development activities?
- o Is there any zakat committee?
- o Is there any welfare organization/ association/ society?

### **INTRA AND INTER VILLAGE RELATIONSHIP**

- o What is the dominant tribe in the village/ area?
- o What is the role of hamsayas?
- o Do they take interest in the development programs?
- o What is the basis of alliance?

### **STATUS OF WOMEN**

- o What is the role of women in decision making?
- o What is their mobility sphere?
- o Is there any polygamy?

### **HEALTH**

- o Is there any health unit or center?
- o What is the daily diet?
- o What is the method of treatment for common diseases?
- o Do you believe on family planning?
- o What are the problems faced by women?

### **LITERACY AND EDUCATION**

- o Do you have access to educational institutions?
- o What type of institution do you have?

### **LABOR SUPPLY**

- o What is the source of labor?
- o Is there any shortage of labors? Period of shortage?

### **MIGRATION**

- o Is there any out migration? what are the reasons, cost and benefits?
- o Is there any seasonal migration?
- o What type of income do they get?

### **POVERTY**

- o What is the extant and nature of poverty ?
- o How do you define poverty?
- o What type of people are at risk?

### **WHAT ARE THE MAJOR OBSTACLES TO DEVELOPMENT?**

### **WHO ARE THE SUPPORTERS OF DEVELOPMENT?**

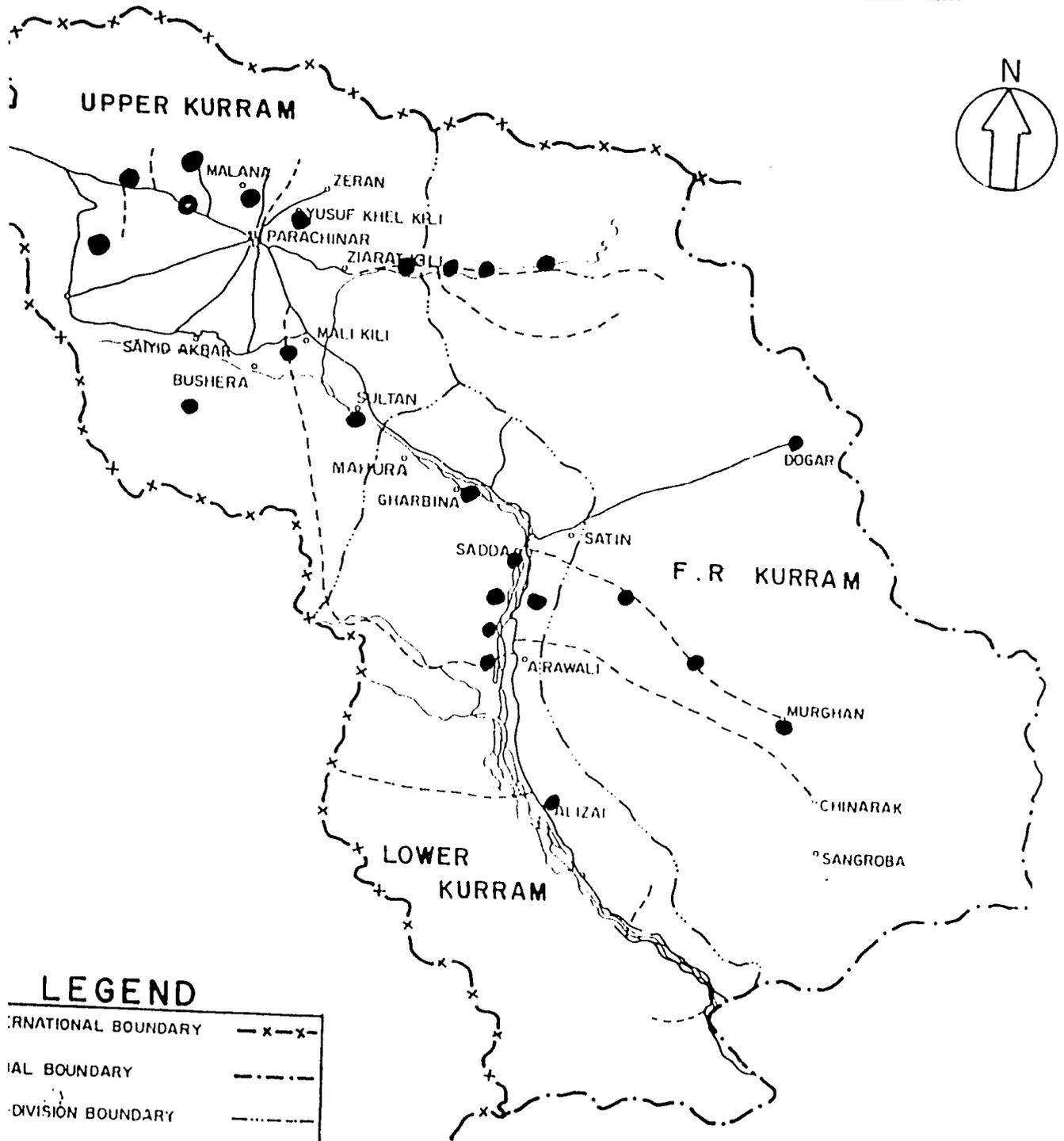
**WHO ARE THE BENEFICIARIES OF DEVELOPMENTAL SCHEMES?**

**WHO ARE THE SUPPLIERS OF DEVELOPMENT SUPPORT SERVICES?**

**DO COMMON PEOPLE HAVE ACCESS TO SUPPORT SERVICES?**

# KURRAM AGENCY

Annex IV-A



## LEGEND

INTERNATIONAL BOUNDARY	- x - x -
DIVISIONAL BOUNDARY	- - - - -
DIVISION BOUNDARY	- · - · - · -
UNPAVED ROAD	— — — — —
GRAVELLED ROAD	- - - - -

Villages visited ●

ANNEX IV-B

LIST OF VILLAGES VISITED

Upper kurram

1. Residents  
Village Zaid Ali Cham (Shablan)
2. Residents  
Village Larzar (Shalozan)
3. Residents  
Village Gosar (Jalandar)
4. Residents  
Village Hakimi Kaley (Bishara)
5. Residents  
Village Star Kaley (Malana)
6. Residents  
Village Yousaf Khail (Zeran)

Lower Kurram

7. Residents  
Village Alizai (Alizai)
8. Residents  
Village Munda (Alizai)
9. Residents  
Village Mulyano Kaley (Makhizai)
10. Residents  
Haji Nasrullah Khan Kaley (Bilyamin)
11. Residents  
Haji Bahadar Kaley (Bilyamin)
12. Residents  
Haji Dost Mohammad Kaley, ( Mathizai)

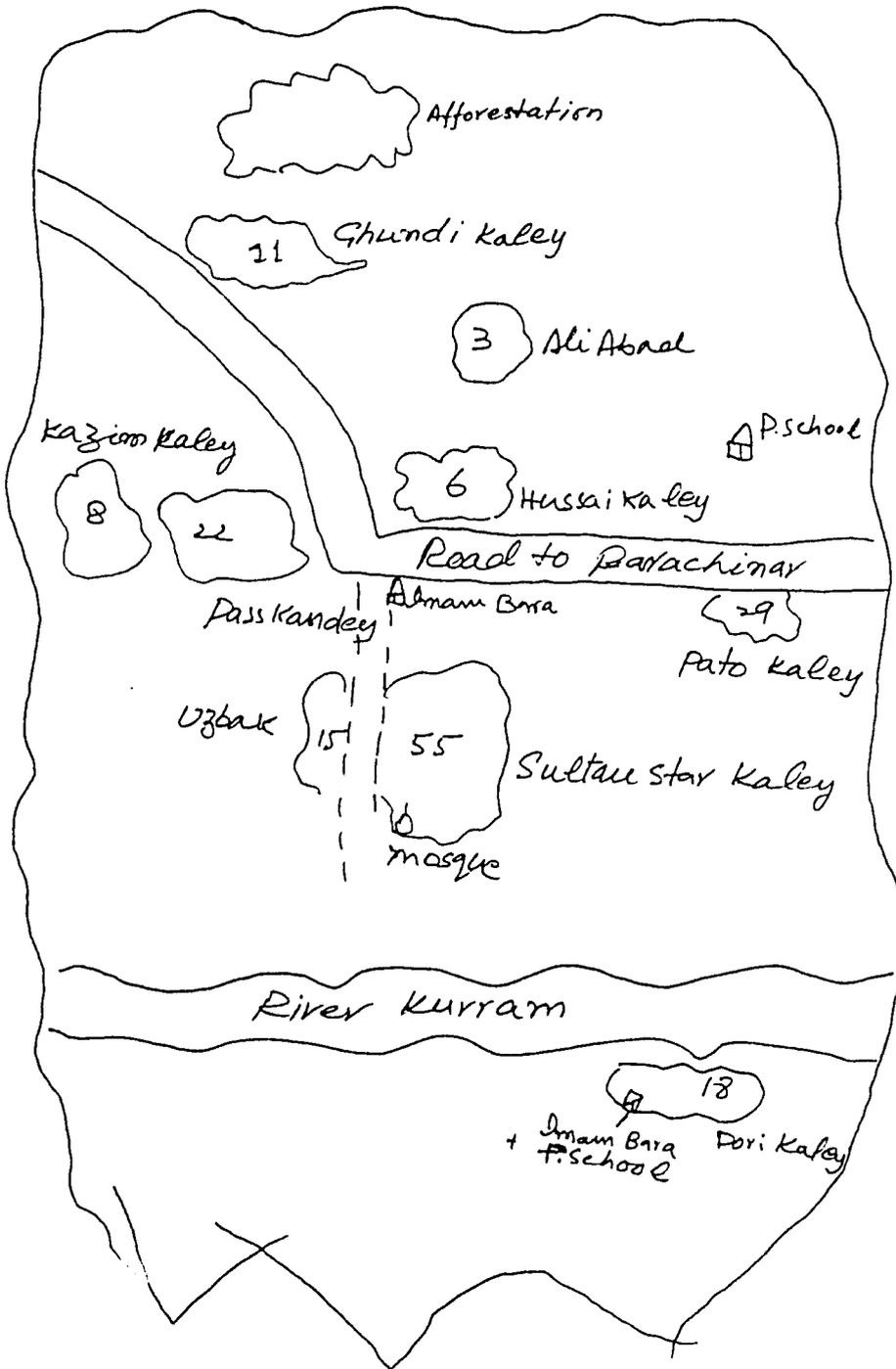
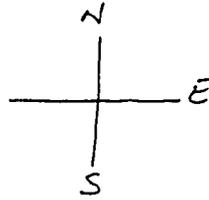
Fr Kurram

13. Residents  
Village Proper Marghan (Alisherzai)
14. Residents  
Village Kotakey (Alisherzai)

15. Residents  
Village Tindo (Alisherzai)
16. Residents  
Village Khamase (Para Chamkani)
17. Residents  
Village MaKhrama (Para Chamkani)
18. Residents  
Village Dogar (Masuzai)

Annex V

VILLAGE MAP OF SULTAN KALEY W



- Total hamlets: 9
- Primary School: 1
- Health Unit: nil
- Potable water:
  - Water Supply Scheme: 2 hamlets
  - Spring, channel
- Drainage system: nil
- Mosque: 1
- Imam Bara: 2
- Cultivated Land: 723 Ac.
- Cultivable wast land: 300 Ac.
- Livestock: Long: 3-6 / family
  - : sheep /
  - goat: 4+5
- Educated people (Mahiculite): 72
- Employed: 85

Note: Figure in hamlets shows number of Logi

## ANNEX VI

### Terms of Partnership

All activities of the NGO will be based on terms of partnership with the Ulasi Gunds which will be agreed and signed by both the parties. In this regard, the NGO will have to initiate the process of contacts with the homogeneous group of population at various locations. Simple approach of mass contact will be adopted to reach the target group of population.

Before recognizing the group of people in a hamlet or village as Ulasi Gund, they will have to fulfil the following:

1. To agreed upon to form an association giving equal representation to each "Logi" (one member from each Logi will be the member of that association). Majority of the Logi will have to actively participate in the association (UG) building process. They will choose one president and one manager for contacts with the management, NGO board and other agencies related to their development. Both the president and manager will be answerable to the members of the respective UG. Any one of them can be removed from their respective posts with a 3/4th majority of the members of that UG.
2. They will have joint meetings at least once in a month to discuss their problems, issues, previous developments, contacts with the management and their future line of action. All the proceedings will be recorded in a register on the same date in order to facilitate the management during their visits. They will also have to send their resolutions to the management.
3. The prospective Ulasi Gund will have to generate funds and keeping in a joint account of any bank (joint with the management). Funds can be generated through various methods. The already existing welfare societies have evolved a tax system for saving mobilization. They have imposed fixed charges on marriages, birth of a male child, employees, agricultural commodities etc.

Once the respective group of people fulfil the aforesaid conditions, they will be registered with the NGO as a basic unit of the institution and will be called as Ulasi Gund. After completion of this process, the NGO will extend all possible support to the respective Ulasi Gund in the field of human resource development, institutional development and organized economic activities on the basis of actual need, feasibility and priority position in the list of all UGs.

Separate terms of partnership will be worked out for each and every activity by the management and UGs.