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SRSC

Annual Review 1991

THE SARHAD RURAL SUPPORT CORPORATION

(GUARANTEE LIMITED)

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ANNUAL REVIEW
1991

House No. 109, Street 2-B, Defence Officers' Colony, Peshawar

Tel: 0521-73731
Fax: 0521-76210

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1. MISSION STATEMENT

To facilitate rural development by supporting the evolution of participatory community based organizations capable of undertaking their own sustainable socio-economic development with improved managerial, entrepreneurial abilities and enhanced resources.

2. THE RAISON D'ETRE

There is now a growing realization that benefits of development interventions, made by the public and private sector, have by-passed large segments of the population. The advances achieved through modernization have resulted in the marginalisation of the most vulnerable sections of the society.

Equitable and sustainable development is not possible without active participation of the people in not only identifying their needs but also in planning, implementing and controlling of development initiatives.

A number of policy documents have identified the lack of community participation in development programmes as the major reason for failure of public sector plans. The indifferent record of both the public and private sector, in promoting people's participation in developmental activities, especially in the rural areas, has underscored the need for possible alternative structures. The need for people's participation is, now more clearly, accepted by the Government of Pakistan.

The principal reasons for the establishment of SRSC are emphasized by the following observations about existing rural development programmes:

> The existing approaches are dominated by technical managers, and bureaucratic structures. This has resulted in the exclusion of the beneficiaries in the process of identification, planning and implementation of development initiatives. The communities are reduced to the status of dole recipients, while the designated actors lack concern about the real needs of the communities or the longer-term consequences of their interventions.
>
> The existing institutions are too rigid and/or too weak to respond effectively with continuing innovations to meet the challenges of rapid changes in the environment, expectations and needs of the communities.

3. THE ORGANIZATION

The Sarhad Rural Support Corporation (SRSC) was established as a Non-Governmental, Non-Profit Organization to function as a catalyst to facilitate the formation and strengthening of broad-based and participatory rural organizations. SRSC supports the process of capacity development of these organizations to empower them in becoming effective managers of their resources and key actors in the development process.

SRSC has been organized to have the capacity to:

a) *be sensitive and responsive to cultural norms and social structures;*
b) *have an inherent ability and flexibility to respond to a variety of development needs;*
c) *be empathetic and integrated with the target population; and*
d) *focus resources of traditional organizational structure on the needs of the rural poor.*

3.1 History

The Sarhad Rural Support Corporation arises from the experiments in participatory rural development initiated in Pakistan. In the late fifties, an innovative programme of rural development was initiated by Dr. Akhtar Hameed Khan in Commilla, former East Pakistan. The principles and methodology for this project were derived from the experiences of institutional-based development in German agriculture, followed by the experiences of using these principles and methodology in Japan, Taiwan and South Korea. The encouraging results of the Commilla project led to the application of this strategy in Daudzai, NWFP, under the Integrated Rural Development Programme of the early seventies and the Orangi Pilot Project in Karachi.

The biggest and most extensive expression of these principles and strategies has been the Aga Khan Rural Support Programme (AKRSP) in the Northern Areas. The unprecedented success of AKRSP in rural development in one of the most isolated and underdeveloped areas in Pakistan has helped in establishing the principle that sustainable and equitable rural

development is possible if the principles of participatory development and its methodology are applied with sincerity and rigour.

SRSC was established in November 1989 as a private, non-government, non-profit company without share capital. SRSC owes a great debt to AKRSP, the Government of North West Frontier Province (GONWFP) and USAID, which were instrumental in promoting and supporting the idea of an independent non-governmental organisation to undertake a rural development initiative using the principles and methodology successfully demonstrated by the AKRSP.

The initial setting-up period, from September 1989 to April 1991, was spent in mobilising a committed team of professionals with the necessary expertise in the participatory methodology of rural development, in establishing the core and field offices and in laying the basic groundwork for the field operations.

This period was fraught with difficulties, lack of financial resources being one of the major obstacles. SRSC was provided a small loan by AKRSP in Dec. 1989 to initiate operation and USAID released a setting-up grant in June 1990. This initial financial support enabled SRSC to hire a core staff of professionals, introduce the participatory rural development concept in the project areas and initiate pilot activities.

In this period, one of the major achievements of SRSC was the preparation and approval of a two year funding proposal from USAID. Though the period of support was from January 1991, due to administrative delays SRSC was only able to access the funds in May 1991, when field operations were initiated in earnest.

In the year 1990, SRSC's main emphasis was on developing a sound institutional and programmatic structure as an essential base for its future evolution. It therefore focused on streamlining its administrative procedures, acquiring an understanding of the field, developing linkages and initiating dialogue with the rural communities. In this period, through its field operation and pilot projects, SRSC gained the confidence of the rural communities, which set the stage for the major effort in 1991.

SRSC's objective is to adapt a participatory programme for rural socio-economic development suitable for the socio-cultural and economic environment of NWFP. SRSC will attempt to replicate the successful model of rural development demonstrated by the Aga Khan Rural Support Programme (AKRSP) by utilising its basic principles, adapted to the circumstances of the NWFP.

SRSC is learning from the experience of programmes within Pakistan such as the AKRSP and the Orangi Pilot Project (OPP), and in South Asia such as BRAC in Bangladesh and Sarovadaya in Sri-Lanka. The key feature of the development programme is the interaction with small farmers and the rural poor to form broad-based, participatory and multi-purpose Village Organizations. The objective of the organized base is to enhance the capacity of the rural disadvantaged to effectively manage their shared resources and to be able to take cooperative action to meet their own development goals. The process of capacity building requires that the members of the village organization inter-act continuously with each other, pool resources through cooperative savings and enhance their management and technical skills for under-taking development activities.

The Annual Operating Budget for SRSC for 1991 was Rs. 18,549,144. To date SRSC has received / commitments of Rs. 39,593,616 from the United States Agency for International Development (USAID) and Rs. 685,000 from the Canadian International Development Agency (CIDA).

4. THE METHODOLOGY

4.1 Principles and Mechanisms of Participatory Development

The participatory approach practised by the AKRSP is based on three interdependent principles of village-level development which define the spectrum of activities sponsored by the support organisation.

> The first principle is that a productive investment project should precede any other development effort. This is a recognition of the importance which rural communities attach to permanent increase in their individually or jointly managed stock of physical capital. This initial input by the support organisation has the capacity to induce broad-based community participation essential to the success of any development programme.
>
> The second principle requires the creation of an administrative infra-structure down to the village level, for provision of inputs and advice on the effective utilisation of these inputs. This infra-structure serves to enhance the productivity and material resources of the community.
>
> The third principle focuses on the creation of a socio-economic infra-structure that provides opportunities for cooperative and collective action through broad-based, multi-purpose organisations.

The mechanism through which a programme based on these principles is implemented is the **Village Organisation**. The Village Organisation (VO) is a coalition of all members of the community whose interests are best served by organising as a group. The organisation is formed around the first sponsored project that draws the community's commitment to implement and maintain it. This serves as the entry point for a range of activities to be undertaken by the community with the help of the support organisation. The objective of this partnership is to develop a self-sustaining institution through which villagers can act in concert to manage their material and human resources to progressively attain a higher standard of

living both financially and socially. The village organisation is the executing agency which participates in the identification of the project, its planning, implementation and maintenance.

The process for achieving the objectives of this approach are a series of dialogues between all members of the community and the support organisation.

The first dialogue is a series of interactions where the support organisation explains the objectives and methodology to the community at large. The community, on the other hand, identifies its major problems and possible solutions. This is the first stage of the **Diagnostic Survey**, where the community as a whole is able to identify a project of over-riding importance to all the villagers.

The identification of the project, by consensus, is followed by a second series of dialogues. The primary task here is the feasibility survey of the identified project. The social organisers and the technical staff, in consultation with the community members, prepare the design and cost estimates of the project. This, once completed, is sent to the management for finalisation.

The finalised scheme is taken back to the community for discussion. This is the start of the third dialogue in which the terms of the partnership are explored. The terms of the partnership are explained to the residents as general principles of rural development. In turn the villagers have to demonstrate their willingness to accept the terms of the partnership, by spelling out precisely the manner in which they would organise to plan, implement, manage and maintain specific projects which involve physical works, skill development and the creation of equity capital over time. This is the stage of formal establishment of the village organisation and a longer term relationship with the support organisation, in which assistance is provided to the village organisation for the execution of the project, human resource development, etc.

4.2 The Process

SRSC has a three-stage strategy for rural development:

A. FORMATORY STAGE

Developing a participatory organizational base of rural communities;

Facilitating capacity development, both human and material;

Resource mobilization, both internal and external;

Productive investments;

B. CONSOLIDATION STAGE

Networking;

Linkages to development institutions;

Transfer of technology

Surpluses and marketing networks;

Enhanced access to institutional and non-institutional credit sources;

Social sector programmes;

C. INSTITUTIONALIZATION STAGE

Regional and sectoral fora;

Innovative farm and off-farm initiatives;

Cooperative resource management and planning;

Development of support structures managed by the community-based organizations.

The essential point that has to be noted is that the process outlined requires patience and hard work and the process cannot be telescoped. The participatory approach demands that each and every intervention by the support organisation has the full support and understanding of the community. This, therefore, requires that intensive and extensive dialogue be conducted with the community by social organisers to evaluate the effect of the interventions and for the planning of further initiatives.

5. THE PROJECT AREA

5.1 Charsadda District

District Charsadda is located in Peshawar Division of NWFP and is surrounded by Mohmand Agency in the West, Malakand Agency in the North, Mardan District in the East and by the Kabul River, which separates it from Peshawar District in the South. The Swat River runs more or less through the middle of the district. The district is a flat alluvial plain, which is almost 100 % irrigated. Charsadda was formed as a district in July 1988 by separating the old Charsadda Tehsil from Peshawar District, and by creating a new tehsil from the northern half of the new district with headquarters in Tangi.

The population is homogenous in tribal affiliation, the region being inhabited almost exclusively by the Mohammadzai tribe, which practices settled agriculture. There is a high incidence of share cropping and absentee landlordism, and a striking degree of economic differentiation and political tension.

The inequality of wealth and income is reflected not only in the distribution pattern of agricultural land, but also in the tenancy pattern. Fully 41% of the land in the district is held by tenants, as compared to 18% for all of NWFP and only 6% in Kohat. This is a major factor in the great degree of political mobilization and polarization.

The district headquarters is 32 km from Peshawar city. Charsadda has an excellent network of rural roads, mainly along canal banks, which connect every village to the larger towns. About 16 % of the roads in the district are tarred, 21 % are shingled, and the rest are unpaved. Charsadda city is also connected to Peshawar, and through Peshawar to the rest of the country, by a railway line.

District Charsadda has a population of 792,080 (52% male and 48% female) of which 79.10 % are living in rural areas. The annual population growth rate is 2.46% while the average household size is 6.9 persons. Total area of the district is 996 sq:km, giving a density of 786 persons/sq.km which is one of the highest levels of population concentration in the country. Although 20.90 % of the population live in the urban areas, the overall character of the entire

district remains rural. Unlike most other districts in Pakistan, there are no cantonment areas (which during the colonial period served as centres for the development of urban culture) in Charsadda . The result is that Charsadda lags behind other districts of NWFP in terms of the level and quality of its social services.

Out of the total population only 13.2 % are literate. Only 4.2 % of the female population is literate. Drinking water is obtained mainly from open wells but also from irrigation channels. Sewerage facilities are highly inadequate and less than 5% of the households have flush toilets. Only 9% of the houses are 'Pucca' (cemented), 19.7% are semi-'Pucca' while the rest are 'Kutcha' (non-cemented) houses. Cooking fuel is mainly wood (80%) and dung cakes (15-20%). However the proportion of households with access to electricity ranges from 55% for the poor income groups to 70% for more affluent households. There is a lack of health facilities in district Charsadda, especially in the rural areas.

Agriculture

Charsadda District is agricultural in nature which is evident from the fact that about 73.7% of the total area is under cultivation. Charsadda is a flat plain irrigated by water from three tributaries of the Kabul River and by the Swat River and the lower Swat Canal. The entire area is characterized by highly productive lands and intensive cultivation. About 96% of land is irrigated by canals and channels while the rest is irrigated by tube wells, open wells and lift pumps. Only 3.5% of the farm area is barani (rain-watered). In some parts, land was, and still is adversely affected by water logging and salinity. Mardan SCARP, a government funded project has overcome the problem of water logging to some extent, but a lot of work still remains to be done in this connection.

The production system revolves mainly around three crops: sugarcane, wheat and maize, although significant areas are also allocated to the production of animal fodders, tobacco, vegetables and sugar beet. Rice cultivation has also begun, mainly in some of the water logged areas. Sugarcane is the main cash crop and is grown on about 40% of the cultivated area. Most of the produce is sold to the three sugar mills in the area, namely Khazana, Charsadda and Takhbhai and the rest is used for making 'Gur'.The yield per acre of sugarcane is 485 maund, wheat is 19.55 maund and maize is 19.34 maund.

For all practical purposes, there are no forests in Charsadda. However, there are trees along the roadsides as well as the canal banks, in addition to fruit orchards and scattered trees under private ownership and control.

Industries

Industrial units are very few in number as compared to other parts of NWFP. Since there is no industrial estate, there are fewer opportunities for the promotion of industries.

5.2 Kohat District

The word Kohat is a combination of two words, 'Koh' and 'Hat', meaning 'bazaar situated in the mountains'. Kohat District is located in Kohat Division in the North West Frontier Province (NWFP) of Pakistan. The river Indus flows along the Eastern boundary of the district. The total area of the district is 3057 square km. and the total population is about 682,723, which gives a population density of 220 persons per square km. There are 387 settlements in the area.

Kohat district is sub-mountainous in terms of topography, the main area consisting of a series of broken hills. Altitudes range from 150 to 525 metres. The soil is sandy loam, both with and without gravel. The average rainfall ranges from 375 mm to 500 mm, but is very irregular and is unevenly distributed across the district. The summers are very hot (with maximum temperatures of around 40 degrees Celsius in June), and the winters fairly cold (with minimum temperatures of around 6 degrees Celsius in December and January), especially in the Western part of the district.

Kohat District is divided into two tehsils, Hangu in the West and Kohat in the East. It is inhabited by the Bangash, Orakzai, Khattak, Afridi and Awan tribes (of which the first two are concentrated almost entirely in Hangu). The outstanding feature of the demography of Kohat District is the large incidence of out-migration. It is said that there is hardly a household in Hangu Tehsil which does not have at least one person working in the Middle East. This of course has had a very favourable effect on the inflow of wealth into the tehsil from outside.

Similarly, there is hardly a household in Kohat Tehsil which is not represented in the armed forces of Pakistan. This remittance based economy has a number of socio-economic implications which present unique challenges to the process of organisation for development.

The majority of the resident population are 'Sunni' Muslims, but there is a significant number belonging to the Shia sect living in Hangu Tehsil, mainly along the Kohat - Thal road. The district also hosts an estimated 250,000 Afghan refugees in various camps in Hangu Tehsil. There have been occasional conflicts between local residents and refugees over access to local resources. These conflicts have, in some instances, taken on a sectarian colour as well.

Politically, Kohat district has a significant presence of all the major political parties and groups of Pakistan. However, the elected positions are divided between the Pakistan People's Party (PPP) and the Jamiatul Ulema-e-Islam, Fazlur Rehman Group (JUI-FR).

In terms of social indicators, Kohat district presents a fairly average picture, as inadequate in social sector services and facilities as the rest of rural Pakistan. With 4.9% of NWFP's population, it has 4.9% of its medical institutions, 4.5% of its hospital beds and between 4 and 5 percent of its schools at various levels.

The per capita availability of doctors is somewhat above the provincial average and the district literacy, at 19.4%, higher than the provincial average of 16.7%. One figure which stands out is the per capita availability of television sets, which, at 7.5 sets per thousand people, is the highest in the province. This is almost certainly due to the to high rate of migration to the Middle East, and the resultant high income inflow.

Agriculture

The high out-migration of young men has had an unfavourable effect on the agriculture of the area. Only 821 square kilometres or 27% of the total area of Kohat District is under cultivation. Of the cultivated area, 34% is irrigated by government-constructed canals which supply water from the three dams (Tanda, Darwazai and Kandar) in the district. A traditional irrigation system of canals, drawing water from the Kohat Toi River, irrigates another 14%, while 41 tubewells and 993 open wells supply water to about 6% of the cultivated land. The rest of the area is dependent on rain for watering.

In terms of other agricultural inputs, Kohat has the distinction of having the highest per capita availability of tractors in the province, as well as having a disproportionately high amount of other farm machinery. This anomalous statistic is explained by the heavy inflow of outside income from the inhabitants of the area working abroad.

The main agricultural commodities of Kohat district are wheat, maize, pulses, oil seeds and fruit (mainly guava, apricot and persimmon) although small quantities of vegetables, sugarcane and sorghum are also grown. Besides agricultural crops, a major income source is provided by 'mizri' leaves, which are woven into baskets, mats, and ropes. Kohat is considered the main supplier of 'mizri' in the country.

Livestock

Unlike Charsadda, livestock rearing is an important activity in Kohat District. The reasons seem obvious: less fertile land, scarcity of labour and the lack of widespread irrigation. Livestock activity in Kohat is dealt with in more detail later in this document.

Industries

Kohat district, like much of the N.W.F.P, has very little industry. There are only two major industrial units in the district - Kohat Cement Factory, and Jananna Da Maloocho Textile Mills. However, Kohat does produce a sizeable amount of a few mineral products, notably gypsum, limestone, and shale.

6. THE SUPPORT PROGRAMMES

6.1 Social Organization

A major support role of SRSC is to facilitate formation of Village Organizations (VOs) through a process of continuous inter-action and dialogue.

The rural communities of NWFP are going through a process of rapid social change. Traditional structures for cooperative action and management of shared resources have lost the ability and strength to perform support functions for the weakest sections of the society. The rural communities are confronted with divisive political and economic forces which are hindering the development of alternative structures of cooperative action.

In view of this, VO formation is a painstaking and slow process, as the quality of the organization depends on the acceptance and internalization of the principles of participatory development. In the initial phase SRSC has been confronted by a number of issues, some of which had been envisaged earlier and some of which have come up in the process of learning by experience. Some of the critical issues and field experiences are briefly discussed below:

Problems of working in a stratified society: A critical issue for all developmental initiatives has been the problem of ensuring that the benefits are equitably distributed among all segments of the society. In SRSC's project areas there is a significant income differential between various sections of the community, and different levels of control and access to resources. Though the large majority are small subsistence-level farmers there are a sizable number of landless tenants as well as large landholders. It is therefore, a major responsibility on SRSC's field staff to ensure, through dialogue with the community as a whole, that the benefits of the developmental efforts accrue to the disadvantaged. This concern therefore means that the process of dialogue and participation has to provide a space and forum where different interests are able to reach a mutually beneficial accommodation. SRSC's experience has shown that at times it has been necessary

to facilitate the formation of more than one organisation in a community, so that vying interests can interact and cooperate as equals.

Integration into the market economy: Most of the communities in which SRSC is functioning are linked very closely to the market economy, and therefore subject to market forces and linkages. This means that the village organisation has to compete with individual interests and for time and capital resources from its members. Where it means a delay in the immediate gratification of individual needs, the difficulty in eliciting voluntary contributions of time and resources from individual members increases.

Other developmental initiatives: A number of other programmes for the delivery of services to the rural areas are providing immediate inputs without any burden of responsibility on the community. This means that SRSC has to demonstrate the longer term benefits of community and individual contribution and participation. This places a heavier responsibility on SRSC field personnel to facilitate the community in understanding their strengths, and in accepting the responsibility for achieving their own developmental goals. The process of dialogue, where the community becomes responsible for its own developmental strategies, has, despite the competition from service delivery programmes, been surprisingly easier and more successful then earlier envisaged.

Pace of intervention and coverage: There have been differences of opinion regarding the pace of the programme and its coverage. Some are of the view that, to demonstrate the viability of the participatory approach, the programme should aim for rapid expansion and show its capacity to reach a significant proportion of communities. Others argue that SRSC in the initial period should limit its activities to a very small number of villages, and refine its methodology and techniques. This would provide the space for SRSC to strengthen its own institutional capacity to accelerate expansion of its programme. SRSC, realising the validity of both the arguments has chosen to consolidate at the initial stage but has made efforts to understand the larger picture for preparation for rapid expansion. At one level SRSC has initiated contact and dialogue with a large number of communities, but on another it is concentrating its activities on a smaller number of villages to test

and refine its methodology. SRSC diagnostic surveys of a large number of communities has provided insights into the needs of the project area, thus facilitating planning for the future need for resources. The concentration on a smaller number of village organisations has provided SRSC the opportunity to strengthen its own capacity to respond to present and future needs.

SRSC has, in the process of group formation, learnt a number of important lessons which have an impact on the strategy and the sustainability of the intervention. It has been realised that it is easier to organise in small homogenous communities where there are no major conflicts of interest. In larger communities, therefore, a number of groups have to be facilitated to initiate the process of cooperative interaction among different interest groups. It is imperative that activists be identified from within the community and accountable to the community. These activists are crucial in facilitating interaction between the community and SRSC. The most important lesson from the field is the understanding that though the process can be accelerated it cannot be forced. SRSC field staff has to be available for supporting community interaction when called upon, but there are times when the community has to be left alone to sort out its own problems. This realisation of the limitation of SRSC's role has resulted in formation of more independent and viable community groups.

Till December 1991, SRSC has been able to reach 439 villages out of the total of 737 potential villages in the project area. The process of intensive dialogue and interaction has been initiated in 130 villages. Out of these 130 villages a total number of 83 rural communities have been able to form Village Organisations with whom SRSC has entered into a partnership for development. (See Figures 1, 2, 3 and 4)

Given the demands that SRSC's approach places not only on its own field staff but on the rural communities, the number of village organisations formed is extremely encouraging. SRSC requires that the communities demonstrate their willingness to enter into the process of forming viable and broad-based community groups. This means that the members have to demonstrate their capacity to function as an organisation by meeting regularly to discuss issues of mutual concern and to identify possible strategies for meeting community needs. They have also to establish their capacity to generate resources from within the community, and their discipline by regular savings by all members in a joint pool. SRSC requires that communities be able to identify, plan and implement a project which is selected by consensus. These for SRSC, are

basic indicators of the capacity of the village organisation to enter into a partnership for development as an equal and confident entity.

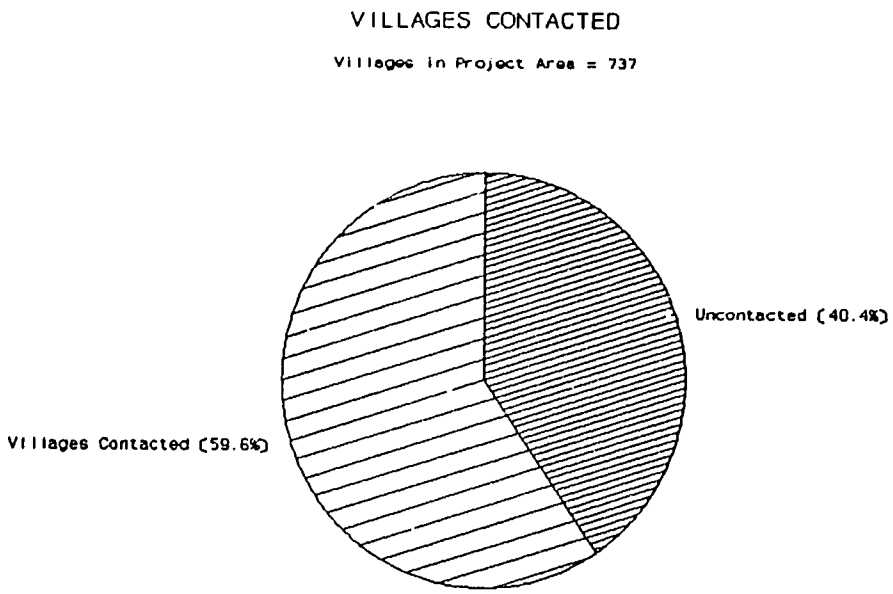
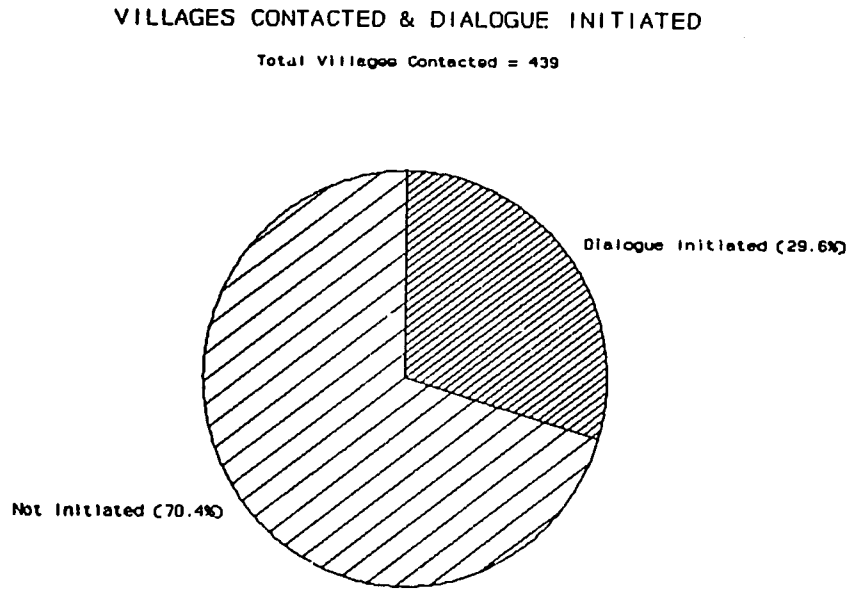


Figure. No. 1

The field-based social organizers of SRSC are available to the community as consultants and facilitators in this process. They inter-act on a regular basis with the whole group, to promote co-operative action, encourage accumulation of capital, assist the identification of activists and facilitate improved managerial and technical skills. The social organisers respond to the community needs and negotiate as partners to define the form, substance and process of SRSC assistance that is required by the community.



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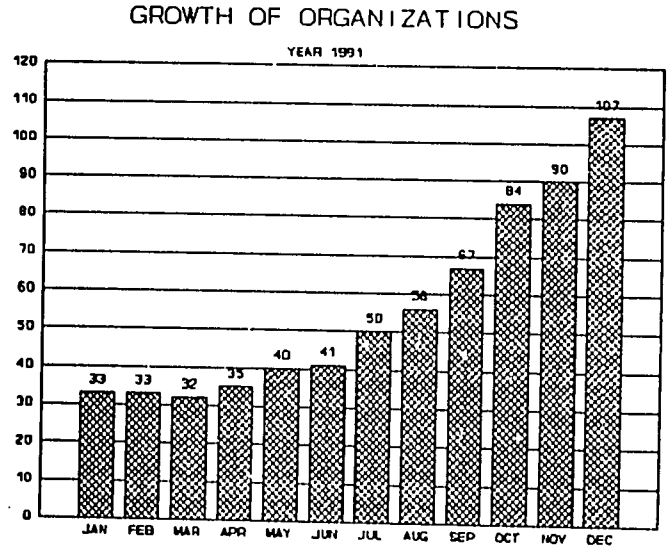

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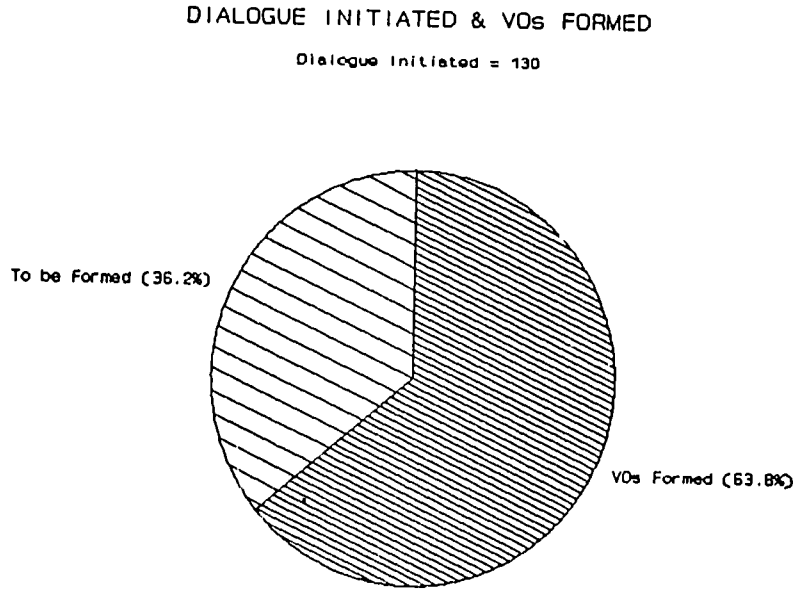


Figure No. 4

6.2 Women In Development

Women in SRSC's project area are restricted by social and cultural constraints and are the most vulnerable segment of the society. Traditional structures have secluded women from participating in decision making both at the household and community level. Women, due to lack of access to resources, limited mobility and paucity of managerial and communication skills are at a considerable disadvantage within the village organizations. In view of this the WID section of SRSC has taken active affirmative action to support women to develop separate organizations. These organizations provide a forum for rural women to inter-act to discuss and analyze their problems, and to chalk out strategies for attainment of their own goals.

The main purpose of SRSC's WID programme is to enhance the income and status of women. The WID section is therefore providing support for development of enterprise and activities traditionally managed by women. The process should not only result in increasing resources,

but also enhance women's access and control of resources generated by them. However, SRSC is conscious of the need that its interventions not increase the workload and drudgery of rural women, but rather should result in decreasing it.

SRSC's experience has shown that women generally have a more holistic and longer term view of development. They normally favour social sector programmes where the results are less immediate but have greater impact on the quality of life of the whole family. SRSC is responding to these needs by developing its capacity for support in the areas of literacy, health, potable water supply and sanitation.

Despite the socio-cultural and religious constraints the women in the project area have shown a capacity to organize and take cooperative action for development. Till December 1991, the WID section has been able to form 24 Women's Organizations which are saving regularly, have a high degree of interaction and have initiated activities on their own.
(See Figure 5)

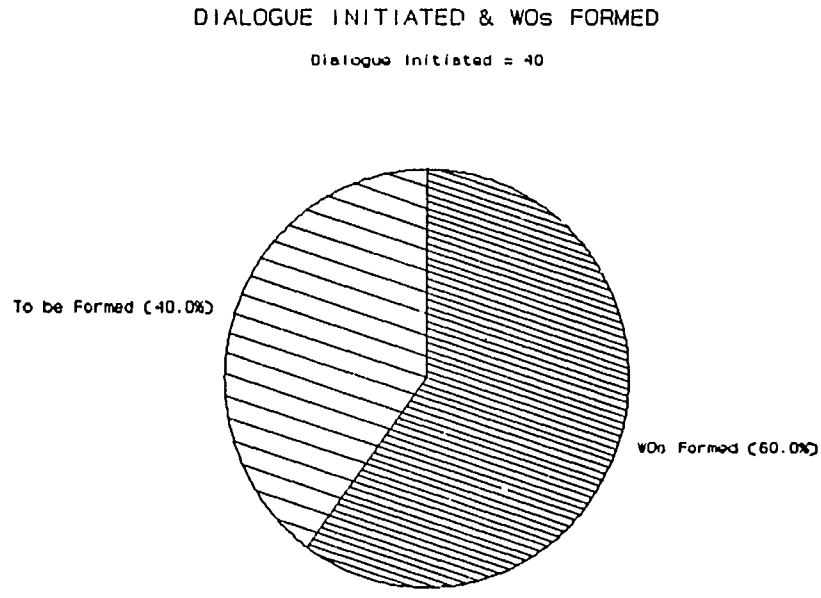


Figure No. 5

6.3 Saving and Credit

One of the central principles of SRSC is to encourage the discipline of regular saving, however small, by each member of the village organization. This process enhances their capacity to accumulate capital and overcome the limitations of scale by contributing their saving in a joint pool for use as equity capital. The village organization may use this accumulated saving to invest in infra-structural maintenance or expansion. Alternately they may use this saving as collateral to obtain credit for development activities.

The issue of regular saving has generated considerable debate. Some are of the view that people living on the edge of subsistence, who are not even able to meet their immediate need for cash should not be expected to save. Others argue that all households, however poor, do set aside certain amounts for use in crises. Furthermore, participation in a joint pool of resources, provides a sense of pride and responsibility and should be encouraged.

SRSC's experience has shown that the regular saving and pooling of resources generates greater participation and the benefits of the joint pool normally are greater to the poorer households.

Till the end of the year the savings pool of the organisation had reached Rs. 1,128,255 and was increasing rapidly. (See Figure 6)

SRSC has also created a credit pool, and credit is provided to the social organizations against their savings. The credit is provided as a revolving fund to the organizations and the distribution is managed by a credit management committee, formed through consensus by the communities. The credit is provided for productive purposes, and part of the bank-generated profit is kept by the organization for covering its management expenses. The credit programme is a source of strength for the communities and releases them from the pressure of money-lenders and middlemen.

The utilised credit from the SRSC credit pool at present stands at approximately Rs.773,000. 15 organizations have been provided 18 short term credits, which has been distributed to 372 beneficiaries. SRSC's credit utilisation monitoring shows that most of the credit has been used for productive purposes such as the purchase of agricultural inputs.

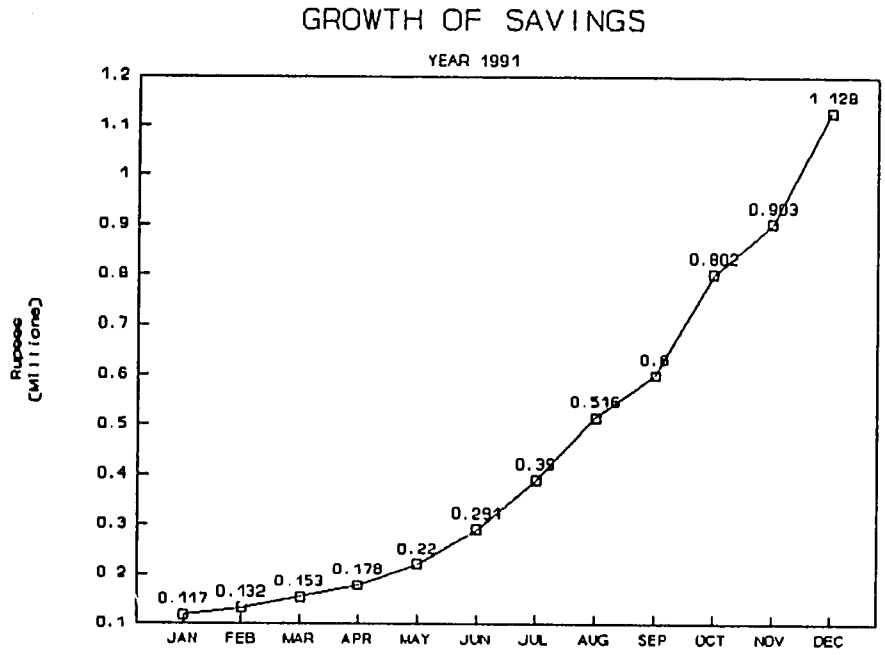


Figure No. 6

6.4 Productive Investments

SRSC enters into a partnership for development activities with rural communities which have demonstrated their capacity to organize and take cooperative action. The first productive investment project, identified by an overwhelming majority of the members, is undertaken as an entry point for development work. The first project is funded as a grant and is considered as an investment in organization. The villagers undertake responsibility to implement and maintain the project and the completed scheme is the joint property of the village organization. The project is implemented by the village organization and SRSC provides the technical support.

The objective of the first grant project is not just limited to enhancing the physical resources of the community. SRSC's interest is to generate a process, around a cooperative activity, in

which the community is able to form a sustainable organised base. The project selection, planning and implementation process serves a number of functions.

The selection process alone helps the community in reviewing and prioritising its needs. It also helps the villagers to gain insight into the resources available to them for meeting their needs through cooperative action. The requirement of selection by consensus builds the organisation's capacity to consider conflicting needs, and to arrive at a decision which provides benefits for the whole community.

The planning process helps enhance the community members' skills in problem solving and taking innovative action. They are able to go through a process of resource management systematically, for optimal returns. Even the technical design issues and problems are discussed and resolved with the community in a participatory manner.

The responsibility for the implementation of the project rests solely with the village organisation. SRSC's staff is available to respond to the community's need for support whenever required but does not take the lead in implementation. The community, therefore, builds its own project and in the process acquires the skills required for operation and maintenance. The whole process, therefore, gives a sense of ownership, thus ensuring cooperation and interaction in the maintenance and operation of the project over the longer term. The successful implementation of the project demonstrates the benefit of cooperative action and provides a basis for further initiatives by the community for fulfilling its needs.

Till December 1991, SRSC, on the basis of its diagnostic survey of 439 villages, has, through dialogue with the communities, been able to identify 392 projects. (A list of these projects is at **Annex "D"**.) A total number of 57 projects are in the planning stage and 34 are in the implementation phase and 8 have been completed. (See Figures 7 and 8)

PPIs STATUS

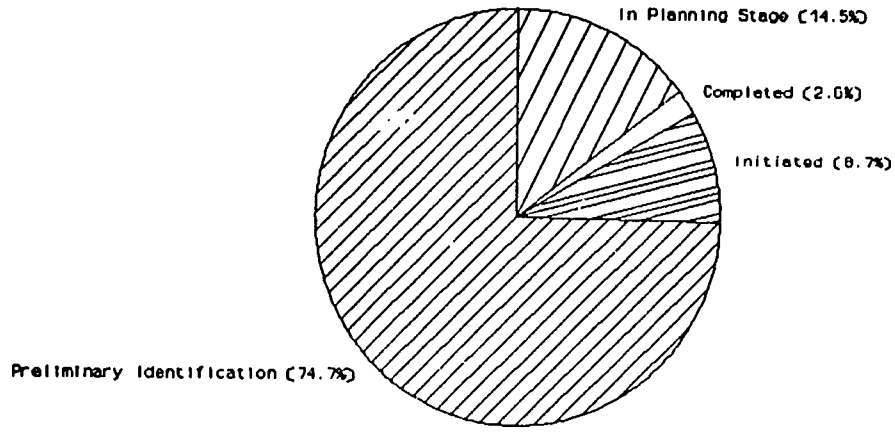


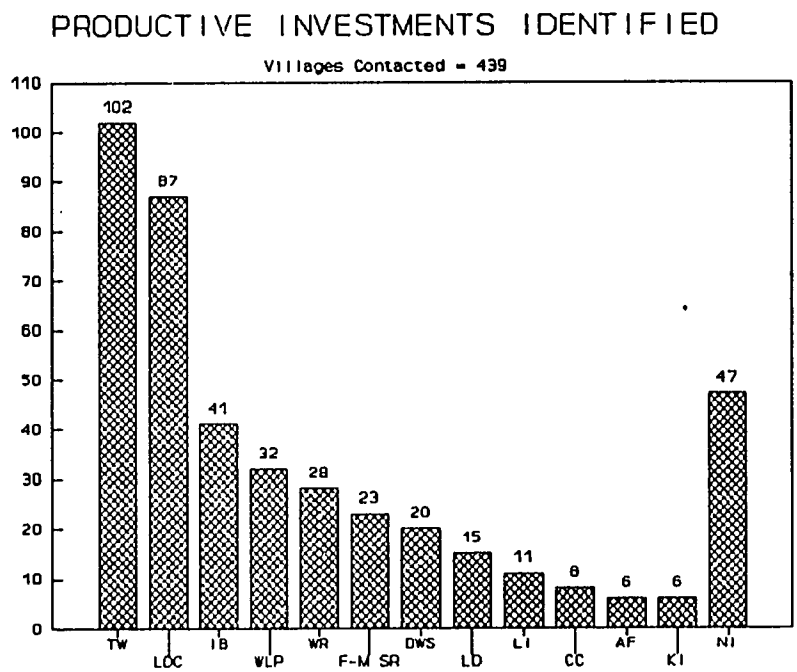
Figure No. 7

6.5 Human Resource Development

A crucial area of support required by rural communities is human resource development. SRSC's major role after the formation of village organizations is the building up of the capacity of communities to be able to analyze their situation, plan strategies and implement and monitor activities for attainment of their goals.

SRSC is providing managerial and financial training to village activists to enhance their capacity to provide management support to their communities. In addition, SRSC has also trained village level agriculture and livestock extension workers to provide services within their communities. The activists to be trained are selected through a process of dialogue with the communities, though the final selection of candidates is the responsibility of the community. In response to SRSC's assistance in providing training, the community takes responsibility for

not only effectively utilising the services of the village extension workers but also for compensating them for the services provided.



TW = Tube Wells
IB = Irrigation Bunds
WR = Water Reservoirs
LD = Land Development
LI = Lift Irrigation
CC = Cane Crusher
NI = Not Identified

LOC = Lining Of Channels
WLP = Water Logging Problem
F-M SR = Farm - Market Shingle Roads
DWS = Drinking Water Supply
AF = Afforestation
KI = Karez Irrigation

Figure No. 8

Up to the end of the current year, SRSC had trained 44 VO managers in basic management skills. In the agriculture and livestock sector, 18 agriculture and 30 livestock extension workers (including 6 in the WID program) have been trained. (See Figure 9)

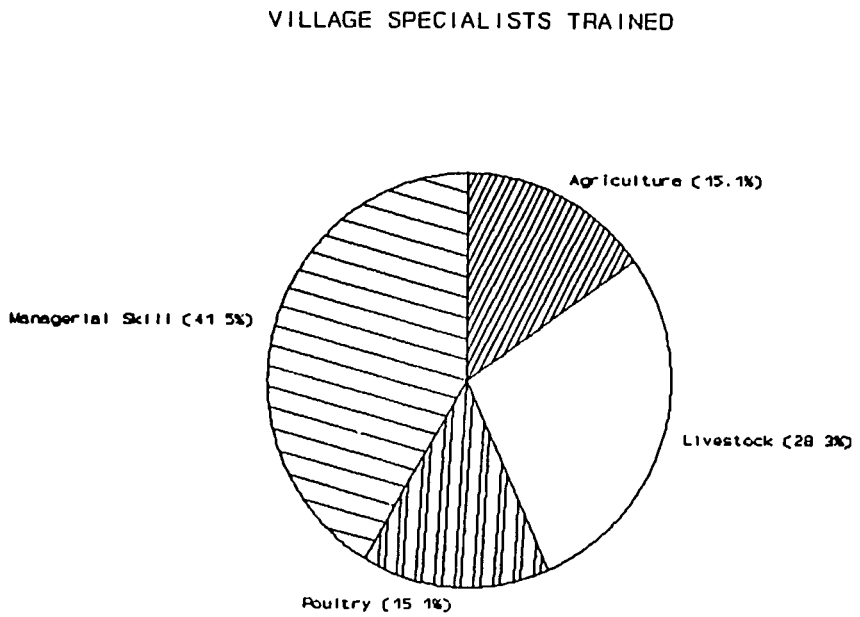


Figure No. 9

6.6 Research and Demonstration

SRSC is involved in a process of formal and informal participatory research. The objective of the research programme is to facilitate in the identification of critical problems, and involve, wherever required, outside expertise to provide input for the resolution of the problem, and to develop viable alternatives for partnership with the communities.

The demonstration element of the programme is to test alternative models, provide exposure to rural communities to advances in production techniques, and facilitate in the adoption of models to the local environment.

The initial thrust of SRSC has been in the field of agriculture and livestock. The objective has been to help farmers increase their income through better production techniques and to decrease losses through modification of traditional practices. SRSC helps farmers establish their own demonstration plots so that the experiment is done by community members rather than outsiders with supposedly greater skills and inputs. SRSC provides technical advice and assists in the acquisition of inputs but the actual implementation is done by the community members themselves.

In the current year SRSC has facilitated demonstration of a variety of new seeds and crops.

Crop	Plots Active in R&D
Maize	16
Wheat	36
Gram	2
Rice	2
Sugarcane	2
Vegetables (Seed)	20
Garlic	2
Fodder	3
Lentils	2
Gram	2
Garlic + Sugarbeet + Sugarcane(intercropping)	1

In addition 2000 Berry and 800 Olive trees have been grafted / budded and 4 vegetable plots are also being cultivated separately.

As an indication of the success of this demonstration process, the case of maize may be mentioned. The 'Kissan' variety of maize gave a yield of 35 maund/acre on the R&D plots, which was far above the average NWFP yield of 14 maund/acre for the local variety sown by the farmers in the area. 27 VOs in Charsadda, representing 588 farmers, sent a request for the sowing of the 'Kissan' seed on their lands, covering an area of 661 acres.

6.7 Agriculture and Livestock

In the field of agriculture and livestock SRSC has been able to identify the critical areas of support required by the communities.

6.7.1 Agriculture:

Major constraints of the area in agriculture are:

I. District Charsadda

1. High population pressures on the land.

2. Traditional habits of collective action, although present at the grassroots level, are disorganised.

3. Exploitation by middle-men and money-lenders. Credit is required at different times by the farmers who cannot afford to buy inputs themselves. This leaves them at the mercy of money-lenders who give them unfavourable terms for repayment. Many of the money-lenders are 'Gur' dealers who buy 'Gur' from the farmers often at lower than market rates, and delay payment. Similar experiences are reported with sugar mill managements.

4. Uncertain, unsystematic marketing and average production.

5. About 3000 acres suffer from a salinity problem in the soil which needs reclamation by gypsum application and tubewells installation for increased productivity.

6. Irregular supply of inputs.

II. District Kohat

1. Low productivity due to acute shortage of irrigation water and lack of knowledge in the field of agriculture.

2. Out-migration of male members. There is almost no household in the district which does not have at least one member abroad or working elsewhere in the country. GONWFP survey statistics of 1988 show over 71,000 persons migrated for work from Kohat.

3. Poor agronomic practices. Non-availability of quality seed and improper fertilization. Youngsters and aged people do not play an effective role in agriculture development. Traditional community leaders and marginal men are interested in individual benefit and less in agriculture.

4. Aridity. A greater risk of crop failure in rain-watered areas. Inadequate rainfall.

5. Soil and existing vegetation is over-exploited. Soil erosion and deforestation is very visible.

6. Land is under dispute between individuals in certain areas.

Possible solutions suggested for these problems are:

a) Construction of check dams/ gandi water reservoirs in 'barani' (rain-fed) areas; lining of channels, and construction of diversion dams etc. in irrigated belt.

b) Gypsum treatment of saline land. Installation of tube-wells.

c) Forests, nurseries at village level and plantation on individual and communal lands/mountains to deal with deforestation.

d) Land levelling, contouring, terracing and vegetation planting for minimising soil erosion.

e) Fertility can be improved by the application of organic and inorganic fertilizers and by the cultivation of leguminous crops and fodders etc. Special attention should be given to on-time practice of fertility-raising actions such as deep ploughing in the monsoon season and the application of a full dose of fertilizer during sowing time.

f) Quality seed and improved varieties of existing traditional crops needs to be introduced. This can be done by laying out seed multiplication plots on the farmers' fields, and by imparting training in good seed production and preservation.

g) For prevention of losses due to disease attacks, training in agriculture to village extension workers is necessary. This is also necessary to ensure pure and quality insecticides/pesticides.

h) Pamphlets on measures for prevention from damages by termites, pigs and rodents. Requires the cooperation of all farmers.

i) Introduction of new fodders by providing seed to the farmers for increasing fodder production for livestock development. This would be a good source of income in the villages, particularly in arid zones.

j) Establish a collective marketing system to protect the farmers of the area from exploitation by middlemen/mills (by ensuring good prices) and to reduce overhead expenditure.

k) Establish system for the timely supply of inputs, again through collective action by reducing arbitrariness of credit supply.

SRSC Program Support:

The agricultural programme of SRSC has three major objectives:

i) *Prevention of losses in crops, fruit and vegetables.*

ii) *Introduction of improved varieties of crops and agricultural innovations.*

iii) *Horticulture development, afforestation and feed improvement.*

Targets:

1. To impart training to representatives of VOs in prevention of losses and adoption of improved technology for increasing productivity.

2. Facilitate timely arrangement and supply of agricultural inputs, such as improved seed, fertilizer, pesticides, fruit and forestry plants for increasing productivity.

3. Prior to popularization and multiplication of improved high yielding varieties in crops, results have to be shown to the farmers through demonstration and experimentation.

4. Introduce technological innovation such as intercropping of different crops and vegetables, cash crops, new varieties, rain harvesting, bee-keeping.

5. Forestry development, particularly in Kohat district. Village nursery and communal afforestation and farm forestry.

6. Introduction of improved farm machinery.

Achievements:

Against the targets, SRSC's achievements have been impressive.

Description	Total
Extension Workers Trained	18
Water Reservoirs Built	2
Farm Roads Built	4
Channels Lined	8
Cane Crushers Provided	2
Tube Wells Installed	6
Forestry Initiated	1
Diversion Bunds Built	3
Gypsum Treatment Done	3
Land Levelling Done	2
Flood Irrigation System Installed	1
Lift Irrigation System Installed	1
Kitchen Gardens Set Up	2

In addition, the education of VO/WOs for the creation of an enterpreneur base was initiated. Research was also initiated into aspects of creating linkages with markets.

6.7.2 Livestock:

Charsadda and Kohat are quite different in terms of their situation regarding livestock rearing and breeding. Charsadda, being fertile, has much more of an incidence of agriculture and therefore the demands of time on the farmers are comparatively high.

Livestock is much more of an important industry in Kohat, given the lesser importance of agriculture. The majority of this section therefore pertains to the Kohat district.

The Animals

A wide variety of animals are kept as livestock, but the majority is cattle, sheep, goats and buffaloes. Poultry is kept by almost every household. Cattle are kept as insurance against drought, whereas buffalo are used as sources of milk. These are expensive livestock and as such are usually kept only by well-off households or large land-owning farmers. Sheep and goats (more goats than sheep, since they are hardier) are mostly reared by small-to-average land-holding farmers who invest in them as a way to increase their physical capital and thus stay ahead of monetary inflation. Poultry is easy to care for, since even women, who have very restricted mobility, can look after them within their households. Most families own small flocks of undifferentiated chickens, consisting of an average of 2 to 6 hens and 1 rooster. Their eggs provide the women of the household with a secret source of income. But the vulnerability of poultry to contagious diseases makes them less attractive as investments for the farmers of the area. (For a breakdown of the varieties of animals, See Fig. 10)

The major problems of the area in livestock are:

1. A high incidence of disease, some of which are contagious, as well as parasitic infestations.

2. Malnutrition. There is a serious shortfall in the quantity and in particular, the quality of available feed. In spite of large animal populations, little fodder is grown on farming lands. The priority of farmers is food and cash crops, fodder being derived only as a by-product in the form of crop residue. Due to ignorance of cheap alternatives like cotton-seed and linseed or mustard cakes for feeding, the animals are extremely underfed.

ANIMALS IN KOHAT DISTRICT

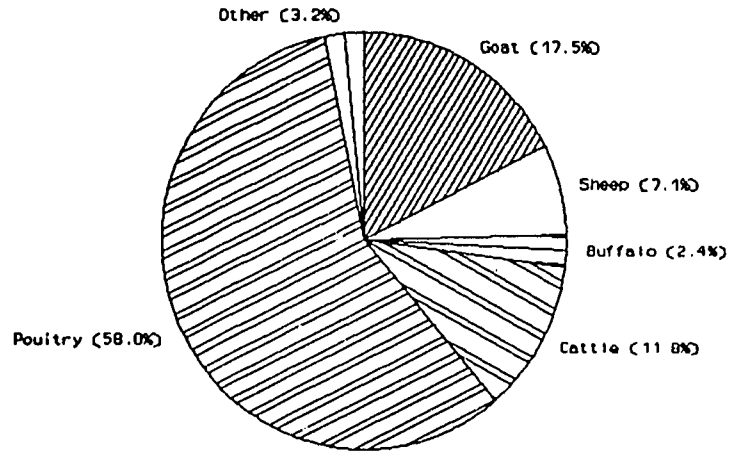


Figure No. 10

The main problem in grazing occurs in the spring. Malnutrition is the major cause of the livestock's susceptibility to disease and the high incidence of deaths.

3. Almost no artificial insemination services, leading to poor breeding practices. Ignorance of the benefits of seasonal production of pregnancies, 'flushing' etc.

4. Non-availability of adequate veterinary services in the form of advice, medicine and biological equipment.

5. Poor quality of vaccines, especially for poultry.

6. Low productivity of milk and meat due to poor livestock species. Most buffalo, for example are of a scrub variety with poor genetic material.

7. Dependence on middle-men for the marketing of animals and livestock-products, such as milk, eggs, meat etc. leading to lower-than-prime prices. In some cases, a total absence of marketing.

Possible solutions suggested for these problems are:

a. Establishment of adequate veterinary cover. Preventive vaccination against major epidemics and veterinary first aid should be provided by a trained person in each VO. This would require the training of farmers' representatives. An adequate cover would allow the livestock a reasonable chance of survival.

b. Training of farmers as village extension workers to provide services such as veterinary first aid, preventive vaccination, selection and maintenance of stud animals, and feeding and livestock management to their communities. SRSC would provide technical and specialist support and arrange inputs like vaccines and necessary medicines.

c. Development, improvement and transfer of technology to improve the production and nutritional value of fodder, and increase the efficiency of feeds, so that animals do not remain underfed.

d. Expanded planting of appropriate species of trees and bushes for use as animal feed.

e. Treatment of crop residues with urea or ammonia in order to increase digestibility and nitrogen intake.

f. Introduction of new high-yielding fodder varieties which suit the present farming/cropping system.

g. Improvement of the genetic potential of the animals through selective cross breeding.

h. Arrangement of marketing links for livestock and livestock products. Formation of VOs to help in collective marketing efforts that will procure the best possible conditions for the farmers.

i. Establishment of a revolving credit and loan fund for the purchase of livestock and inputs.

j. Establishment of a poultry package by the WID programme. The programme would aim to enhance the income of women through the introduction of improved breed birds, vaccination procedures and better controlled feeding practices to improve the productivity of the birds.

SRSC's Intervention:

The major objective of the livestock programme of SRSC is to improve the quality of livestock. This will result in farmers obtaining higher incomes from the marketing of livestock and their products, and which will, in turn, raise their standard of living.

SRSC's support programme has four component objectives:

a. *The prevention of losses;*
b. *Improvement in feed and feeding practices;*
c. *Breed improvement; and*
d. *Improvement in marketing.*

The core of the SRSC package consists of the Village Livestock Specialist Programme.

Targets:

1. To minimize and prevent production losses due to livestock epidemics and parasitic burdens.

2. To provide cheap first-aid life-saving initial treatment of livestock diseases, day and night at the doorstep in remote villages.

3. Provision of pregnancy diagnosis as a means to improve the fertility situation within the livestock.

4. Provision of advice and simple animal disease and animal management assistance (in areas such as hygiene, feeding, and fertility related problems).

5. To encourage farmers to take preventive measures against livestock diseases through early treatment.

6. Educate farmers about reasons of production losses and their solutions.

7. Support SRSC and other government organizations to keep a communication and information channel open between farmers and professional staff of VOs.

8. Introduction of new varieties of feed and livestock, esp. poultry.

9. Education of farmers in breed improvement techniques.

10. Help in the creation of market links.

Achievements:

Against these targets, SRSC achievements in the field of livestock have also been considerable.

Description	Total
Extension Workers Trained Livestock Poultry	 30 13
Poultry Packages Implemented	4
Goat Packages Implemented	1
Animals Vaccinated	6678
Poultry Vaccinated	6571
Animals Treated	101
Animals Castrated	172

In addition, research was initiated into creating market links and linkages were established with various government departments for help in training extension workers, and for collaboration with them.

7. SRSC ORGANISATIONAL REPORT

7.1 The Board of Directors

The SRSC Board of Directors has provided active support and policy guidance over this period. The Board formally met twice in this year to review the working of SRSC and to approve its strategies and plans. These were intensive meetings, where a detailed review of activities was undertaken, and guidelines were provided for the future. The executive committee of the Board has not only been instrumental in assisting SRSC staff in administrative policy decisions but have also taken an active interest in helping to develop the programme strategies.

Apart from the formal meetings, there was considerable interaction between the executive staff and various Board members. Despite the Chairman's extremely busy schedule he has been always available for guidance and support. Other members of the Board have contributed considerable time to SRSC in their various fields of expertise.

7.2 The Core Management Staff

In the current year SRSC was able to identify and recruit core professional staff to assist the Chief Executive Officer (CEO). At present, the core management staff, comprising the CEO, the Chief Social Organiser (CSO), the Administration and Finance Manager (A&FM) and the Incharge of Planning, Monitoring, Evaluation and Research (Incharge PMER), is now in place. The strengthening of the core staff has enhanced the capacity of SRSC to respond more effectively to the challenges of the existing programme, and to plan for future expansion.

SRSC is now in a position to streamline not only its administrative and management issues but also to reflect and evaluate the immediate and longer term effect of its interventions.

7.3 The Field Staff

Both the programme areas are being managed by experienced regional programme officers under the direct supervision of the CSO. SRSC has been able to recruit a committed and enthusiastic team of male and female social organisers in both the project areas. Through in-house training and on-the-job facilitation by the CEO, CSO and Programme Officers, SRSC Social Organisers have developed effective skills in community organisation and an in-depth understanding of the participatory methodology being applied by SRSC.

The process of building the capacity of these organisers is now being undertaken more rigorously to enhance their skills to provide support to the rural communities. SRSC has planned a programme of training for its field staff to enhance their understanding of developmental concepts and their analytical and communication skills. This programme will include formal training conducted in-house by SRSC's own Core Staff, and by outside consultants, to provide a wider understanding of the issues. In addition to the formal training programme, SRSC plans to organise exposure visits to programmes in the region for all its field staff, so that they gain a deeper insight into possible strategies and approaches in participatory rural development.

7.4 The Technical Staff

In the current year SRSC has been able to enhance its capacity in providing technical support in the field of engineering, agriculture and livestock to the village organisations.

The engineering staff interact continuously with the community in helping the village organisation conduct technical feasibility studies of their projects. The staff, with the active participation of the villagers, collect the relevant technical data, design the project and assist in its implementation. The whole process is one of participatory learning for the technical staff and the communities. SRSC's technical staff ensures that the technical requirements are fully understood and accepted by the communities, and that the designs take into account the social and cultural concerns of the communities.

It is SRSC's endeavour to ensure that technology is appropriate and effective in the given socio-cultural environment, and that issues of efficiency and technological sophistication not be given undue primacy over the needs and requirements of the communities. SRSC engineers are available to assist and advise the community in implementation of the project, whenever required, but do not take over as implementors. The process is used to build the capacity of the communities to handle the technological requirements not only in implementation but also for the operation and maintenance of these projects.

In the field of livestock and agriculture, SRSC has developed a significant level of expertise. The specialists have reviewed the situation in both the project areas and have designed a plan of action for support. SRSC has a core staff of female and male extension specialists which is available to advise farmers and the village extension workers.

7.5 Targets and Achievements

(See Following Pages)

SUMMARY DATA ON SRSC PROGRAM PERFORMANCE 1990 - 1991

Description	1990	1991
Village Organization Established	28	83
Village Organization established/year	28	55
Women's Organization Established	5	24
Women's Organization established/year	5	19
Productive Physical Infrastructure Projects		
Identified	31	392
Per year	31	361
Initiated	4	34
Per year	4	30
Completed	0	8
Per year	0	8
Percent of Initiated Projects	0	23.52%
Savings and Credit (Rs. million)		
Village and Women's Organizations Deposits	0.1093	1.1280
Credit Disbursed/year	Nil	0.773
Training		
Number of courses/Trainees year	Nil	7/103
- Livestock	0	2/30
- Agriculture	0	1/16
- Management skill	0	2/44
- Poultry	0	2/13

SUMMARY DATA ON SRSC PROGRAM PERFORMANCE 1990 - 1991 (Cont.)

Description	1990	1991
Beneficiaries		
Total Households in the program Area(approx)	145,000	145,000
Total Households of villages organized	6,130	12,761
As percentage of program area	4.23 %	8.80 %
Village Organization Members	1126	2840
As Percentage of Households in organized villages	18.37 %	22.25 %
Average Members per group (VO)	40.21	34.2
Women's Organization Membership	482	1214
Average Members per group (WO)	96.40	50.58

SUMMARY DATA ON SRSC PROGRAM PERFORMANCE 1990 - 1991

(Charsadda District)

Description	1990	1991
Village Organization Established	17	51
Village Organization established/year	17	34
Women's Organization Established	2	13
Women's Organization established/year	2	11
Productive Physical Infrastructure Projects		
Identified	17	186
Per year	17	169
Initiated	2	19
Per year	2	17
Completed	0	5
Per year	0	5
Percent of Initiated Projects	0	26.32%
Savings and Credit (Rs. million)		
Village and Women's Organizations Deposits	0.0689	0.6627
Credit Disbursed/year	Nil	0.7200
Training		
Number of courses/Trainees year	Nil	4/67
- Livestock	0	1/17
- Agriculture	0	1/16
- Management skill	1/28	
- Poultry	0	1/06

SUMMARY DATA ON SRSC PROGRAM PERFORMANCE 1990 - 1991 (Cont.)

(Charsadda District)

Description	1990	1991
Beneficiaries		
Total Households in the program Area(approx)	79,000	79,000
Total Households of villages organized	4,020	7,810
As percentage of program area	5.10 %	9.89 %
Village Organization Members	482	166
As Percentage of Households in organized villages	11.99 %	21.27 %
Average Members per group (VO)	28.35	32.56
Women's Organization Membership	107	516
Average Members per group (WO)	53.50	39.69

SUMMARY DATA ON SRSC PROGRAM PERFORMANCE 1990 - 1991

(Kohat District)

Description	1990	1991
Village Organization Established	11	32
Village Organization established/year	11	21
Women's Organization Established	3	11
Women's Organization established/year	3	8
Productive Physical Infrastructure Projects		
Identified	14	206
Per year	14	192
Initiated	2	15
Per year	2	13
Completed	0	3
Per year	0	3
Percent of Initiated Projects	0	20.00%
Savings and Credit (Rs. million)		
Village and Women's Organizations Deposits	0.0404	0.4653
Credit Disbursed/year	Nil	0.0530
Training		
Number of courses/Trainees year	Nil	3/46
- Livestock	0	1/13
- Agriculture	0	Nil
- Management skill	0	1/16
- Poultry	0	1/07

SUMMARY DATA ON SRSC PROGRAM PERFORMANCE 1990 - 1991 (Cont.)

(Kohat District)

Description	1990	1991
Beneficiaries		
Total Households in the program Area(approx)	66,000	66,000
Total Households of villages organized	2,110	4,951
As percentage of program area	3.20 %	7.50 %
Village Organization Members	644	1179
As Percentage of Households in organized villages	30.52 %	23.81 %
Average Members per group (VO)	58.54	36.84
Women's Organization Membership	375	725
Average Members per group (WO)	125.00	65.91

EXPENDITURE SUMMARY FOR SRSC 1991(AID GRANT NO.391.0471.G-00-1793-00)

Description	1991 Rs.000	Percentage
Capital Expenditure	4,308	22
Salaries and Benefits	4,332	22
Operation of Vehicles	1,128	6
Office Costs	1,324	7
Travel	552	3
Training	488	3
Applied Research and Demonstration	563	3
PPIs/PIs	5,854*	30
Credit Program	773	4
Total	19,332	100

Cost data divided by beneficiaries	1991
Number of Village Organizations	107
Nurnber of households	12,761

* Prorated on the basis of PPIs/PIs actually granted.

AVERAGE COST / BENEFICIARY (Rs.000)

Description	Village Organizations 1991	Households 1991
Capital Expenditure	40	0.34
Salaries and Benefits	40	0.34
Operation of Vehicles	11	0.09
Office Costs	12	0.10
Travel	5	0.04
Training	5	0.04
Applied Research and Demonstration	5	0.04
PPIs/PIs	55	0.46
Credit Program	7	0.06
Total	180	1.51

SRSC TARGETS AND ACHIEVEMENTS

S.NO	DESCRIPTION	TWO YRS TARGETS	T & A AS OF DEC.91 T	A	ACHIEVEMNETS PERCENTAGE (+/-)
1.	FORMATION				
	VOs	100	60	83	+ 38.33 %
	WOs	40	20	24	+ 20.00 %
2.	PPI/PPI IMPLEMENTATION				
	VOs	60	28	28	NIL
	WOs	24	5	6	+ 20.00 %
3.	SAVINGS (RS.000)				
	VOs	2161	674	987	+ 46.44 %
	WOs		151	141	- 6.62 %
4.	LOCAL INITIATIVES				
	VOs/WOs	20	8	34	+325.00 %
	FARMERS	70	25	23	- 8.00 %
5.	INTERNAL LENDING FOR S.Es/AGRO BUSINESS	70	--	--	NIL
6.	CREDIT.VOs/WOs	70	22	15	- 31.82 %
	NUMBERS		19		
	MEMBERS		549	372	
	AMOUNT (RS.0000)		773	773	
7.	TRAINING VILLAGE SPECIALIST	180	54	103	+ 94.44 %
8.	TRG.OF OTHER AGENCIES STAFF	0	0	29	-----
9.	CONFERENCES (19 PARTICIPANTS)	30	10	12	+ 20.00 %
10.	RESEARCH & DEVELOPMENT	20	8	13	+ 55.55 %
11.	SRSC CONTRIBUTION TO THE BDGT (RS.000)	2088	1044	600	- 42.53 %
12.	CONTRIBUTION (RS. 000) VOs	2160	1080	1493	+ 08.80 %

NOTE:

1. SERVICES RENDERED BY A VO HAVE BEEN MONETIZED @ RS.42,000 PER VO AND HAVE BEEN SHOWN AGANIST SR.11

2. SAVINGS TARGET BY A VO IS Rs. 30 PER MEMBER PER MONTH. AVERAGE MEMBERSHIP OF A VO IS 50.

3. SAVINGS TARGET OF A WO IS Rs. 15 PER MEMBER PER MONTH. AVERAGE MEMBERSHIP OF A WO IS 70.

4. THE PPI/PI FIGURES IN SR.2 ARE THOSE RELATED TO USAID. IN ADDITION TO THE 28 RECORDED, THERE ARE 2 FUNDED BY CIDA AND 4 FUNDED THROUGH THE INITIAL GRANT.

5. IN SR. 7 THE VILLAGE SPECIALISTS TRAINED ARE:

- AGRICULTURE	:	18
- LIVESTOCK	:	30
- POULTRY	:	13
- MANAG. SKILL	:	44

7.6 Beneficiary Contribution

The health of any development programme can be gauged by the level of active involvement of the persons who are to benefit from it. Beneficiary Contribution is one such indicator. In any proposed productive scheme, SRSC's contribution is always contingent on additional contribution by the members of the VO. Thus, for example, VOs are responsible for meeting the cost of repair and maintenance (at 5 % of the total capital cost of a PPI/PI) plus the operational expenses of a scheme. In the case of an SRSC-sponsored scheme, the operation and maintenance has been calculated for an average of 1.5 years, which is the effective duration of the USAID grant. By the end of December 1991, Rs. 1,493,700 had been indicated as the beneficiary contribution towards projects in their areas. (See Figure 11)

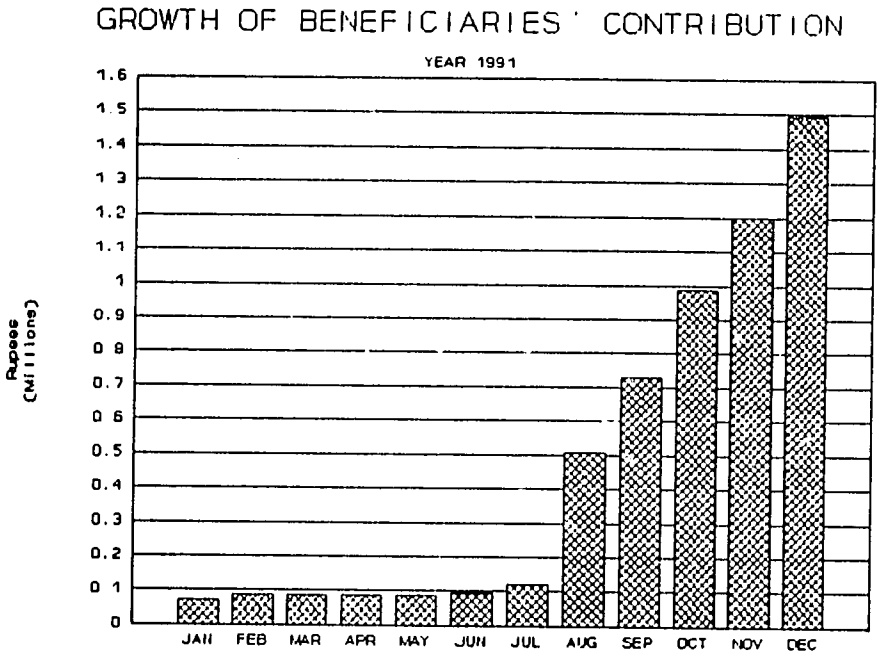


Figure No. 11

7.7 Local Initiatives

Local initiatives are also very important indicators of the involvement of the community in the development process. They indicate the establishment of the principle of self-help as well as confidence on the part of the community to carry forward its own development priorities.

A list of local initiatives is at **Annex "F"**.

8. ISSUES IN DEVELOPMENT

SRSC staff has identified three critical issues of concern that will require major attention of the organization in the future.

8.1 Environmental Concerns

SRSC is conscious of the need to ensure that not only should its programme interventions not have a negative impact on the environment, but affirmative action be taken to ensure environmental conservation. SRSC is collaborating with International Union for the Conservation of Nature and Natural Resources (IUCN) to review its programme in terms of the medium and longer term impact of its inputs. IUCN has agreed to assist SRSC in developing Environmental Assessment Indicators so that not only SRSC field staff, but the rural communities themselves become more conscious of the implications of their initiatives.

In addition, SRSC is actively participating in the discussions around the implementation of a conservation strategy. SRSC's participation in refining the implementation plan will help in designing active interventions for improvements in the environmental situation of its project areas.

8.2 Facilitating the Growth of Self-Reliant Organisations

A critical issue of concern for SRSC, in the process of formation and growth of village organisations, is that of creating dependency. The basic focus of the programme is to facilitate the growth of organisations which have the capacity to independently take development initiatives for their own communities. This, therefore, means that it should be ensured in the process that the communities do not become dependent on SRSC. In view of the experience of other similar programmes SRSC has already initiated discussion on possible strategies to avoid this dependency. One of the possibilities is to help build linkages of the VOs among themselves, enabling them to develop a structure of support, thus allowing SRSC to decrease

the level of its input. The forum of the VO Managers' Conference is being actively utilised to build links, and which can be the basis of inter-village cooperation between various communities. In the current year SRSC has organised 9 such conferences and regular monthly meetings are now held each month in both the project areas.

8.3 Linkages with Existing Support Facilities

To facilitate independent action by the Village Organisations, SRSC is now actively trying to build linkages between them and support and extension services of the government. This is being undertaken to ensure that the benefits of existing initiatives accrue to the communities and to avoid the danger of diluting SRSC's own efforts. SRSC cannot become a supra-agency providing a diverse nature of services that are required by rural communities; it must concentrate on what it can do best.

SRSC field staff helps closer interaction and cooperation between the government agencies and the rural communities. Active action has been taken in linking government agriculture and livestock extension services. Some action has also been attempted to link research facilities in these fields to communities so that the results of these activities can be directly utilised by the village organisations. The effectiveness of such efforts have still to be gauged.

In the field of training agriculture and livestock extension agents the services of existing training institutions has been utilised by SRSC. Some 105 village specialists have been trained with the active support of institutions such as the Dept. of Agriculture, the Dept. of Livestock, and the Veterinary Research Institute, GONWFP, and the University of Agriculture.

9. FUTURE PROGRAMME

9.1 Strengthening and Consolidation of Programme

In addition to the existing support provided by SRSC to organised communities, the focus will be on strengthening and consolidation through:

- **Expansion of the Village Organisation base:** SRSC, through dialogue, training and demonstration will facilitate the expansion of the organisational base to cover a larger proportion of the village households.

- **WID programming:** Efforts will be made to strengthen the existing women organisations and to initiate programmes which decrease the female workload, and activities which enhance women's capacity to generate and efficiently utilise income. In addition, social sector programmes focusing on women will be initiated.

  Training and transfer of technology: An increased emphasis will be placed on developing the capacity of rural communities to enhance their resource base through better production, management and marketing techniques. In addition, vocational skills training will be facilitated to decrease the pressure on land, and to enhance income. SRSC will also emphasise its research and demonstration programme to introduce appropriate technologies which save energy and expenditure, increase value of produce and enhance incomes.

  Networking: SRSC will facilitate the interaction between village organisations and the creation of regional and sectoral fora.

  Surplus generation: The introduction of new technologies and crops, and improvements in existing production techniques and inputs will be emphasised to increase the surplus generated, especially in agriculture.

- **Marketing networks and information systems:** SRSC will make efforts to develop cooperative marketing intra- and inter-village linkages to decrease marketing costs and to enhance the farmers' bargaining powers vis-a-vis the middlemen. In addition, a marketing information system will be developed to support these networks.

- **Capital growth:** An increased emphasis will be placed on individual and community saving to increase the capital base. In addition, better access to credit for productive and income-generating projects will be encouraged.

- **Linkages:** SRSC will continue its efforts to link the village organisations to development programmes, development departments and private sector services.

- **Off-farm income and employment generation:** In view of the severe under-employment and unemployment situation, SRSC will support training for off-farm self-employment, and also assist in the identification and introduction of off-farm income generation projects.

- **Social sector programmes:** SRSC will facilitate the identification, formulation and implementation of social sector programmes. The focus of these programmes will be on preventive health care, potable water, sanitation, and health and hygiene education.

9.2 Expansion of the Programme

As SRSC has been successful in demonstrating the validity of its methodology, and the benefits of social organisation, there is a need now to expand rapidly within the original project area. SRSC will, in the next year, focus on meeting and in some cases exceeding the targets set in the two year programme.

In addition, SRSC is now in a position to expand to other districts using its tested methodology and packages. The following new project areas are proposed:

a. Mansehra district: SRSC with the support of the International Fund for Agricultural Development (IFAD) will initiate operations in Mansehra district. IFAD will provide support for a larger area development project in the area and SRSC will implement its community mobilisation and organisation programme. SRSC will make efforts to link the rural communities with other public and private sector agencies providing development support in the area.

b. Karak district: Karak district programme will be initiated with the support of the Asian Development Bank (ADB). This will be part of a larger 'Barani'- Area Development Project in which SRSC will implement its programme for building participatory village organisations.

c. Abbottabad and Haripur: ADB has expressed an interest in supporting rural development activities in these districts. ADB will review the performance of the Karak programme after 4 years, and consequently decide on its commitment to an SRSC facilitated programme in Abbottabad and Haripur.

SRSC will replicate its programme activities in its internal and external development programme by:

promoting social organisation;

promoting community savings;

capacity building training;

productive physical infra-structural projects;

WID programmes;

research and demonstration.

9.3 Expanding SRSC's Support Base

An essential measure of SRSC's success and guarantee for continuity is its ability to expand its support base.

Donors:

a. The possibility of continued USAID support after the cessation of this contract is still being negotiated. USAID is conducting an assessment of SRSC's activities, which will provide a basis for further negotiations.

b. An agreement with ADB is being finalised for supporting activities of SRSC in the districts of Kohat and Karak. ADB is interested in supporting the overall programme in these districts.

c. IFAD is finalising an agreement for the expansion of SRSC's programme in the district of Mansehra.

d. A number of international donors, such as the Canadian International Development Assistance agency (CIDA), the Netherlands Organisation for International Development Cooperation (NOVIB) and the European Economic Community (EEC) have expressed their interest in receiving programme proposals from SRSC. SRSC is continuing discussions with these donors to develop a plan for support of its programme.

According to the reporting requirements of USAID, a comprehensive accounting system has been developed, through which receipts from various donors are separately recorded, and details of incurrance are reported to each donor. In the interest of accountability, separate bank accounts for the districts of Charsadda and Kohat are being maintained through which developmental activities are financed and monitored.

Government:

a. The GONWFP has agreed to provide Rs. 500,000/- to SRSC and have asked SRSC to submit proposals for further assistance. The GONWFP is extremely interested in the possibility of SRSC developing its training capacity to assist other development initiatives in the region, and in expansion of the programme.

b. The NGO Standing Committee of the Federal Government Economic Affairs Division (EAD) has given clearance to SRSC and will be forwarding its proposals for support to donors.

Private Sources:

SRSC considers financial support from private sources inside Pakistan to be extremely important and as an indicator of our institutional viability. A standing committee of the Board of Directors is being formed to help in accessing funds from private sources, especially the corporate private sector.

9.4 Building Staff Capacity

An essential pre-requisite for the successful implementation of SRSC's rural development programme is a core of well-trained, committed and effective social organisers. SRSC has been able to recruit and train the required number of personnel for its existing programme for facilitating participatory community organisation in its project areas. The expansion of the programme within the existing project areas, and outside, requires that more personnel be recruited and trained to meet the demands of the expanded programme.

In addition to this, there is a continued need for training of staff so that they can respond innovatively and effectively to the changing demands of the rural communities. The continued relevance of the programme is dependent on the ability of the staff to be responsive to the challenges of the socio-economic structures of the rural communities. The programme needs to continually strengthen its capacity to be flexible and innovative in providing maximum support for developing viable and participatory community organisations.

9.5 Promoting Coordination and Linkages

One of the major objectives of SRSC is to assist in the creation of linkages, and coordination of viable community organisations with public and private sector support agencies. This is based on the realisation that SRSC has to withdraw from any given area once the community organisations mature and develop a capacity to access the support available from these agencies. The challenge for SRSC in this is to ensure that it does not compromise its NGO identity by becoming too reliant on government agencies. SRSC has to function as partners to community organisations and needs to be perceived as such, both by the communities and by government agencies, for the linkages to be effective and meaningful.

9.6 Institutional Consolidation and Depth

Apart from responding to programmatic challenges and support needs, SRSC has to continuously develop its management capacity for institutional maturity. The existing management and control systems have to be continuously adapted to meet the requirements of the programme. SRSC is also concerned with critically examining its programme and approach, learning from its own experience and those of others, to formulate effective strategies for rural development, which are responsive to the needs of the most disadvantaged segments of the rural population. An issue of critical importance to SRSC is that of working for its own redundancy. This means that SRSC has to plan from the very on-set its own withdrawal from the project area, leaving behind viable community organisations which have the capacity to sustain their own development process.

ANNEX "A"

COMPARATIVE STUDY OF THE DISTRICTS OF CHARSADDA & KOHAT

S. No	Item	Charsadda	Kohat
1.	Population	792080 (1990)	682723 (1990)
2.	Area (in sq. km)	996	3057
3.	Desnsity (Persons/sq. km)	786	220
4.	Urban Population (%age)	20.90	24.01
5.	Rural Population (%age)	79.10	75.99
6.	Annual Growth Rate (%age)	2.46	3.19
7.	Total Households	114794	91030
8.	Housing Units	116000	92000
9.	Average Household Size	6.9	7.5
	Agriculture		
10.	Cultivated Area (Hectares)	73400	97300
11.	Cul. Area as % of Total Area	73.7	31.8
12.	Forest Area as % of T. Area	--	15.5
13.	Land use Intensity (%age)	89	79.4
14.	Cropping Intensity (%age)	117	78.8
15.	Fertilizer/Cul. Hectare (Kg)	4.1	23.6

16.	Wheat Yield/ec (Kg)	1953.8	825.8
	- Irrigated	2190.2	1568.8
	- Unirrigated	1092.6	614.8
17.	Maize Yield/Hec (Kg)	1933	911.3
	- Irrigated	1973.2	1448.0
	- Unirrigated	1008.8	615.3
18.	Vegetables Yield/Hec (Kg)	13166.7	11400
19.	Sugarcane Yield/Hec (Kg)	48498	30800
20.	Oil Seeds Production (Tonnes)	20	170
	Industries		
21.	Registered Industrial Units	4	14
22.	Industrial Employment	3375	3353
	Education		
23.	Primary Schools	441	471
24.	Middle Schools	24	32
25	High Schools	43	53
26.	Intermediate Colleges	1	1
27.	Degree Colleges	2	3
28.	Polytechnic Institutes	--	1
29.	Commerce Colleges	--	1

30.	Vocational Institutions	--	2
31.	School-going Children		
	- Age Group (5-9 years)	66.26%	66.50%
	- Age Group (10-12 years)	20.93%	25.12%
	- Age Group (13-15 years)	15.11%	15.38%
32.	Literacy Ratio (Above 10 years of age)		
	i. Both Sexes (%age)	13.290	19.420
	- Rural	11.7	15.35
	- Urban	19.19	36.85
	ii. Male	21.430	32.09
	- Rural	19.110	26.98
	- Urban	30.06	51.340
	iii. Female	4.17	6.36
	- Rural	3.4	3.97
	- Urban	7.02	18.210
33.	Health		
	i. Hospitals	5	11
	ii. Despencaries	16	14
	iii. Rural Health Centres	2	5
	iv. B.H.Us	25	23
	v. Maternity & Child Health Centres	6	7
34.	Roads		
	i. Black Topped (km)	265.62	456.9
	ii. Shingled (km)	1.97	1.2.72
	iii. Road/Sq.km of Area	0.27	0.18
35.	ADP (Total Amount in Mil)	Rs. 88.490	Rs. 100.578

ANNEX "B"

BOARD OF DIRECTORS OF SRSC

NAME	OCCUPATION
Mr. Mohammad Azam Khan Chairman	Agriculturist Chief Secretary, NWFP
Mr. G.M. Khattak Vice Chairman	Former Vice Chancellor Agriculture University Peshawar
Dr. Akhtar Hameed Khan Director	Director, Orangi Pilot Project Karachi
Mr. Shoaib Sultan Khan Director	General Manager, Aga Khan Rural Support Karachi
Begum Zari Sarfaraz Director	Chairperson, National Crafts Council
Mr. Ehsanullah Khan Director	Horticulturist, Swat
Mr. Abdur Rehman Khan Director	Agriculturist, Charsadda
Mr. G.M. Khan Yousafzai Director	Industrialist, Mardan
Maj. Gen.(Rtd) M. Mumtaz Khan Director	Hazara Director Agro-Business
Mr. Asmatullah Khan Kundi Director	D.I.Khan Director Agro-Business
Mr. Sharif Khattak Director	Contractor, Karak

Vice Chancellor
Agriculture University,Peshawar
Mr. Abdul Rehman Khan, Director

Director, Pakistan Academy
for Rural Development
Mr. Abdullah, Director

Mr. Javed Majid
Chief Executive Officer
Secretary

MANAGEMENT TEAM OF THE SRSC

Javed Majid
Chief Executive Officer

Feroz Shah
Chief Social Organizer

Haseeb-ur-Rahman
Programme Planning & MER Incharge

Masood Hayat
Finance and Administration Manager

Ejaz Ahmad
Research Marketing Specialist

Ijaz Rizvi
Programme Engineer

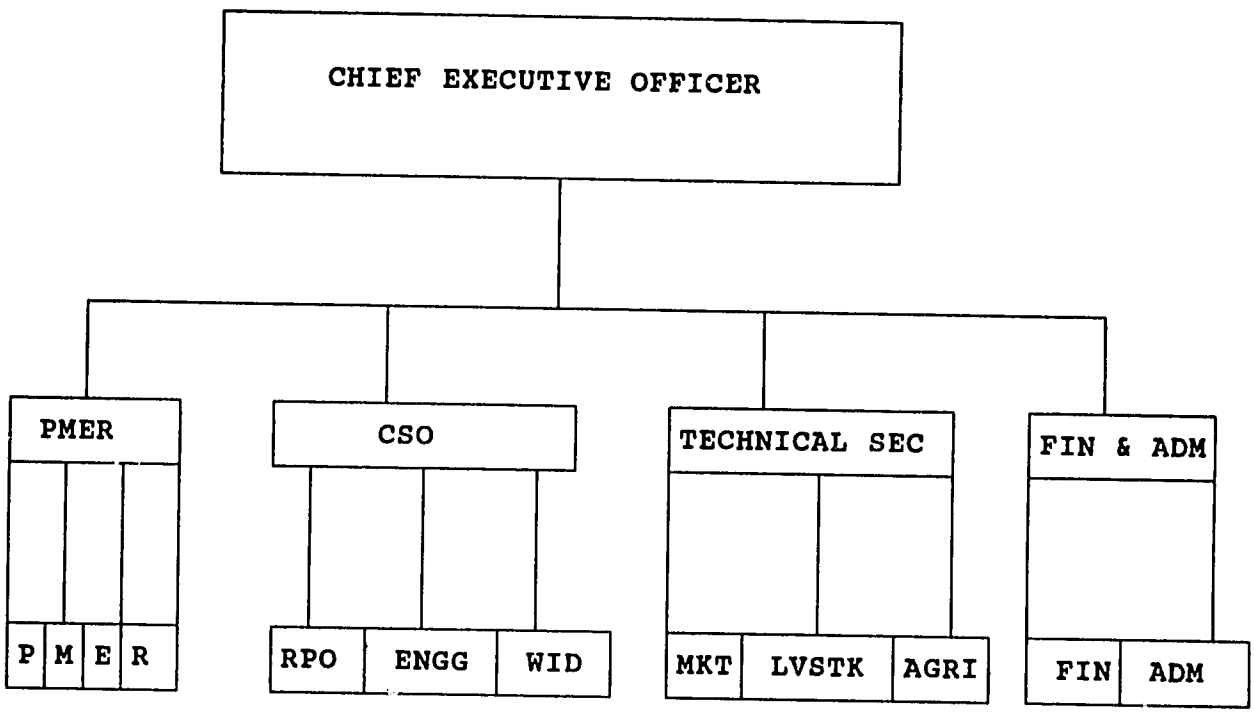
Mohammad Ibrar
Agriculture Specialist

Ikramullah Jan
Regional Programme Officer
Kohat

Mohammad Sartaj Khan
Regional Programme Officer
Charsadda

ANNEX "C"

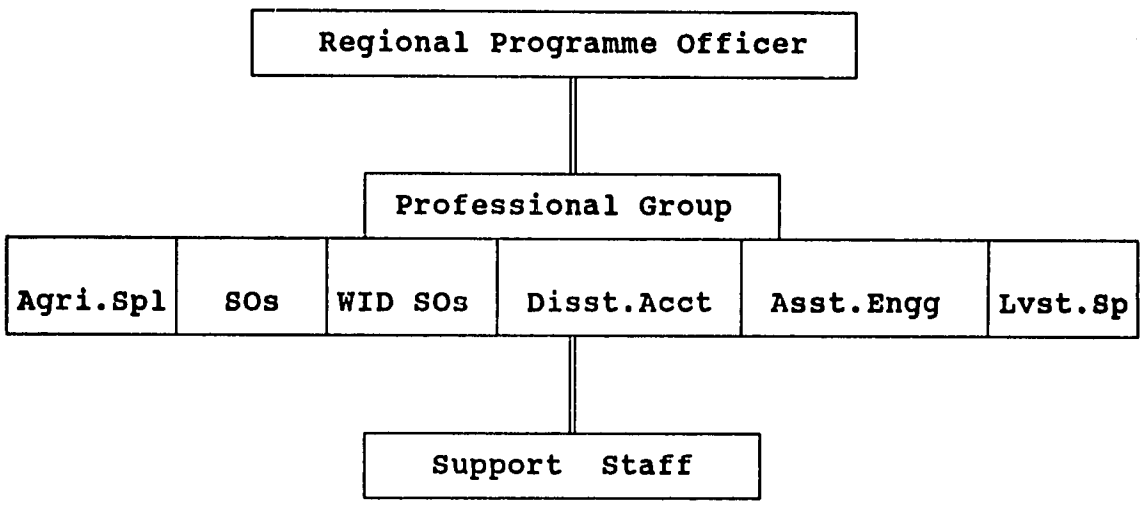
CORE OFFICE PESHAWAR



KEY:

PMER	=	Planning, Monitoring, Evaluation & Research
P	=	Planning
M	=	Monitoring
E	=	Evaluation
R	=	Research
CSO	=	Chief Social Organizer
RPO	=	Regional Programme Officer
ENGG	=	Engineer
SEC	=	Section
FIN	=	Finance
ADM	=	Administration
MKT	=	Marketing
LVSTK	=	Livestock
AGRI	=	Agriculture
WID	=	Women In Development

REGIONAL PROGRAMME OFFICES
CHARSADDA & KOHAT



KEY:

Agri. Spl.	= Agriculture Specialist
SOs	= Social Organizer
WID SOs	= Women in Development Social Organizer
Disst. Acct.	= District Accountant
Asst. Engg.	= Assistant Engineer
Lvstk. Spl,	= Livestock Specialist

ANNEX "D"

PRELIMINARY PPIs IDENTIFIED UPTO DECEMBER 1991

CHARSADDA DISTRICT

S.No	Village	PPI IDENTIFIED
1.	Major Qilla	Lining of Water Channel
2.	Mian Qillah	"
3.	Mera Kalley	Water
4.	Sheikh Kalley	Tube Well
5.	Banda Miahgian	Water Channel
6.	Sadar gari	"
7.	Bela No 4	Spinning loom
8.	Ghunda Khel	Channels
9.	Faqir Gul Kaley	Tube Well
10.	National Abad	Tube Well
11.	Nazar gari	Water Channel
12.	Kandari	"
13.	Badshah Gari	"
14.	Baakra	Water Junction
15.	Mathra	Water Channels
16.	Atakay	"
17.	Kandi Fatima	"
18.	Batagram	"
19.	Nusrattizai	Water Junction
20.	Malik Abad	Tube Well
21.	Aladad Khel	Channel
22.	Yaghi Band	"
23.	Nagay	Water Channels
24.	Spinkay	"
25.	Daulatpura	Water Channels
26.	Matta	Road
27.	Dildar Gari	Water Junction
28.	Shakeray	Reclamation

29.	Wardaga	Tube Well
30.	Najam Abad	"
31.	Ijra Kaley	"
32.	Khazana lohri	Water Channel
33.	Kuladher	Reclamation
34.	Chitral Karoona	Tube Well
35.	Dosehra	Reclamation
36.	Dagai	Water channel
37.	Tebana	"
38.	Dargai	Tube Well
39.	Turanzai	"
40.	Sevata	"
41.	Manikhel	Water Channel
42.	Nazir Abad	Tube Well
43.	Dab Kaley	"
44.	Shereen Kaley	"
45.	Bashir Kaley	"
46.	Hamid Mian Dehri	Water Channel
47.	Chitral Keley	Tube Well
48.	Thekadar Kaley	Cane Crusher
49.	Wali Bagh	Tube Well
50.	Tala Shah	"
51.	Malik Khan Kaley	"
52.	Shah Dhand	Reclamation
53.	Aziz Abad	"
54.	Barkna	Diary Farming
55.	Saper Khel	Business
56.	Toot Kaley	Tube Well
57.	Garhi Biyar	"
58.	Tangi	"
59.	Totakay	"
60.	Mian said Gari	"
61.	Agra Bala	Water Channel
62.	Gujar Kaley	Tube Well
63.	Murdara Kaley	"

64.	Kanewar	Tube Well
65.	Khan Abad	Channel
66.	Jehan Abad	"
67.	Murvandai	Tube Well
68.	Atakay Qillah	Water Channel
69.	Agra Payan	"
70.	Agra Miana	"
71.	Gul Abad	Tube Well
72.	Yaqoob Khan	"
73.	Thekadaran Karoona	Cane Crusher
74.	Behsam Kaley	Tube Well
75.	Faqir Khan Kaley	Cane Crusher
76.	Faisal Abad	Tube Well
77.	Khan Mir Kaley	"
78.	Manadi	Channel
79.	Naqib Khan Kaley	"
80.	Khat Karoona	Cane Crusher
81.	Sardar Abad	Tube Well
82.	Palosa	Reclamation
83.	Malkadher	"
84.	Raza Khan Kaley	"
85.	Khattak Karoona	Tube Well
86.	Shabara - 1	"
87.	" - 2	"
88.	" - 3	"
89.	Faqir Kaley	"
90.	Sakhi Sabir Kaley	"
91.	Zahir Khan Kaley	Tube Well
92.	Sherpao	Channels
93.	Shodag	Cane Crusher
94.	Khazgalay	Tube Well
95.	Gala Karoona	"
96.	Kotak	Channels
97.	Kadim Kaley	Tube Well
98.	Ganderay	Channels

99.	Mazaray	"
100.	Khwar Koroona	Cane Crusher
101.	Munkar Kalay	Tube Well
102.	Niaz Ali Kaley	Channels
103.	Bax Mian Karoona	Tube Well
104.	S.Mohd.Khan Karoona	"
105.	Yousaf Khan Karoona	"
106.	Samad Karoona	"
107.	Sikandar Abad	Road
108.	Shamsa Abad	Tube Well
109.	Karoon Deri	"
110.	Sarkay	Cane Crusher
111.	Srazha	Tube Well
112.	Ali jan kaley	Water Channel
113.	Ibrahim	Tube Well
114.	Dehri	"
115.	Khanmai	"
116.	Miana	"
117.	Haryana	Reclamation
118.	Sheikh Abad	Tube Well
119.	Mirza Dher	Water Channel
120.	Khulay	"
121.	Rahima	Tube Well
122.	Kudakhel	"
123.	Cheena	Irrigation Bund
124.	Purdil Khan	T.W / Gypsum Treatment
125.	Toolanday	Shingle Road
126.	Mian Kaley	Tube Well
127.	Tahra	Shingle road
128.	Abazai - I	Channel Lining
129.	Utmanzai -I	Road
130.	Deri Zardad	"
131.	Shalmand	Channel Lining
132.	Nazo Kaley - I	Tube Well / Gypsum Treatment
133.	Nazo Kaley - II	"

134.	Kangra - I	Drainage Irrigation
135.	Janoko - I	Replacement of machinery
136.	Sarwar Kaley - I	Cane Crusher
137.	Musa Kaley - I	Cane Crusher
138.	Moh. Char Tang - I	Tube Well
139.	Khesta Khan - I	"
140.	Lora Shah - I	"
141.	Nisatta Aziz	"

KOHAT DISTRICT

S.NO	VILLAGE	PPI IDENTIFIED
1.	Malgin	Water Reservoir
2.	Dartapi	Flood irrigation
3.	Palosai Banda	Check Dam
4.	Warshand	Lift Irrigation
5.	Doli Banda	Flood Irrigation
6.	Sudal	D.W.S.S
7.	Inzarwali Banda	Diversion Bund
8.	Mohsin Khel	Not Identified
9.	Sheikh Banda	D.W.S.S.
10.	Khader Khel	Lining of Channel
11.	Mohmandai	D.W.S.S.
12.	Gulshah Khel	Lining of Channel
13.	Hazrat Shah Banda	"
14.	Jalalabad	"
15.	Mandoori	Afforest./D.W.S.S.
16.	Lachi	Tube Well
17.	Banda Fateh Khan(1)	Lining of Channel
18.	Banda Fateh Khan(2)	"
19.	Darmalak	Not Identified

20.	Ghurozai	Water Storage Tank
21.	Suleman Talab	Lining of Channel
22.	Surgul	Afforestation
23.	Baman	Water Logging
24.	Boraka	Water Reservoir
25.	Kamar Dhand	Diversion Bund
26.	Tor Chaper	Diversion Bund
27.	Char Ghari	Lining of channel
28.	Shahpur	"
29.	Tanda Banda	"
30.	Afridi Banda	"
31.	Chambai	"
32.	New Chambai	"
33.	Gada Khel	Lift Irrigation
34.	Sumari	Shingle Road
35.	Miangan Banda	Linning of Channel
36.	Ghari Nizrab Shah	"
37.	Shahu Khel	Diversion Bund
38.	Togh Bala	"
39.	Chacha Koroona	Karez Irrigation
40.	Sra Ghunda	Tube Well
41.	Togh Payan	"
42.	Ghulam Banda	Lining of Channel
43.	Dhoda	"
44.	Kamar Khel	Land Leveling
45.	Siab	Lining of channel
46.	Dhoke Arab Gul	Shingle Road
47.	Dhoke Qadeer	Lining of channel
48.	Dhoke Lal Din	"
49.	Tolanj Jadeed	Tube Well
50.	Gumbat	Diversion Bund
51.	Gandiali Hindki	Not Identified
52.	Gandiali Pushto	"
53.	Tolanj Qadeem	"
54.	Ashrafabad	Lining of Channel

55.	Kharmat	Link Road
56.	Orakzai Banda	Tube Well
60.	Babri Banda	"
61.	Bahadur Kot	"
62.	Ghari Risaldar	"
63.	Merozai	"
64.	Tappi	"
65.	Shaheeda	Tube Well
66.	Bakizai	Diversion Bund
67.	Jarma	Lining of Channel
68.	Sadiqabad	"
69.	Khane Ghunda	Not Identified
70.	Haziqabad	Lining of Channel
71.	Zara Mela	"
72.	Churlaki No(2)	Link Road
73.	Kandar	D.W.S.S.
74.	Azim Abad	Lining of Channel
75.	Bazar Kili	Diversion Bund
76.	Jabber	"
77.	Khairabad Banda	"
78.	Chapper Khel	Not Identified
79.	Dheri Banda	Lining of Channel
80.	Sheikhan Kalay	Not Identified
81.	Qambar Khel	Lining of Channel
82.	Misali Banda	Not Identified
83.	Khawano Tabbi	Link Road
84.	Kana Chena	Water Reservoir/Lin.
85.	Tora Stani	Water Reservoir
86.	Doaba Bazar	Tube Well
87.	Qamar	Water Reservoir
88.	Khattak Banda	Water Reservoir
89.	Nusrat Khel	Lining of Channel
90.	Khushalghar	Lift Irrigation
91.	Zero Churlaki	Water Reservoir
92.	Jhandi	Lining of Channel

93.	Banda	Syphon/Lift Irri.
94.	Tora Warai	Div.Bund/Lift Irri.
95.	Naryab	Lining of Channel
96.	Thall	Flood Protection
97.	Jadid Banda	Lining of Channel
98.	Tanda Banda	"
99.	Mian Ghari	"
100.	Durrani Mella	Tube Well
101.	Zhawaki Banda	Diversion Bund
102.	Lahori Banda	Water Reservoir
103.	Kasay Kalay	D.W.S.S.
104.	Behram Gee'	Primary School
105.	Kandary	D.W.S.S.
106.	Zangi Kalay	Water Reservoir
107.	Sangerh Kalay	Tube Well
108.	Karbogha Chappri	Water Reservoir
109.	Karbogha Sharqi	Tube Well
110.	Shamal Din Kalay	"
111.	Allozai Darsamand	Lining of Channel
112.	Rehmat Shah Banda	Flood Protection
113.	Niazi Banda	Irrigation Channel
114.	Raisee	Water Reservoir
115.	Kerri Sheikhan	Afforestation
116.	Qasaba	Lift Irrigation
117.	Dhoke Sher Haji	Water Reservoir
118.	Dhoke Lohar	"
119.	Katakani	Lift Irrigation
120.	Lukhari	T.W./Lift Irri.
121.	Gulabad	Ghandi/Check Dam
122.	Barati Banda	Tube Well
123.	Ibrahim Zai	Diversion Bund
124.	Raisaan	"
125.	Babar Mella	"
126.	Banda Saidan	"
127.	Barr Abbas Khel	Diversion Bund

128.	Musa Khel(Kachai)	Karez
129.	Landi Kachai	Lining of Channel
130.	Dhoke Akhtar Munir	Lift Irrigation
131.	Mandakhel	"
132.	Koterri	Lining Of Channel
133.	Darwazai	Tube Well
134.	Khadezai	Lining of Channel
135.	Alizai	"
136.	Kot	Tube Well
137.	Marrai Balla	Land Development
138.	Marrai Payan	"
139.	Khwajkhel	Lining of Channel
140.	Nakband	Small Dam on Toi
141.	Marchungi	Lining of Channel
142.	Gandyali Payan	Link Road/Lining
142.	Lodhi Khel	Link Road
143.	Landi Kachai	Lining of Channel
144.	Bagatto	"
145.	Shadi Khel	"
146.	Charballa	Lining of Channel
147.	Jaozara	Diversion Bund
148.	Bohri Saghri	D.W.S.S.
149.	Barra Sum	"
150.	Faqirahad	"
151.	Kabal Khel	"
152.	Tangi Banda	"
153.	Banjar Kally	"
154.	Janak	"
155.	Shewoki Sharif	Improvement of Bund
156.	Darband	Small Dam/D.W.S.S.
157.	Dhoke Lagarbaz	Water Reservoir
158.	Dhoke Sharbat Khan	"
159.	Dhoke Azam Khan	"
160.	Nadir Banda	"
161.	Karo Sum	"

162.	Dhoke Zakria	"
163.	Warrasta	"
164.	Khwasi Banda	"
165.	Essa Khel	Irrigation
166.	Lukhgri	Link Road/ D.W.S.S
167.	Pershai	Land Levelling
168.	Gul Hassan	"
169.	Banda Karim Khan	Link Road
170.	Gul Abad	Check Dam
171.	Churlaki	Land Development
172.	Hassan Khel	Irrigation
173.	Buzid Khan	"
174.	Qamar Mella	Tube Well/ Flood Irr.
175.	Zawa Khel	"
176.	Saadat Khel	"
177.	Mir Ahmad Khel	"
178.	Takhti Khel	"
179.	Maman Khel	"
180.	Kahi kalay	"
181.	Kahi	"
182.	Khan Banda	Water Logging
183.	Bahalwalgarh	Lining of channel
184.	Toor Dhand	Irrigation Water
185.	Banda Dost Mohd	"
186.	Sara Zamaka	Tube Well
187.	Juwaro Ghundai	Diversion Bund
188.	Pathan Khel	Lining of Channel
189.	Madi Khel	"
190.	Gudi Banda	"
191.	Ghorozai bala	"
192.	Lachi Harnotoo	Water Reservoir
193.	Dhoke Dr. Qadeer	"
194.	Dhoke Shaukat Ali	"
195.	Dhoke Abdul Rashid	"
196.	Risaldar Bund	"

197.	Chechana	"
198.	Mohdzai	Lining of Channel
199.	Lakhti Banda(Jadid)	"
200.	Lakhti Banda(Qadeem)	"
201.	Drabo Kass	Link Road
202.	Dhodra	Diversion
203.	Toot Kass	Flood Protection
204.	Pya Jawaki	"
205.	Torki Ismaeeb	Div. Bund/ Link Road
206.	Jamu	Water Reservior
207.	Darra Bash Khel	Dug Well
208.	Toor Choppar	"
209.	Dara Bosti Khel	Pump & Overhead Tank
210.	Darra Immni Khel	D.W.S.S.
211.	Darra Akbar	Pump/D.W.S.S/Div Bund
212.	Darra Sultan Meer	Div. Bund/D.W.S.S
213.	Darra Malik Sarmast	"
214.	Darra Amballisher	D.W.S.S.
215.	Darra Mazeed Khel	Tube Well
216.	Paya Arakhel	Lift Irrigation
217.	Darra Bosti Khel	D.W.S.S.
218.	Lachi Mahsa Khel	D.W.S.S./Bund
219.	Mari Bala	Land Levelling
220.	Manda Khel	Lin. of Channel/Repl.of Pumps
221.	Koteri	Lining of Channel
222.	Keri Sheikhan	Affrestation
223.	Raeesi.	Water Reservoir
224.	Pathan Khel	Lining of Channel
225.	Madi Khel	"
226.	Pershai	Land Levelling
227.	Chacha Koroona	Rehab. of Karez Irr.
228.	Dhok Sher Haji	Water Reservoir
229.	Tora Warai	Rehab. of Irr. Scheme
230.	Mir Asghar Mela	Coal Mining
231.	Jhandi	Lining of Channel

ANNEX "E"

DISTRICT : KOHAT

S. No.	NAME OF VILLAGE ORGANIZATION	PROJECT DESCRIPTION	STARTING DATE	TOTAL COST	ACTUAL COST	ESR / CONTIGENCY	REMARKS
1.	Mari Bala	Land Levelling	20/8/1990	231.000	231.000	--	Work on Channel has started
2.	Manda Khel	Lining of Channel & Replacement of Pumps	31/4/1990	167.000	167.000	--	Pumps installed. Generator Set still not purchased
3.	Koteri	Lining of Channel	11/6/1990	330.000	264.000	66.000	Completed in Dec. 1991
4.	Keri Sheikhan	Afforestation	28/7/1991	163.000	130.500	32.500	Completed in Nov. 1991
5.	Raeesi	Water Storage Reservoir	28/7/1991	244.000	195.000	49.000	Completed in Dec. 1991
6.	Jowar Gundi	Diversion Bund	29/7/1991	204.000	163.000	41.000	Matresses under work
7.	Raeesan	Diversion Bund	11/9/1991	241.000	197.000	49.000	Work has stoppped from last 1 month due to non-availability of bulldozer
8.	Pathan Khel	Lining of Channel	19/8/1991	305.000	244.000	61.000	3700' of lining is completed
9.	Madi Khel	Lining of Channel	19/8/1991	281.000	225.000	56.000	3100' of lining is completed
10.	Pershai I	Land Leveling	11/9/1991	142.500	114.000	28.500	25 acres land leveling done remaining has to be verified
11.	Chacha Koorona	Rehabilitation of irrigation karez	23/10/1991	194.400	155.500	38.900	15 wells completed. work on gabions is started
12.	Dhor Sher Haji	Water storage reservoir	26/11/1991	164.000	131.000	33.000	Retaining wall almost completed quality of work is poor
13.	Tora Warai	Rehabilitation of Irrigation scheme	27/11/1991	224.000	179.000	45.000	Concrete bund is complete gabions are slso complete
14.	Mir Asghar Mela	Off-farm enterprise	27/11/1991	115.000	100.000	15.000	Digging in progress
15.	Jhandi	Lining of channel	18/12/1991	179.000	143.000	36.000	1000' of channel completed

DISTRICT : CHARSADDA

S. NO.	NAME OF VILLAGE ORGANIZATION	PROJECT DESCRIPTION	STARTING DATE	TOTAL COST	ACTUAL COST	ESR / CONTIGENCY	REMARKS
1.	Cheena	Irrigation Bund	16/9/1990	138.000	138.000	--	Completed
2.	Purdil Khan	Tube well & Gypsum treatment	16/9/1990	196.000	196.000	--	Construction of pumphouses left to be done
3.	Toolanday	Shingle road	1/7/1991	231.000	185.000	46.00	Completed
4.	Mian Kaley	Tube well	1/7/1991	218.000	174.000	44.000	Complete. Discharge is not as desired
5.	Tahra	Shingle Road	2/7/1991	194.000	155.000	39.000	Construction of retaining wall & shingling left to be done
6.	Abazai - I	Channel Lining	25/7/1991	225.000	180.000	45.000	5300' fo lining is completed
7.	Utmanzai - I	Road	25/7/1991	371.000	297.000	74.000	Retaining wall and shingling yet to be done
8.	Deri Zardad	Road	12/8/1991	272.500	218.000	54.500	Shingle and retaining wall completed pipe culverts yet to be made
9.	Shalmand	Channel Lining	22/8/1991	242.500	194.000	48.500	2000' of channel is complete -------- & culnests constructed at required places
10.	Nazo Kaly - I	Tube well & Gypsum treatment	22/8/1991	155.000	124.000	69.000	Tube well and pumphouse is complete Gypsum ?
11.	Kangra - I	Drainage Irrigation	22/8/1991	155.000	124.000	31.000	System is almost complete. Stone pitching is left
12.	Nazo Kaly - II	Tube well & Gypsum Treatment	9/9/1991	324.000	259.000	65.000	Tube well is complete. Pump house is yet to be made
13.	Janoko - I	Replacement of machinery	9/9/1991	131.000	104.5000	26.500	Shifting in new pump house yet to be done
14.	Sarwwar Kely - I	Cane Crusher	16/10/1991	132,500	106.000	26,500	Completed
15.	Musa Kely - I	Cane Crusher	20/10/1991	132.000	106.000	26.000	Completed
16.	Moh. Char Tang - I	Tube well	4/12/1991	256.000	205.000	51.000	100' of bore is done

17.	Khesta Khan - I	Tube well	18/12/1991	419,000	335,000	84,000	290' of bore is done
18.	Lora Shah - I	Tube well	18/12/1991	377,000	302,000	75,000	90' of bore is done
19.	Nisatta Aziz	Tube well	11/12/1991	243,750	195,000	48,750	Yet TO be started

ANNEX "F"

LOCAL INITIATIVES

The following are the local initiatives in various areas as of December 1991:

- In Tulanday, developing of the road and the earth filling was done by the VO at their own costs. Also a toll tax of Rs. 10 per vehicle using the road will be charged by the VO members for the road's maintenance and repair.

- In Nazo I, a room (pump house) was constructed by the VO members for the tube well installed by the SRSC.

  Lining of channel is under construction. The cost incurred on this, RS. 17,000 is being borne by VO members.

- In Mian Kaley, a room for the tubewell pump has been constructed by the VO members themselves.

- In Abazai, 8 members have planted a mango and guava nursery.

  The digging for the water channel given as PPI was done at their own cost by the members, whereas the trees which came in the way were cut and sold, and the money earned was also spent on the channels.

- In Utmanzai, land for a road was given free of cost and levelling of the land was done by VO members at their expense .

- In Jano Koh, land was given free of cost to the VO for installation of a tube well. The room for the tube well given as PPI was made larger than the estimated cost at their own expense.

- In Shalmano Kaley, 7 members have started planting vegetables after demonstration by SRSC.

- In Musa Kaley, a sum of Rs. 16,000 has been spent on the room for the cane crusher (PPI) by the VO members. They also purchased a piece of land for the cane crusher for RS. 10,000. A member gave one Kanal land free of cost for the cane crusher.

- In Kangra, farmers have opted to pay for a soil test after SRSC's education on its importance and benefits.

- In Pathan Khel, widening of the village path (3 ft. x 4000 ft.) along the channel (PPI) was done by VO members at their own cost.

- In Chacha Koroona, Rs. 2,000 was contributed for land levelling by VO members.

- Two members of a WO earn Rs. 415 per month from a sewing machine provided by SRSC.

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- Many farmers started cultivating an improved variety of seed after demonstration by SRSC.

- SRSC's credit was utilized for different purposes in VO Cheena e.g butchers purchased animals for slaughtering, farmers purchased fertilizers. Some people purchased cows and buffaloes for dairy purposes. Two members bought sewing machines to make clothes commercially.

- 3 VOs, namely: Spinkey Salei, Khaista Khan Kaley and Lora Shah have promised to bear the cost of electrification of the tubewells which have been granted to them as PPIs.

- 4 VOs, upon the suggestion of SRSC, are doing collective purchasing of seed and fertilizer.

- VO members of Purdil Khan Kaley have started collecting money to buy a wheat reaper for the village.

- In Dherizardad sugar beet is being planted in a scientific manner at proper distances, and by making ridges, after being taught to do so by SRSC.

- One WO member established a cloth shop in her house, besides doing tailoring.

- 6 members of WO Manda Khel, 10 members of WO Pershai and 3 members of WO Kotari have sown different vegetables for their own consumption in their kitchen gardens.

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