

GADOON AREA RURAL SUPPORT CORPORATION

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FROM POPPY SUBSTITUTION TO SUSTAINABLE DEVELOPMENT
Conceptual Framework and the Action Plan for Project Transformation

By: Izhar Ali Hunzai

Aga Khan Rural Support Programme, Gilgit

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BEST AVAILABLE DOCUMENT

Briefly...

The AID-assisted project has invested substantial resources in Gadoon Amazai area, mostly in infrastructure networks, and farm-support activities. The primary objective was to discourage poppy cultivation in the area, by offering a combination of cash and other incentives. In addition, investments were made in the area's human and physical resources, with a view to develop alternative systems of livelihood in the medium to long term. This package of incentives offered by the project proceeded concurrently with a strong law enforcement commitment on the part of the Government of Pakistan.

About nine years after, the project has met this limited but significant objective, by helping to achieve total elimination of poppy cultivation in the area. Like all mortal things, however, the Gadoon Amazai project will one day expire--probably next year, or in 1994. Knowing this, the project management is concerned that a significant part of the investment made in physical infrastructure may not be put into productive use, once the project support is fully withdrawn. The current search, therefore, is for workable alternatives, especially for new institutional arrangements that can provide some assurance of sustainability, by accepting the responsibility for maintenance and up-keep of the aid-assisted sub-projects.

It is clear that for the large part, the government departments are taking charge of the major infrastructure projects. Next are a large number of small sub projects, such as dug-wells, small irrigation channels, and orchards. These projects are individually-owned and, therefore, could easily be maintained by their respective owners. In reality, only the village-level sub-projects and NFE Centers are without an institutional home, for which the project management wishes to promote a community-based initiative. With this purpose in mind, a team was invited from AKRSP to start a low-key/ low profile process of community organisation.

The New Agenda

The new objective was defined by the project management as "privatization," adding that all existing and on-going sub-projects and activities must be "sustained" after the end of the current project support. This was to be achieved through a new initiative based on community participation.

A number of steps had already been taken in this direction before AKRSP was contacted. For instance, a Gadoon Amazai Field Management Team (GAFMT) is in the process of being established. The team would consist of a Programme Coordinator, a Social Organizer, and a WID professional. Assisted by a cadres of "volunteer" community workers and village specialists (the first batch of community workers has already been trained,) the team will act as a catalytic agent for the formation of Village Organisations (VOs). This unit will be supported by the project staff and PCU. Eventually, it may register itself as a NGO, or be part of an existing NGO, such as the SRSC.

The Approach

The recent conversion to community participation is essentially motivated by a desire to save the project investments. That is fine, but the approach to go about it is, at best, fragmented, and at worst, a non-starter. The idea to form surrogate VOs for sub-projects that no one wants to own is both conceptually wrong and impractical. In AKRSP's view, village organisations cannot be founded on past investments, in which the community had little or no say. Moreover, the infrastructure projects serving a single village or a hamlet are few and, therefore, cannot be taken as an entry point for community organisation in the entire area.

After initial interaction between the project staff and AKRSP team, the consensus reached was that privatization, to the extent that it applies to village communities, should be seen as one of the outcomes in community organisation. The main purpose behind community organisation must be to help build permanent village-level institutions as a necessary link in the entire development administration. Without broad-based primary institutions, the development process is bound to be mis-guided by distant planning mechanisms; and it will remain unparticipatory, inequitable and unsustainable.

Needless to say that the investment in the new infrastructure has created enormous opportunities for development in the area. New access to road communication, electricity, schools and drinking water, are essential ingredients for development, call it the "hardware." What is missing, however, is a suitable "software" or an institutional "receiving mechanism" at the local level to internalize these newly-created benefits and opportunities. The significant earlier investments in the region's infrastructure can be truly and effectively sustained by small investments in the community organisation. For instance, the entire benefits of the main road can be internalized by a village by building a small access road, linking it to the outside world. The community can be organized around this small road, not the main road. The true participation of village residents in the implementation and on-going maintenance can be ensured only when such projects are identified by the people of that village themselves.

The Scope of Work

The discussions with the project management were open, positive and productive. The basic point made by the AKRSP team was that community participation cannot be achieved overnight, especially on terms dictated by outside agencies. This view was considered to be valid and fair. As a corollary to this rule, it was accepted that community organisation is a long-term process, requiring an equally long-term and serious commitment. This being the new perspective, the AKRSP team was asked to come-up with a five-year action plan, with a specific focus on year one.

The scope of work, as understood by the AKRSP team is summed-up as following:

- to outline a conceptual framework for the transition of the AID-assisted project in Gadoon Amazai area
- to prepare a five-year action plan for the new approach, and provide assistance in implementing elements of this plan in year one
- hold meetings with the villagers and other key people, both past and present, to provide the necessary continuity for the revamped project
- review WID activities, particularly the workings of the NFE centers, and suggest ways to sustain that activity, and/or recommend new initiatives
- review the proposed administrative structure for the new GAFMT set-up, including the establishment of a new NGO, or its relationship with an existing one
- prepare a workplan for the field staff, including the newly trained community workers.

Potential for Community Participation

Like most of the other jargon in the literature, 'community' is becoming a much abused word. In all seriousness, there is no such thing as a "community," as far as development is concerned, unless one is consciously created. There are, of course, leaders, both traditional and the new type, political and religious groupings, committees, factions, beneficiaries, affectees etc., but no ready-made communities. The poor are at the bottom of this social fragmentation and disintegrating value system. The only effective way out is active efforts for community-building at the grassroots level, through the process of social organisation. Without a true commitment to this basic principle, community participation remains but an empty rhetoric.

It was heartening to see the ordinary people's receptiveness to this concept in Gadoon Amazai area. In Nara, Gabasni and Gani Chatra villages, where we held initial dialogues with the local people (25-35 in each place), there was complete consensus that forming VOs was the only way forward. "There is simply no other alternative," was the response in all three places. Knowing that the project resources are no longer available for free, people now seem to be ready to have a serious dialogue on their future direction. The challenge now is to give these people a new vision of development, one which is largely built upon their own will and resources. This is a long and difficult task, especially because they have so far been made to think otherwise.

Investment in Village Organization

If organized, the villagers are capable of identifying a need, the fulfillment of which would serve as a glue to bind them in a continuing relationship. Experience in this field has shown that the most effective form of organisation is around the productive sector. Such needs must be identified through a series of interactive dialogues with each and every VO. In view of the micro-variations between villages, these development needs cannot be identified through a distant planning process. The financing of these development needs at the micro-level should be seen as an investment in village organisation, without which it is only a pious hope that community participation would be forthcoming. On an average, this one-time investment is estimated to be around \$10,000 per village organisation.

Action Plan Begins Here

The Action Plan is a road map to reach a certain destination or goal, in a specified time period. We define this goal to be "An Improved Livelihood System for all the Residents of Gadoon Amazai area, which is more Productive, Equitable and Sustainable".

We propose to achieve this modest goal with the help of several strategic interventions which fall under four cross-cutting themes. For the purpose of clarity and continuity, we shall call it "the project transition process". All tasks, steps and actions shall, therefore, be explored under the following cross-cutting themes, or programme packages:

1. The Social Organisation Package: aimed at establishing a network of democratic village development institutions
2. Techno-economic Measures: aimed at establishing improved local systems for natural resource management and optimum use
3. A Revitalized Women In Development (WID) Program: aimed at promoting social and economic welfare of rural women, and
4. An Institutional Support Mechanism: aimed at sustaining all of the above

Social Organisation

The process of village organisation can start as soon as the project management approves this action plan. The basic point to consider is the investment in social organisation. As has been said earlier, a VO can be formed around any productive activity which promises a continuing stream of benefits to the majority of members. This investment is to be made as a one time grant to the VO for an activity which has been jointly identified by all or most of the members, through open debate and discussion. The request for funding such an entry-point (one per VO) project must be forwarded through a written resolution, duly signed by all the members, and vetted by the Social Organizer.

Task #1. VO formation

Step #1: Decision on the issue of investment in social organisation...project management by August 20, 1992

Step #2. Develop Terms of Partnership...Fazal-e-Malik by August 20, 1992, on the following lines.

- All residents of a village or hamlet will organize and cooperatively manage their development affairs.
- Members will select a good literate person as their VO manager and a respected elderly person as their president.
- The VO will hold weekly or fortnightly meetings to discuss all development issues in the village.
- The VO members will generate their own capital through regular savings. The savings are personal property, but will be deposited in a joint bank account.
- Members will upgrade their technical and managerial skills.

The population of the area is roughly 130,000 individuals, or about 22,000 households. This implies that there is potential for some 400 VOs in five years time. Ideally, all the households affiliated to a Hujra should be included in one VO. However, the number of households per VO should be around 50-60, otherwise it may become too big and unmanageable in size, hence affecting longer term cohesiveness of the VO.

VO Formation: Five Year Plan (tentative)

<u>Union Council/Year</u>	<u>'92</u>	<u>'93</u>	<u>'94</u>	<u>'95</u>	<u>'96</u>	<u>Total</u>
Nara	5	15	15	15	10	60
Gabasni	5	15	15	15	10	60
Gani Chatra	5	15	15	15	10	60
Nagrai	0	10	15	15	15	55
Kab Gani	0	10	15	15	15	55
Gandaff	0	5	15	15	20	55
Bait Gali	0	5	15	15	20	55
Total	15	75	105	105	100	400
%	4	19	26	26	25	100

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Based on above scheduling, 15 VOs will be formed during the remaining months of the current year. These VOs will be formed in the first three Union Councils (text Table).

Step 3: Start holding public dialogues: explain the purpose and terms of partnership, Social Organizer, by August 25.

Task #2: Train VO managers in book-keeping, minute recording, and collection and accounting of saving deposits.

Once a village has accepted the terms of partnership for forming an organisation, the next important step is to introduce uniform systems and procedures for conducting the business of the VO, including record keeping. This objective can be promoted through the placement of the newly trained community workers in the field. These workers who are on a stipend from the AID, will be given a two-day briefing on their specific job, including the required registers and pass books, by Fazzle-Malik. After that, they will be sent to live and work (one per village) in the newly formed or potential VOs.

Their specific job will be to:

- assist the SO in community organisation in their area by spreading the message of cooperative development.

- identify a village activist. Give him on-the-job training as the VO Manager, including record keeping and saving deposits
- provide support to the WID component by promoting the ideas for women's participation, and preparing the communities for WID activities
- help the VO manager in organizing and conducting weekly meetings, and in establishing systems and procedures for the VO
- collect VO specific data, and assist in village planning, including the identification of the entry-point project
- coordinate all activities between SO and the VO, and act as a resource person in the host VO in all development matters
- report on progress every month through a written diary. This report should be sent to the Programme Coordinator.

Of the 12 trainees, three can be retained by the proposed new NGO (based on their performance in the field) after the three-month period, to work as intern Social Organizers. The remaining nine should be assisted in finding employment with other organisations such as SRSC, and NRSP.

- Step #1: Explain the scope and nature of this Job, Izhar Hunzai by 8/19, at Tarbela
- Step #2: Approve SOW and finalize the structure of stipend, Sohail Malik & Douglas by 8/20
- Step #3: A two-day workshop on the requirements of the job and the functions of VO managers, Fazle Malik, 8/24-25 at Tarbela.
- Step #4: Logistics of finding them host villages, transport and the development of a 21-day duty roster, Nizamuddin by 8/25
- Task #3: Entry-point project identification, implementation and maintenance
- Step #1: Conduct dialogues on project identification, Program Coordinator/SO; use the following criteria:
- the project directly benefits all or 80% members, it is identified through consensus by all, and there is no dispute involved i.e., the element of equity must be ensured
 - it will result in increasing the actual income of people once it is completed i.e., it should be in the productive sector

- the project should be labor intensive, manageable in size, and technically within the VO's capacity to implement and maintain i.e., it should be sustainable

Step #2: Conduct surveys, establish technical feasibility, and prepare cost estimates; Surveyor (hired on short-term basis) to start this process sometime in late September or October this year.

Step #3: Approve entry point project grants, Program Coordinator with the assistance of SO, give a three-month initial testing and growth period to each VO; use following guidelines:

- the VO has been regular in savings and the attendance in meetings (an average of Rs. 300 per member and 60-70% member attendance in meetings)
- the VO has maintained its books properly, and built a record of good governance (number and enforcement of decisions about village welfare and development)
- the entire work on the project shall be done by the VO members themselves, with needed technical help from the new NGO--no contractor to be involved
- cost estimates to be explained to everyone in an open VO meeting, the material cost to be provided in full, while the labor component can be negotiated
- work to be divided in roughly four phases, and grant should be disbursed in equal installments
- VO to be asked to open a bank account where project money should be deposited. The account should be operated by two persons nominated by the VO. Mandatory discussion of project accounts in the VO meetings

Techno-economic Package

The overriding consideration being poppy substitution, the original project design was aimed at improving field crops and horticulture. The options available under this strategy were few, such as new, HYVs of wheat and maize, with fruit orchards as an additional choice where irrigation water was available. No doubt, the measures under this strategy have increased productivity in the two staples: maize and wheat. However, there is a limit to how much improvement can be achieved in this sector, particularly in the hilly areas of Gadoon. It appears that this strategy was a necessary first step but, clearly, it does not offer much promise for the long-term development of the area. The reason is simple: tiny terraces where field crops can be grown are only a fraction of the larger resource base available in the area. The real potential remains in the vast range and pasture lands, which should now be the focus of a long-term agro-economic development programme, as distinct from a short-term poppy-substitution project.

The long-term planning must be based on a thorough assessment of the region's resource potential, i.e., its natural comparative advantage, and its specific problems and constraints. Although, this theme should be approached through a proper survey by a small multi-disciplinary team (AKRSP can help), some preliminary observations are presented below, based on a cursory look at the region's resource potential:

- though erratic, sufficient rainfall reaches the hills, making it possible to improve the natural vegetation with better management techniques
- the advantage of the terrain appears to be in the tree and fodder crops, not in cereals
- climatically (due mainly to elevation) the area differs from the plains and, therefore, can supply off-season vegetables to the nearest markets
- new road access has opened up potential markets for local produce, especially for temperate fruit and vegetables, not so much for citrus!
- accessibility could also be dangerous for the natural forest cover, as has happened in other parts of Pakistan
- modern agricultural technology is still largely inaccessible to many farmers, except for new varieties of wheat and maize etc.
- potential exists for new breeds of animals, particularly for meat and wool; temperate fruits, vegetables; and many fodder varieties
- power availability has created new opportunities for cottage industry and enterprise development

Based on these initial observations, some very basic ideas are presented in the following lines which must be explored in more greater detail through appropriate professional input.

Livestock Products

The land resource appears more suitable for tree and livestock culture, particularly for mutton and wool production. Current livestock numbers seem to be considerably less than the carrying-capacity of land, especially in higher regions. Significant efficiencies can be achieved in the current management systems in which forest trees, livestock and fodder can be developed as an integrated resource for commercial use. Some very basic steps include preventive measures for livestock disease control, feed improvement (a host of measures combining rotational grazing with intensive feeding practices in fattening centers), as well as the introduction of suitable breeds. Forestry can be promoted more by regeneration (protection) than by mere new plantations.

Since most of the grazing land is owned by a few individuals, it has remained largely underutilized, mainly because of the lack of family labor. Grass from the hills is harvested once a year, with the help of a one-time cooperative effort by the neighbors. In a few instances, the grass is burnt down, in order to allow better regeneration next year. Through the 'slash and burn' techniques, small terraces are carved out from the green hills where wheat and maize are cultivated--this form of agriculture has received much of the support from the project. Irrigation, use of fertilizers, rotational grazing, none of these techniques have been apparently used to improve the rangelands, which remain the largest single resource in this area.

A new resource management regime is possible which is both productive and equitable, based on the current crop-sharing pattern. In the new system, the landless peasants and the landlords can work together by raising livestock as a shared crop. The peasants can look after the animals, plant and protect trees for the owner, in return for grazing rights to keep their own animals, or alternatively, for a proportion of the total animal wealth. The landlords should pay for the vaccination and commercial feeding, as well as for the marketing costs.

Off-season Vegetables

Based on Gadoon's seasonal difference with other areas, certain high-value vegetables can be produced for the nearest markets. The exact product mix can be determined with a little bit of market research and horticultural information, which already exists with those who have worked here for many years. The important aspect is to develop a long-term program, not just to have a few demonstration plots here and there. This program must be developed with the help of a "learning process" approach, beginning with the selection of the right technology, its testing on the ground, marketing trials and assessment at the year's end. Next year, the process must be taken further on the basis of knowledge acquired in the first year.

Fruit Orchards

Past efforts in this sector have not been very encouraging, but the fact remains that fruit production must be an important item on the economic agenda. Climatically, however, most of the area seems best suited to growing temperate fruit such as almonds, apricot, peaches, plums and walnuts etc., instead of citrus. An interesting innovation would be to use walnut as a forest cum fruit tree at higher elevations. The most important aspects of this programme are supply of quality plant material, irrigation and protection. Important breakthroughs have been made in these critical areas by a number of good projects in Pakistan. The most nearest one is the Malakhand Fruit and Vegetable Development Project assisted by the Swiss Government. The best thing would be to benefit from their experience, by inviting their experts to the project area, or by sending the project staff over to Swat.

A new approach can be tested to promote fruit orchards as a WID activity. Because land is no big constraint, village communities can be asked to donate a piece of land for their

village women, preferably next to a NFE Center. The project can invest in this land by putting a fruit orchard. Intercropped with vegetables for the market, this can be a training cum demonstration point for women in vegetable and fruit technology, as well as a source of income and common property--a springboard for women owned and managed enterprises in the area. The deal with the women would be that all the initial costs of putting the orchard will come from the project (plants and barbed wire), while the management and ownership will be that of the women.

Social Forestry

A new activity is already planned under this heading (document prepared by Mr. Umar). The elements of this program must be more closely linked to the activities of the VOs. Another suggestion is that the incentives should be staggered in such a way that they become result-oriented. A third recommendation is that the focus of this programme should be equally placed on the natural regeneration and protection, as much on the plantation of seedlings raised in nurseries. Lastly, but most importantly, a social forestry programme must be developed with full and active participation of the communities at the planning stage. Once the VOs are formed, all proposals should be taken to the VO meetings for a thorough discussion, and a village forestry plan should be developed for each VO.

Enterprise Development

We know that in every society there are a few individuals who are naturally endowed to make good entrepreneurs, others may be good at other things. To stimulate growth, it is absolutely necessary to utilize their creativity and willingness, by assisting them in their efforts to take higher risks for economic gain, and in the process promote the good of the entire society.

Enterprise development can be promoted through providing access to credit, information and technologies, and in some cases by providing training. A small start can be made in this sector by offering small amounts of credit. Due to the special constraints in Gadoon area, this credit will have to be offered, initially, without a cost. It is hoped that once a modest capital market is created in the area, the users and suppliers of the capital will find a way to pay for its cost.

- Task #1: Establish a Techno-economic Unit (see organisational chart), under the Program Coordinator
- Step #1: Hire a techno-economic all-rounder, as soon as the Program Coordinator is on board (this person should preferably an agricultural economist).
- Step #2: Select field staff for the pool of techno-economic experts, both from existing staff and also hired from outside.

- Step #3:** Provide appropriate resources, office, equipment and vehicles etc.

- Task #2** Develop a long-term techno-economic program suitable to the project area's potential and needs, with sub-components as the livestock, fruit orchards, commercial vegetables and, credit for commercial activities.

- Step #1:** Assess area's resource potential (use a small team of consultants).
- Step #2:** Devise specific activities through dialogues with the VOs, draw annual plans, form task forces, set targets
- Step #3:** Implement, monitor, learn about new dimensions, revise, improvise.

- Task #3:** Establish a Revolving Credit Fund for individual and group lending
- Step #1:** Assess credit needs in the area and prepare a portfolio of economic activities to be promoted through credit
- Step #2:** Study other systems and devise procedures for the administration of such loans
- Step #3:** Start building the credit history of borrowers, monitor utilization trends, and incrementally improve the credit management systems.

WID Program

Despite many shortcomings, the WID program has made significant breakthroughs in changing the region's attitude towards women and their special development needs. The long-term perspective must build upon this optimistic start, and other parallel developments such as girls' education. The focus of a revitalized WID program should continue to be on health, sanitation and nutrition. In the short and medium term periods, a number of steps are recommended to give both substance and energy, as well as direction to this program.

- Task #1:** Hire a WID person within the next few weeks, or as soon as the Program Coordinator is on board.

The first and foremost task is to hire an energetic WID person, preferably a Pashtu-speaking female medical professional. The greatest benefit in this option is that she will be an effective social catalyst in the guise of a much-needed medical person--consider hiring Inran Khan as your company's sales manager. At the same time, she will be able to guide a revamped WID program with a strong health and nutrition orientation.

- Step #1: Advertise in the English News papers in the Frontier and Punjab provinces
- Step #2: Send the selected person for an orientation visit to AKRSP, OPP, BASTI, and Malakhand Fruit and Vegetable Project
- Task #2: Add a formalized "savings " component to existing activities

Already, women do save money, albeit on ad hoc basis. This practice should now be formalized, as a first step towards developing a loaning programme in the long-term to support women owned and managed economic activities. The proposed credit system can be initiated next year, after necessary home work. Loans can be given free of interest, but a service or administrative charge can be levied after sometime, to sustain this activity.

- Step #1: Hold dialogues with the women's groups (Sunniya can do this job until someone is hired)
- Step #2: Provide formatted registers and personal Pass Books to each NFE Center; Train assistant teachers in book-keeping and saving deposits. Assist women's groups in opening joint bank accounts.
- Task #3: Restructure management systems of NFE centers.

The WID program must be made an integral part of the proposed NGO and, therefore, it should be delinked from the current project administrative structure, including the PCU. As a next step, current levels of field-based staff should be reduced, more skills should be added (either through training current teachers or, hiring new ones), and they should be reorganized into mobile teams. The structure and content of training courses at the NFE centers should be more clearly defined. The local girls, who are resident assistant teachers should work as NFE managers, partly paid by the project, and partly making their income from the sale of products made during training courses.

- Step #1: Delink all NFE centers within the next three months, even ahead of the project expiry date.
- Step #2: Carry-out a professional assessment process for the field staff, decide on the number of retainees, make arrangements to diversify their skills, give golden-handshake to the rest.
- Step #3: Constitute mobile teams; skills should include health, nutrition, adult education (more skills can be combined in one person), as well as production related technical skills (vegetable, poultry, fruit processing etc.)

- Step #4: Develop well-structured training courses, based on the "need assessment," and including well-defined course contents, training materials, delivery mechanisms, timing and duration, number of participants and methods for follow-up and impact assessment.
- Step #5: Link-up with other agencies, both public and private, for income-generating activities, production inputs and social services.
- Task #4: Develop an "Activity Assessment Mechanism," and an action research approach for new WID activities.

This essentially means developing a "screening mechanism" to pick-up workable ideas and putting them into an objective process of testing and experimentation. One of the commonest problems in WID programs all over the world is a tendency to add on new ideas and activities, without much of a real purpose. We propose that you build-in a "Pressler" into your activities, and if they do not deliver goods within a specified time, they are automatically dropped off your list.

A Support Mechanism

Civil society in the developing countries is largely without education, information, and enjoys no real political or economic power. Worse, it is disorganized and vulnerable to all kinds of manipulation, often in the name of religion, national security, austerity etc. It is this reality which makes social organisation an imperative for alleviating poverty, and for empowering the powerless.

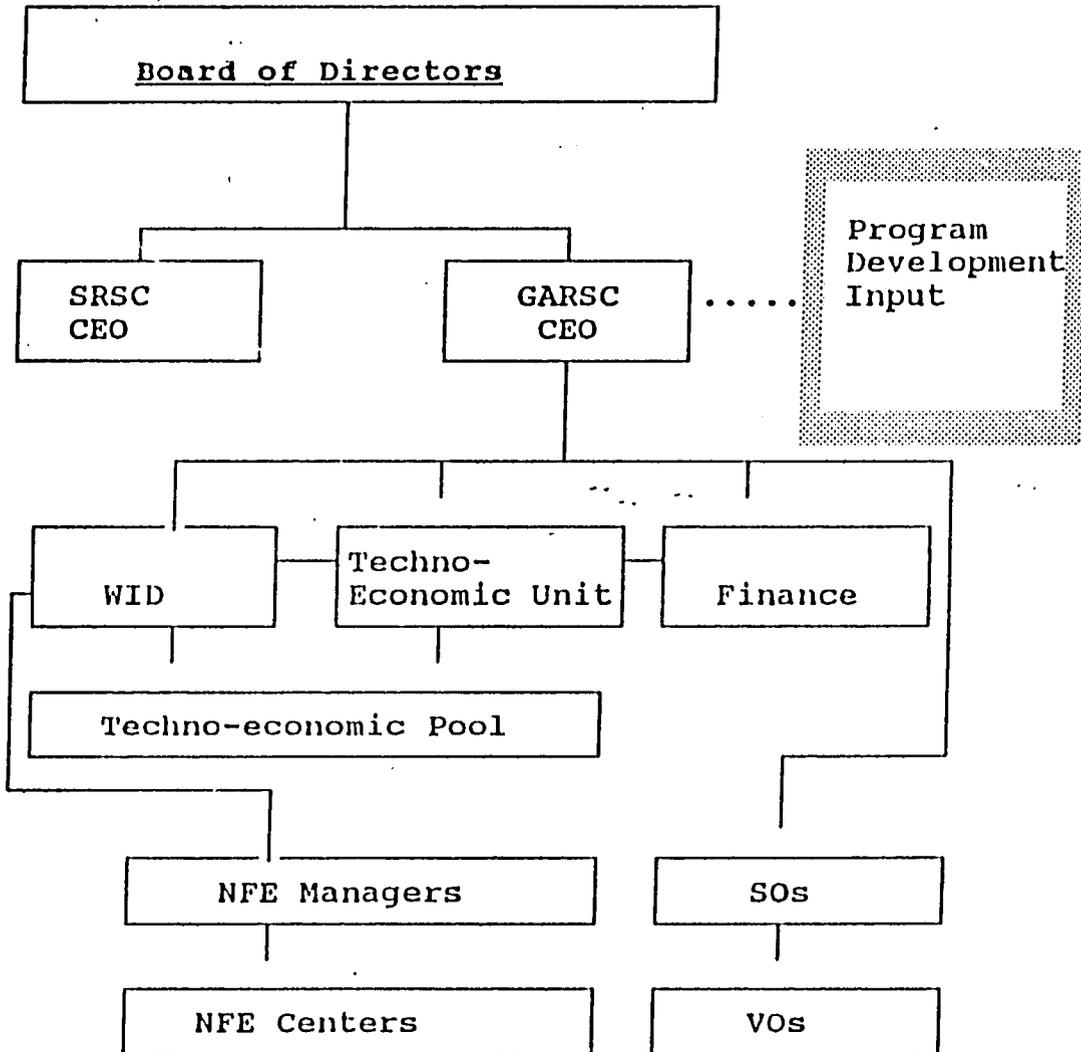
In the West, the civil society is relatively more successful in expressing its will through free elections, trade unionism, and /or lobbying, consumer, or interest groupings. Greater access to education, information and a generally enabling social and political environment allows people to organize their individual efforts, and to form coalitions on common issues (recent examples relate to environment, disarmament and international relief). In the backwaters of developing countries, this process is difficult to come by on its own (only takes an extreme form, if politically manipulated), without an active and conscious effort to organize people. This is the rationale for a support mechanism.

Task #1: Establish a subsidiary NGO under the SRSC Board

The main task is to set-up a legal successor, in the form of a NGO. Since the SRSC Board already exists to guide a similar legal entity, it would be highly advisable to establish a subsidiary company under the same Board, but with an independent CEO. The new NGO could be called the Gadoon Area Rural Support Corporation (GARSC).

- Step #1: look into the legal implications; if doable, discuss the idea with SRSC Board, Frank/Sohail/Tariq..
- Step #2: Draft Memorandum of Articles and Term of Incorporation, get the company registered with the government of NWFP, consult a legal expert.
- Step #3: Hire a first class professional to head this NGO, and involve him/her in the process.
- Step #4: Transfer resources, assets and responsibilities to the new NGO.
- Step #5: Prepare a detailed project proposal with activities and budget, and contact potential donors
- Step #6: Link-up with NGO resource centers like TVO and the newly established NRSP for institutional support and funding beyond 1993.
- Step #7: Technical support should be hired on assignment basis, establish professional linkages with organisations like AKRSP for programme development input.

PROPOSED ORGANISATIONAL CHART



INPUT-->OUTPUT-->EFFECT-->IMPACT CONTINUUM

<u>Impact</u>	<u>Objectively Verifiable Indicators</u>	<u>Assumption</u>
Contribute towards Improvement in the Quality of Life of the People of the Gadoon Area	<ul style="list-style-type: none"> - improved nutrition, health, education - greater say in self development - institutional maturity 	<p>no major disasters occur</p> <p>an enabling policy environment exists</p>
<u>Effect</u>		
An Improved Livelihood System that is more Productive, Equitable and sustainable	<ul style="list-style-type: none"> - increased household/farm incomes - equal access to services/opportunities - local production of marketable goods/services - reduced out-migration 	<p>technologies and resources are available</p> <p>cost of development is affordable</p>
Reduced dependency on Project support; enhanced capacity for local resource management and accessing support from other agencies	<ul style="list-style-type: none"> - use of local resources for development - maintenance of village projects - increased farm productivity - village development cadre is effective - village has created its own assets/capital - VO is recognized by outside agencies 	<p>the message has sunk in</p> <p>local activists are identified and taken into confidence</p>
<u>Output</u>		
Participatory Social Organization	<ul style="list-style-type: none"> - 400 VOs have been formed- 	
Increased productivity, equitable access to inputs and markets Village development cadres in place	<ul style="list-style-type: none"> - Yields have gone up - 70% members have access to inputs - trees have been planted every year - new skills have been acquired - cash cropping has increased 	<p>support systems are functioning</p>
Generation of capital thru savings, including for rural women	<ul style="list-style-type: none"> - savings are increasing by 15% per annum - loans are being taken and repaid - women's savings are increasing by 10% 	
Support mechanism in place	<ul style="list-style-type: none"> - GARSC is alive and kicking 	<p>a good team leader found</p> <p>program support is available</p>
<u>Input</u>		
Core resources	<ul style="list-style-type: none"> - resources are available 	<p>resource transfer is possible</p>
Programme support	<ul style="list-style-type: none"> - linkages with AKRSP, NRSP, SRSC and TVO 	<p>SRSC Board buys the idea</p>