

Pakistan NGO Initiative



An Overview

 The Asia Foundation

April 2003

PNI Overview

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PART I: INTRODUCTION

In September 1995 the US Agency for International Development (USAID) provided a grant of \$5 million to The Asia Foundation (TAF) for the Pakistan NGO Initiative (PNI) Program. Over a period of three years, PNI sought to strengthen Pakistan's nongovernmental organizational capacity to work with local communities to access and deliver improved social services, particularly in maternal health, child survival and family planning, girls' education, and microfinance.

These objectives were formulated within the context of Pakistan's pervasive poverty, and the need for meaningful participation and commitment to take social sector development forward. While the multiple causes of poverty were seen as the largest development problem in Pakistan, the lack of meaningful participation in economic, political, and social life by a vast majority of Pakistanis, particularly women, was considered the greatest impediment to poverty reduction and social sector development. These are the issues PNI addressed.

The overarching strategic goals of PNI were women's empowerment and strengthening civil society. Sub themes of the program were: leadership, advocacy, economic opportunities, and basic rights and security. PNI programs initially focused on education, reproductive health, microfinance and women's rights. Democracy was added as an additional sector in 1999.

PNI received a three-year extension after a favorable mid-term evaluation in late 1997, and an additional award of \$5.9 million was provided to TAF to continue the project till March 2002. A further no-cost extension was provided through December 2002. The Aga Khan Foundation (AKF) also received a PNI award and extension. The two phases of PNI have at times been referred to as PNI-I and II.

Under the PNI program TAF made 173 grants to 79 non-government organizations (NGOs) and community-based organizations (CBOs) throughout Pakistan.

Two evaluations of PNI were undertaken, both conducted by private consultants. The first was a mid-term evaluation which began in late 1997 and lasted almost 6 months. It was designed to assess the impact of PNI at three different levels. A programmatic evaluation assessed whether PNI's overall program design and priorities matched local aspirations, and the needs and opportunities for social development in Pakistan. Another program-level evaluation assessed PNI's impact in relation to its overarching goal of women's empowerment. The third component was at the activity and/or organizational level in which the impact of PNI was evaluated through an assessment of the activities of partner NGOs funded under PNI. Individual case studies of selected partner NGOs were also written up as a part of this component of the evaluation.

The activity level evaluation estimated that at mid-term, PNI-sponsored programs had directly benefited 48,647 people, of which 62.7% were women. It also provided 17,086 days of training to 3,054 people, and supported conference and seminar participation for 2,837 persons. In the education sector, over 1,000 teachers and over 9,000 students benefited directly from PNI and 54,000 students benefited indirectly. Total indirect beneficiaries (identified in each program to be family members, students, readers, or other identifiable community members) of PNI at mid-term was 571,120 and the total catchment population of PNI supported programs was over 9 million.

The second evaluation was carried out in November 2000. It consisted of a two-day workshop that brought together selected NGO partners to refine PNI's strategic directions and develop consensus on indicators to measure achievements in the areas of women's empowerment and civil society strengthening. A review report and a management report were produced, and indicators were developed to monitor and measure impact. Perhaps the following observation, made in the review report best describes the nature of the PNI program: "PNI has been an extraordinarily evolutionary program. A continuous process of reflection and refinement has enabled the program to adapt in response to experience gained, lessons learned, and changes in the local environment."

This report provides overall information and data on the Pakistan NGO Initiative Program. Detailed write-ups are provided on selected PNI partners in each sector, which implemented successful and noteworthy programs. The write-ups give a brief description of the NGO, the scope of PNI support and its impact.



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Pakistan NGO Initiative (PNI) – At a Glance

September 1995 to December 2002 – \$10.99 million



PURPOSE To strengthen NGO capacity to work with local communities to access and deliver improved social services with a focus on community participation and women's empowerment.

Strategic Objectives
 Women's Empowerment
 Civil Society Strengthening

Program Themes
Leadership
Advocacy
Economic Opportunities
Basic Rights and Security

PNI Subgrants & Foundation Managed Program Activities (FMPAs)		
Primary Sector	Partner NGOs Receiving Grants	No. of Grants & FMPAs
Education	26	41
Other*	27	53
Total	94	173

*Women's empowerment and civil society strengthening

EDUCATION

Areas of Focus

- Girls primary education
- Access, quality and sustainability of education
- Policy reform

Outputs

- 700 schools supported
- 56,000 students – 60% girls
- 840 education groups formed
- 1,540 teachers trained
- 217,000 individual beneficiaries

Major Results

Provided research-based policy advice to the government for education reforms, and supported innovative public-private partnerships for cross-sector sharing and learning among teachers and administrators



Children attending a PNI-funded community school

Areas of Focus

- Maternal/Child Health; Safe Motherhood
- Adolescent Reproductive Health

Outputs

- 37 health organizations received TAF technical assistance
- 4 provincial health networks established
- National *Pakistan Safe Motherhood Alliance* established
- 122,750 IEC materials developed, distributed and in-use
- 12,453 persons trained – 75% women
- 1,338,200 direct beneficiaries

Major Results

- Developed replicable intervention models now being used by government and INGOs/NGOs; provided key policy advice to government



Lady health workers' training program

Areas of Focus

- Microfinance for poverty reduction
- Women's economic empowerment and participation
- Policy reforms



Microfinance entrepreneur in rural Punjab

Outputs

- 1,081 skill training programs
- 8,715 loans disbursed to direct beneficiaries
- 52,290 indirect beneficiaries

Major Results

- Established the Pakistan Microfinance Network (PMN) – the NGO sector's leading advocacy voice for microfinance (co-funded by AKF/CIDA) and key advisor to government/ADB national microfinance strategy

Areas of Focus

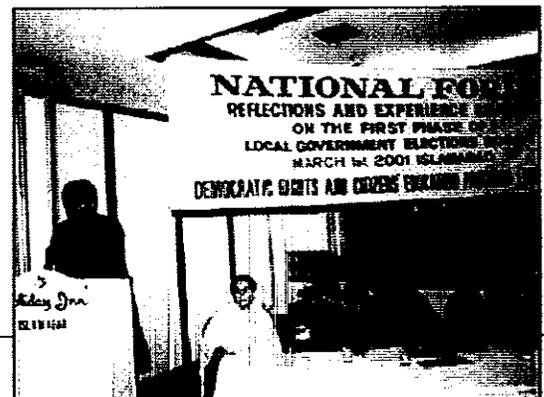
- Mobilization of public opinion and involvement
- Voter education
- Building civil society alliances for democratic reform

Outputs

- Nationwide *Democratic Rights and Citizens Empowerment Program* (DRCEP) network initiated, comprised of 2,500 civil society organizations
- 45 *Peoples' Assemblies* on devolution with 15,000 participants – 30% women
- 150 public forums on electoral participation with 100,000 participants – 30% women
- 195 trainings on democratic governance for 6,000 civil society leaders; 15 interactive theatre groups formed/trained
- 1 million voter education posters and 100,000 booklets on civic participation produced and distributed

Major Results

- Over 10 million citizens reached through DRCEP initiatives to advance democratic rights and responsibilities



National forum on democracy

EDUCATION

The Asia Foundation's education program under PNI was targeted towards girls' primary education. The emphasis was on developing innovative alternatives in delivering primary education by increasing access, and improving quality and sustainability of education. TAF worked with both NGOs and CBOs to implement activities such as female teacher training, curriculum development, research, policy dialogues, community mobilization, material development, and formation of PTAs (Parent Teacher Associations). As a result of these activities, 700 schools were supported, 840 education groups were formed, and 1,540 teachers were trained. In all 56,000 students benefited from PNI supported programs. There were 217,000 individual beneficiaries.



Girl students at a rural school run by a PNI funded NGO.

Complementing its work on the ground, the Foundation provided critical research-based policy advice to the government for education reform. TAF's education specialist was a member of the government's National Advisory Board on education reform, thus enabling direct input at the policy level. TAF's policy inputs emanated from a wide range of in-depth research studies, carried out in collaboration with its partners to better understand the failings of Pakistan's education system. Other channels were also used to influence policy. For instance, TAF sponsored a policy dialogue in collaboration with one of its PNI partners, the Sustainable Development Policy Institute (SDPI), to present research on basic education (carried out with SDPI). The workshop and publication documenting its proceedings were designed to share the research findings with key federal and provincial policy makers, and to suggest policy initiatives for improving Pakistan's opportunities to advance basic education. With separate USAID funding, another workshop was organized by TAF in June 2002 in collaboration with the Education Development Center and the government, on the use of Information and Communications Technology (ICT) to improve basic education and literacy.

The Foundation actively supported innovative public-private partnerships for cross-sector sharing and learning among teachers and administrators. For example, in collaboration with Faran Education Society, TAF held a two-day workshop on public-private partnerships. The workshop provided a forum for NGO partners and private sector education providers to share their perspectives with government education officials who sought models of effective partnerships. At the end of this workshop, the participants issued a "declaration" to be used as a tool for follow-up action. The declaration recommended that the control of the federal government on education should be decentralized with a view to increasing partnerships with the provincial government, NGOs/CBOs, and the private sector, and that local school management committees should be formed with the participation of all major stakeholders, including the private sector.

The following four profiles of NGOs which received the Foundation's support under PNI's education program demonstrate the wide range of projects and activities carried out in the education sector.

Society for the Advancement of Education (SAHE)

Founded by a group of academics at the Punjab University in 1982 to improve the quality of higher education, the Society for the Advancement of Education (SAHE) began working at the primary level from 1990. It has trained more than 330 teachers from government, non-government and non-formal primary schools; developed course materials on gender, environment, and population; and produced a manual, and trained NGO workers, community leaders, and teachers on motivating and mobilizing communities in support of primary education. SAHE maintains linkages with more than 50 NGOs in all four provinces, and its materials are being used in more than 200 non-formal primary schools. Since 1994, SAHE has been working intensively with about 200 schools in Punjab, providing teacher training and support to test strategies for improving the quality of primary education in Pakistan.



Young female students of a non-formal primary school in a rural area.

Program Activity & Period of Funding

- Training of teachers in innovative curriculum development: November 1, 1999 to December 31, 2001
- Improving basic and primary non-formal education in Pakistan: January 1, 1997 to September 30, 1998
- Workshop on female literacy: January 27 to February 4, 1997
- National conference on non-formal primary education: August 8 - 9, 1997

Scope of Support

Under PNI, support was extended to SAHE for improving the quality of education through the development of training modules, materials, and assessment tools. As part of their national program, education materials were developed and tested in collaboration with select NGOs from the Punjab. Linkages were also developed with select NGOs in Sindh, Balochistan and NWFP to establish a national network of trainers. Funding was provided to conduct training-of-trainers workshops in these provinces, for teachers of non-formal basic and primary schools as well as CBO and NGO personnel.

Under the grant SAHE trained 36 community level primary school teachers. Social mobilizers were also trained to encourage community participation in education. An additional 25 teachers were trained in teaching methodologies while 81 were trained in human rights, gender rights and child rights. Based on their local experiences, these groups developed training materials on human rights and child rights. SAHE has also developed training materials on teaching methodologies, community participation in education, and assessment tools. Audio, video and print materials for teaching English at the primary level were also developed and tested. To keep track of the activities of all private initiatives in the NGO sector SAHE published a directory of educational NGOs and CBOs in Pakistan. In August 1997 SAHE arranged a conference, with PNI funding, on Perspectives on Teacher Education. The conference brought together over 300 NGOs, CBOs and government partners to discuss Pakistan's place and role in the non-formal education movement.

SAHE has introduced a new approach to imparting quality education. Emphasizing the role of the teacher as the focal point for achieving a qualitative improvement in education, training modules are developed keeping in mind the local reality, which is unique in the case of Pakistan. TAF has created linkages between SAHE and another TAF partner organization, Baanhn Beli, for training and development of modules. BB has thus become part of the network and a partner in SAHE's work. SAHE is collaborating with Ali Institute of Education to set up training and resource centers in all four provinces of Pakistan.

Impact

PNI funding to SAHE has not only strengthened the organization but helped them extend their services to respond to demands generated by NGOs and the public sector for improvement in the quality of education. PNI's grant to SAHE has had both direct and indirect impact on the NGO's outreach and training activities. The support was multi-faceted, thus helping to strengthen the overall activities of the organization. SAHE is perceived as an innovator in the field of teacher training, sending out its own staff to train teachers and activists in their local environments. There is great demand for SAHE's services from hundreds of NGOs/CBOs and government schools but human resource constraints have meant that only a limited number are able to benefit from SAHE's assistance.

With the help of PNI funding, SAHE has evolved into a national-level institution. The NGO now provides policy advice on education to the Government and several other organizations. PNI support specifically enabled SAHE to strengthen community-based education programs using a holistic approach, develop locally relevant supplementary education materials, expand the number of schools under its management, and link its advocacy work for promoting quality education with similar initiatives in the region.

“The Foundation gave us institutional support for a long-term training program. It was a flexible grant and they helped us develop an overall strategy. Our quantum of work increased....TAF was very responsive to our needs throughout.”

- *Dr. Fareeha Zafar, Director SAHE*

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Faran Education Society (FES)

Faran Education Society was set up in 1978 by a group of teachers in the migrant camps of Orangi, a sprawling urban slum area in Karachi, to educate the youth of the area on a self-help basis. FES today comprises three core schools that serve as the testing ground for improvement of education in Orangi. The core schools are linked to a network of 100 other schools in the locality which are managed by a separate body, the Orangi Educational Development Center (OEDC). FES has collaborative relations with 800 schools in Orangi including private commercial schools, private non-profit schools, and community schools.



Boys during a break at a government primary school.

Program Activity & Period of Funding

- Teacher training program: January 1, 1997 to December 30, 1998
- Workshop on public-private partnership: November 1 - 30, 2000

Scope of Support

Under PNI, support was provided to institutionalize and establish Faran Academy. The Academy aims to improve the quality of education by providing professional development and skills enhancement opportunities to teachers. The two main areas supported were:

- 1) institutional support for FES and the Academy:
 - a) administrative management;
 - b) financial management;
 - c) sustainability;
 - d) impact assessment;
- 2) program activities of the Academy:
 - e) curriculum development;
 - f) teacher training;
 - g) Teacher's Club and Resource Center.

With TAF support, FES set up the Faran Academy whose goal is to improve the quality of education through teacher training. The program of the Academy focuses on the professional development of teachers by providing them with training in participatory learning methodologies, supported by appropriate teachers' workbooks. The Academy also printed 16 teachers' guides and workbooks in Math and Science, and gave partial support to 350 teachers to obtain additional qualifications; 756 teachers, both male and female, were admitted to Allama Iqbal Open University training courses; an additional 72 female and 18 male teachers were enrolled in training programs at The British Council

A Teachers' Club was set up (with a membership of 146) and a Resource Center with books and journals to assist teachers in their work. This club provides an excellent forum for teachers to hold group discussions. FES also mobilized teachers in two focus areas i.e., teacher training and curriculum development. 15 workshops were held for English, Math and General Science. There is a lot of enthusiasm among the staff, especially FES teachers, for institutionalizing teacher training locally in order to decrease dependence on external organizations.

Also with PNI support, a workshop was organized to discuss three major issues: government school management, sustainability of non-formal education schools, and public-private partnerships in which 44 representatives from government, NGOs, private schools, the business community, and educationists participated. At the end of this two-day workshop, participants issued a "declaration" which is to be used as a tool for follow-up action. The declaration stated that "to increase the sustainability and quality of education, the control of the federal government should be decentralized with a view to increasing partnership with the provincial government, NGOs/CBOs, and the private sector." The declaration also suggested that local school management committees should be formed with the participation of all major stakeholders, including the private sector.

Impact

The impact is seen at three levels: 1) FES as an organization; 2) the teachers of the core group; and 3) the teachers of participating schools.

FES as an organization has developed its capacity to train teachers and is negotiating with Hamdard University to open a local branch for teacher training. TAF support has been critical in enabling FES to grow into an effective organization catering to over 120,000 students in 800 partner schools in Orangi, including private commercial schools, private non-profit schools; and community schools. These schools address the educational needs of a population with minimal access to public sector schools. As a result, FES schools have helped raise the level of literacy in Orangi Township to 70% (literacy figures in Pakistan are 35 % for men and 16% for women). FES's impressive track record has led to requests for its support in replicating the Society's dynamic new approach to education in other communities around Karachi.

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Pakistan Institute for Environment Development Action Research (PIEDAR)

Created in 1992, Pakistan Institute for Environment Development Action Research (PIEDAR) was initially envisioned as a small, indigenous, independent organization for action research in environment through local communities, with the ultimate objective of influencing policy and programs through groundwork research. In 1995 work was initiated in the education sector as part of an action research project. The main objective behind the program was to generate, test, and promote innovative, effective and practically implementable programs for sustainable development through community management of common property. Under the program PIEDAR set up 20 community based schools in collaboration with Bunyad Literacy Community Council (BLCC). PIEDAR's focus is on encouraging village based women teachers, with substantial help from qualified supervisory staff, to run their own private schools.



PIEDAR Promoting girls' primary education at a rural primary school

Program Activity & Period of Funding

- Girls' Rural Primary Education Development Program: January 1, 1997 to December 31, 1998
- Advocating rural girls' education through action research: January 1, 1999 to June 30, 2002

Scope of Support

When PIEDAR's funding from UNICEF through BLCC was discontinued, PNI rescued the initiative to ensure the continuity of a valuable and sustainable model of education through local investment. Over the course of five-and-a-half years, TAF supported PIEDAR in running 40 primary home schools for rural children in Khanewal (in Punjab). While PIEDAR took the initiative to form these schools, TAF supported their program and operational costs. The schools had to meet three basic criteria: they had to be teacher owned, they had to have local participation, and they had to charge a fee. The specific focus of the support was to 1) develop, test and demonstrate a community supported, private enterprise model of rural girls' primary education, as practical, feasible, cost-effective, and sustainable; 2) demonstrate that with modest external resources a system for providing quality primary education in a rural district can be initiated and nurtured to maturity by an NGO.

Impact

PIEDAR has successfully established, and is running, 40 primary schools for girls with a peak enrollment of 1,300 students, 80% of whom are girls. Concepts like gender, human rights, and environment have been incorporated into their curricula. With TAF support, over 400 girls have completed five years of primary education to date at these schools. Moreover, the PIEDAR schools are sustainable. New schools have been built with one-third funds contributed by PIEDAR and two-thirds costs raised by the teachers, parents, and the communities. PIEDAR has held numerous teacher

trainings with the help of linkages created by the Foundation. The NGO plays an advocacy role in the local communities encouraging female education and the self-financing of schools. It is a challenging task requiring constant support for the initiative from teachers, who are activists for their respective communities.

Learning indicators have shown a sharp rise in the level of student accomplishments. The learner-coordinator pays monitoring visits to the schools throughout the month, and at the end of the month meets the entire faculty.

For the community, these community-based schools staffed by a community teacher who is perceived as a social organizer are a relief. The arrangement works to the advantage of both teachers and students. But it is mainly the girls who benefit, now having the option of an education where no such opportunity existed. An added impact has been the women's groups or mothers' groups that have been formed in some of the communities. By the end of the program these groups are often registered as women's CBOs.

On the whole, this pilot project has inspired CBOs and NGOs working in other areas, at times leading to replication of the program. It has been a very useful experiment in a context where such an idea had not been tested before. The program has demonstrated that building the capacity of local community teachers is the key to establishing and sustaining local primary schools for girls. Furthermore, the program has broken the myths that communities are not willing to pay for quality education, and that illiterate mothers do not value education for girls.

“We have had a good relationship of balance with the Asia Foundation. Their system of support is progressive and keeps the needs of the partner in mind, while also ensuring that we stick to our targets.”

- Syed Ayub Qutub, Director, PIEDAR

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Bright Education Society (BES)

In 1994, three enthusiastic and committed teenagers were recruited by the Orangi Pilot Project (OPP) to help conduct a survey of their locality. Their findings were grim. Faced with a discouraging scenario, they rallied together under OPP guidance, and helped mobilize the community while participating in laying sanitation lines in the streets of their area. But the trio realized that without access to education there was little hope for the community, so they joined hands to establish Bright Education Society. These three young entrepreneurs received training from OPP's Research and Training Institute as part of the latter's Education Entrepreneurs Program, supported by TAF.

Program Activity & Period of Funding

- Grant to OPP-RTI for Education Entrepreneurs Program:
January 1, 1997 to December 30, 1998
- Grant to BES for Education Entrepreneurs Program:
July 1, 2000 to June 30, 2001

Scope of Support

BES received support under PNI support to OPP-RTI's Education Entrepreneurs Program from January 1, 1997 to December 30, 1998. At a later stage, TAF made a separate grant to BES. TAF provided salaries of the principal and teachers, as well as training in accounting, which enabled BES to set up the Naunehal Academy, a formal school. The Foundation also provided support for a monitoring and evaluation coordinator for the teachers' training program. In order to make the school a viable initiative, a nominal fee was charged and books were lent through a book bank at an affordable annual rate.

Impact

Today the Academy has a student enrollment of 250 and a staff of 12 teachers, of whom 5 are female. Since 1997 BES has established 6 home-based schools for girls in the informal education sector. These home-based schools have been especially welcomed by the families of children who work for a living, because of their flexible timings. BES has expanded its initial mandate beyond the prime focus of education to address issues such as preventive and public health, sanitation, and micro-credit. BES is a testament to the success of social mobilization when members of a community pull together (with a little support from outside) to effect social change and improve their own conditions.

“Without the initial support of TAF, Bright Education Society might not have survived despite our best efforts and intentions.”
—Abdul Waheed, Director BES

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HEALTH

PNI supported health sector NGOs with a prime focus on women's empowerment and capacity building. A total of 37 health organizations received TAF technical assistance and 33 grants with a primary focus on health were made. Training was provided to 12,453 persons, of which 75% were women. The program had 1,338,200 direct beneficiaries and over 9 million persons benefited indirectly. The objectives of the program were: to remove social and cultural barriers and practices that prevent access of women and the poor to health services; to build capacity to test strategies that address the health needs of communities. These objectives have been achieved through community participation and mobilization, by providing training to community health workers, through health education, and by learning from national and regional exposure visits.



A support group for pregnant and lactating women

The Foundation has been instrumental in developing replicable health intervention models that are now being used by the government and NGOs. The critical factor in all TAF-supported collaboration has been the emphasis on participatory methodologies for community mobilization, and for delivery of services. Health education focused on promotion and prevention strategies, including the use of mass media for the dissemination and promotion of health messages concerning family planning and reproductive health. 122,750 information, education and communication (IEC) materials were developed and distributed. With the assistance of PNI's Cooperating Partners (CPs) support was also provided to NGOs for capacity building and to promote breastfeeding, maternal and child health, and infant nutrition activities. The Foundation also supported formative research for the development of health curriculums and for the development of a 'reproductive health network' bringing together NGOs, and public and private sector professionals to share experiences on reproductive health.

Although the PNI program has not provided direct support to family planning NGOs, support to health sector NGOs has addressed family planning as part of *the maternal and child health, and health education programs.*



Support group for husbands and/or fathers of pregnant/lactating women

Out of 37 organizations supported by PNI in the health sector, three have been chosen for profiling here for the exceptional improvements in the delivery of health services (FPHC), the innovative nature of projects (FPAP), and for successful life-saving interventions (HOPE).

PNI Health Program: A Statistical Overview

Grants in Health		23	
Organizations given Grants and/or Technical Assistance		37	
A.	IEC materials developed, printed and distributed		122,750
	IEC package on maternal and child health (MCH) and nutrition developed, printed and distributed in collaboration with four provincial NGOs		
	Coverage per NGO	500 households (hh)	
	Coverage of 4 NGOs	2,000 hh	
	Direct beneficiaries (men & women)	4,000	
	Indirect beneficiaries (2,000x 7 per hh)		14,000
	MCH package illustrations adapted for use in WHO funded Family Project in 5 districts		
	LHWs involved	2,000	
	Outreach (200 households per LHWx2,000)		
	Direct beneficiaries	400,000	
	Indirect beneficiaries (400,000x 7 per hh)		2,800,000
	Anemia counseling cards adapted for use by National Program on Family Planning & Primary Healthcare in 13 districts		
	LHWs involved	4,500	
	Outreach (200hh per LHWx4,500)		
	Direct beneficiaries	900,000	
	Indirect beneficiaries (900,000x7 per hh)		6,300,000
	Anemia counseling cards adapted for use by Anemia & Women's Health Project in Operation Research Study in 2 districts		
	LHWs involved	6	
	Outreach (200hh per LHWx6)		
	Direct beneficiaries	1,200	
	Indirect beneficiaries (1,200x7 per hh)		8,400
	Emergency Obstetric Care intervention in Khuzdar		
	Coverage	15,000hh	
	Direct beneficiaries	15,000	
	Indirect beneficiaries (15,000 x7 per hh)		105,000
	Emergency Obstetric Care intervention in Karachi		
	Coverage	1,500hh	
	Direct beneficiaries	15,000	
	Indirect beneficiaries (15,000x7 per hh)		105,000
	Direct Beneficiaries	1,335,200	
	Indirect Beneficiaries:		9,332,400

B.	Training	
a.	Persons trained	12,760
b.	Support Groups conducted	
	Fathers:	392
	Mothers:	550
	Support Group Participants-female	4,254
	Support Group Participants-male	3,531
c.	Adolescent Reproductive Health Sessions-girls	1,490
	Adolescent Reproductive Health sessions-boys	1,425
	Adolescent Peers trained	900

Health Oriented Preventive Education (HOPE)

Health Oriented Preventive Education (HOPE) is a Karachi-based NGO working on establishing sustainable community organizations to address issues like primary health care services, literacy programs, income-generation activities, community mobilization and motivation, environmental sanitation, and promotion of health and hygiene practices. HOPE operates in the urban slum areas and the semi-urban and rural environs around Karachi and Thatta districts.

Program Activity & Period of Funding

- Improving women's access to emergency obstetric care: March 1, 2001 to July 30, 2002

Scope of Support

Under PNI, technical and institutional support was provided to HOPE for improving access to emergency obstetric care in Sindh through replication and testing of the interventions developed under the Foundation's Balochistan Safe Motherhood Initiative (BSMI) in Khuzdar. The interventions included: baseline survey of reproductive health conditions, local factors that influence them, and existing healthcare providers; baseline study in intervention and control sites; pre-testing of basic BSMI IEC materials modified to suit the local socio-cultural environment in intervention locations; training of community-based health workers, traditional birth attendants, facility-based providers, and IEC facilitators on the use of IEC materials. These interventions were designed to improve reproductive health status, with a special focus on reducing deaths among women who experience complications during pregnancy and childbirth. Master trainers from HOPE were trained to manage support groups which carried out the interventions. BSMI project personnel provided technical assistance in all the trainings and helped train HOPE core staff. A Project Steering Committee was formed comprising representatives from HOPE, the Foundation, TAF's BSMI project, UNICEF, Pakistan National Forum on Women's Health, and Community Health Sciences department AKU.

Impact

The grant for replication of the Foundation's BSMI model on safe motherhood was used to adapt and pre-test a new set of IEC materials that could be used all over Sindh province. HOPE was able to distribute these materials to over 14,000 men and women, covering a total population of 42,000. Communities in semi-urban and rural settings around Karachi and Thatta had access to obstetric care at all times, especially during obstetric emergencies, thus minimizing risks. Trainings provided to local traditional birth attendants helped upgrade their skills and increased their self-esteem by providing due recognition from the communities. The training itself helped TBAs in early recognition of complications, enabling early referral to a health facility which saved the lives of mother and unborn child. The program enabled HOPE to form 19 village unit committees and train 204 persons. Sensitization of transporters helped train 110 drivers in initial and refresher courses. Similarly, about 140 TBAs and 53 lady health workers were trained through 16 basic and 14 refresher trainings.

Health Oriented Preventive Education

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Family Planning Association of Pakistan (FPAP)

Family Planning Association of Pakistan is affiliated with the International Planned Parenthood Federation (IPPF), and has pioneered the promotion of family planning in Pakistan. FPAP mobilized the government to initiate the national program on family and population planning in 1954. As a national organization with a network of 14 Focus Area Programs (FAPs) spread all over Pakistan, including the Northern Areas and Azad Jammu & Kashmir, FPAP collaborates with more than 600 NGOs and CBOs. FPAP programs focus primarily on reproductive health for women and adolescents with emphasis on family planning, particularly in the context of Islam. Women's empowerment and poverty alleviation are core concerns in FPAP programs.

Program Activity & Period of Funding

- Research on reproductive health and information needs of young adults; development and pre-testing of training and information materials: January 1, 1997 to September 30, 2000
- Improving access to reproductive health services and information on sexual and reproductive health issues: April 1, 2001 to September 30, 2002

Scope of Support

Institutional and financial support was provided to FPAP under PNI to develop and test a countrywide program on sexual and reproductive health information for adolescent boys and girls. Join in Educating Adolescents and Teenagers (JEAT) involved male youth, underage girls, and *nikah* registrars (the clerics that solemnize marriage) in providing sexual, reproductive health, family planning, STD, and AIDS information to young adults through a series of workshops in all 14 FAP areas. Prior to the implementation of the program FPAP carried out a review of available literature and programs addressing adolescents; conducted a baseline study of knowledge, attitudes and practices (KAP) of adolescents; developed biological and reproductive health primers; developed and pre-tested the training manual; trained master trainers on sexual and reproductive health counseling; trained community-based workers in counseling adolescents; educated adolescents through primers and training workshops; identified and trained adolescent peers from similar age groups; and held a workshop for sharing experiences to redefine and finalize the training module and primers.

Impact

The grant for JEAT was a sequel to an earlier grant for sexual and reproductive health (SRH) information to adolescents and youth. It helped FPAP train 11 male and 14 female counselors; conduct 112 workshops for male and female adolescents attended by 1,425 males between the ages 14-25 and 1,490 females between 14-19 years; train 141 *nikah* registrars; and form 900 peer educators. The program successfully infused positive values and attitudes towards sexuality; prepared youth to make rational, responsible decisions related to SRH; broke myths and misconceptions among adolescents on an array of issues; and prevented reliance on inappropriate healthcare advice and the resultant emotional and physical traumas.

Family Planning Association of Pakistan

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Frontier Primary Health Care (FPHC)

Frontier Primary Health Care has evolved as a Pakistani NGO from the Austrian Relief Committee's Primary Health Care Program (ARC/PHC) for Afghan refugees active in the 1980s. FPHC was registered in 1995 and operates from Mardan in the North West Frontier Province. The NGO employs about 105 people serving a target population of 98,000 of which about 30,000 are Afghan refugees. FPHC's activities have evolved from initial diagnostic and curative services to a more comprehensive primary healthcare system. It covers a range of services i.e., maternal and child health, immunization and infectious disease control, health education, basic literacy and sanitation.



Study tour of PNI health NGOs to Comprehensive Rural Health Project in Jamkhed, India.

Program Activity & Period of Funding

- Capacity building in primary healthcare and human resource development: October 1, 1996 to September 9, 1998
- Establishment of a medicine bank: October 1, 1997 to September 30, 1998
- Implementing IEC interventions on maternal and child health, and nutrition: April 1, 1999 to June 30, 2002

Scope of Support

Technical and financial support provided to Frontier Primary Health Care under PNI was used to strengthen its health education program, to fund participatory training, and develop and implement a village health program. Under the first component of support, FPHC collaborated with the Foundation, MotherCare and other NGOs in the development of health education materials. Under the second component, Participatory Reflection and Action training was provided to FPHC and a local CBO, Wardegah Development Society (WDS), to carry out a participatory appraisal of the villages of Wardegah to assess and identify health needs of the community. The third component was based on the outcome of the participatory appraisal: to develop and implement a village health program addressing health issues identified in the planning process. The purpose was to facilitate the involvement of communities, especially women, in planning and designing a village health program.

After the completion of activities under PNI-I, it was recognized jointly by TAF and FPHC that participatory planning is a new initiative and requires time to be understood, accepted, and effectively used to bring about bottom-up decision making in communities. Therefore, TAF made a second grant to FPHC to consolidate its program in implementing the village-based primary healthcare activities through community mobilization, organization, and participatory training. Support was also provided to form women's and men's groups at the village level. These built on and enhanced FPHC's capacity to implement support

group methodologies, and individual and group counseling methodologies on breastfeeding, maternal and child health, infant nutrition, and promotion of family planning.

Impact

Under PNI-I, the participatory training process, and subsequently its application, enhanced the skills of FPHC and WDS staff, and helped raise general awareness on health issues. However, the impact was minimal as participation was low and the process could not effectively mobilize the community. The health education component was far more successful as FPHC staff was able to form women's support groups in the villages, providing lactating and pregnant women a forum to address issues related to maternal and child health, and nutrition.

Under PNI-II, with more time and resources, the program flourished and had a much greater impact. The effect of the program can be gauged from the changes in the percentages of the provision of primary healthcare services.

	<u>1996</u>	<u>2002</u>
Pregnant women receiving ante-natal care	18%	82.6%
Deliveries supervised by trained personnel	11.6	56%
%age of women receiving post-natal care	NK	100%
%age of low birth weight	25%	6.6%
TT coverage in pregnant women	13%	77.3%
EPI coverage in >1-year-olds	21%	86.2%

The overall support to FPHC and WDS resulted in building their capacity to promote and deliver primary healthcare services with the involvement of the communities. FPHC successfully formed 31 female and 20 male support groups in all 6 of their project areas. The support groups comprised of pregnant and lactating mothers and their husbands, of which 310 were females and 200 males. A total of 64 Community Health Workers (CHWs) were trained (33 female; 31 male); ante-natal services were provided to 4,122 pregnant women; 2,520 TT doses were provided to women of child-bearing age. A community initiative to weigh newborns conducted in 1996 all 6 areas revealed that 25% of children had low birth weight. When the process was repeated in 2002, the figure had reduced to 6.6%. Out-patient flow at the Wardegah health center was 30,921 of which 80% were women and children. Health education sessions were an integral part of the program. Carried out both at the health center for out-patients and at the community level, the sessions imparted health education to 2,130 persons.

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MICROFINANCE

The Asia Foundation's microfinance program under PNI was mainly targeted towards women's empowerment and capacity building of microfinance intermediaries.

TAF's organizational mix of 14 partner NGOs and CBOs of varying capacities offered both rural and urban microfinance services mostly to women. Many of these organizations practice participatory approaches to microfinance, offering skills and income generation training, and emphasizing leadership skills



Microcredit helped this young woman take up embroidery to earn a living.

and capacity building. Through TAF training and revolving credit, women have formed groups, taken collective action and gained esteem in their immediate environs. Several TAF partners have even combined credit programs with education and/or health services. Thus, PNI's microfinance component also addressed issues in women's reproductive health and education of the girl child. The Foundation made 25 grants with a primary focus on microfinance, which enabled 8,715 loans to be disbursed directly and 52,290 people to benefit indirectly.

TAF funding for the Micro Finance Group (MFG) is a major achievement in this sector. TAF provided pioneering support for setting up MFG, and motivated the Aga Khan Foundation (AKF) to support the MFG (with funding from Canadian International Development Agency-CIDA). PNI funding also complemented AKF support by providing assistance in establishing the MFG website that disseminates information on microfinance to an Asian audience. It is noteworthy that TAF introduced the first 10 members that form its core group.

The MFG has evolved into a credible network, now known as the Pakistan Microfinance Network (PMN), with an independent secretariat. It is now in a position to provide input to the government in matters of policy and regulation. The government and the Asian Development Bank have come to recognize the PMN as a critical and central player in the microfinance sector.

PNI funds were also utilized for a policy dialogue on "Microfinance in Economic Development and Poverty Alleviation" in collaboration with the MFG, held in Islamabad in February 2000. The dialogue brought together government officials, practitioners and bankers. The Finance Minister and Governor of the State Bank of Pakistan were also present. Suggestions emanating from the dialogue were adopted by the government in setting up the Microfinance Bank, now known as Khushali Bank.

The four organizations, out of TAF's 14 microfinance partners, profiled in this section illustrate how women's empowerment was achieved through PNI-supported microfinance schemes.

Development Action for Mobilization & Emancipation (DAMEN)

DAMEN was founded in May 1992 to involve individuals and communities in the development process. It stands out amongst other NGOs in the area for motivating women to organize their resources and take collective action for the empowerment of the disadvantaged. DAMEN focuses on credit to women entrepreneurs but its beneficiaries include both men and women. Working in rural/peri-urban areas of Shahpur and Chung around Lahore, the Punjab metropolis, the major emphasis of DAMEN is micro-enterprise development and training, provision of credit facilities to underprivileged women, establishing home schools, and delivering basic training for Human Resource Development.



Credit provided to this enterprising woman enabled her to open her own shop, a rarity in Pakistan.

Program Activity & Period of Funding

- Women entrepreneurship credit & training: October 1, 1996 to September 30, 1998
- Building leadership skills in rural/semi-urban women: July 1, 1999 to June 30, 2001

Scope of Funding

PNI support was provided to DAMEN for capacity building and institutional strengthening, building leadership skills, capital for revolving credit, and training in 5 rural/semi-urban villages. For capacity building, TAF provided funding for two staff members from DAMEN who visited three in-country credit programs [reported in a separate partner profile: Kashf Foundation] and the Grameen Bank in Bangladesh. One rationale of DAMEN's credit program is to contribute to social development through economic activities. *Technical assistance by TAF was provided to computerize DAMEN's financial management systems.*

Impact

Since the inception of this grant, DAMEN has made tremendous achievements in loan recovery and in encouraging advocacy by borrowers. Leadership training skills were given to disadvantaged rural women. Borrowers were encouraged to form groups of four women entrepreneurs each that could be mobilized to address the social issues of their community. A Foundation sponsored exposure trip to Grameen Bank in Bangladesh has been instrumental in the implementation of an adapted credit model for women in DAMEN's project areas. Staff training on reporting resulted in good documentation of the loan projects.

TAF's support to DAMEN and its project area came at a time when it was urgently needed. DAMEN was also able to get much larger complementary funding from other sources. DAMEN has extended loans to 160 women borrowers, and with additional funding from Pakistan Poverty Alleviation Fund, the number of borrowers jumped to 256. Recovery rate of loans is 100%. PNI funding to DAMEN further helped them identify 80 women group leaders, who were in turn able to

work with the community to empower them economically and socially at both the individual and community levels.

Development Action for Mobilization & Emancipation

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Farzana Sagheer's experience is an example of empowerment through access to credit. Farzana used the first loan she received to raise a calf. When she had repaid the amount, a second loan enabled her to lease a guava orchard. She used the third loan to set up an organization called Mashal-e-Rah, with 40 female members. They run two home schools and an industrial home.

Kashf Foundation (KF)

Kashf Foundation was set up in 1995, and in a very short period of time it has grown into an outstanding organization in microfinance in Pakistan. Kashf (meaning 'miracle' or 'revelation') started with a credit program for 15 women which has grown to well over 15,000 customers. It now has 16 branches in Lahore and Sheikhupura in the Punjab. Kashf has a 100% repayment rate. A recent assessment of the program documented that a majority of borrowers were able



A woman feeding goats she purchased through a credit scheme.

to increase their income and that 76% clients reported an increase in savings. Kashf's economic empowerment program for women is all about sustained access to small loans and microfinance deposit services to its customers. Furthermore, continued access to loans has ensured that Kashf clients are more sophisticated than their peers who did not receive loans to expand their businesses, and are more innovative in introducing new product lines. Other benefits documented for Kashf clients include: improved nutrition for the family, increased ability to attain healthcare and send their children to school, and improved ability to meet unforeseen problems, which, for families with no savings, can be disastrous.

Program Activity & Period of Funding

- Feasibility study for a women's handicrafts design center: June 13, 1996 to September 15, 1996
- Participation in the micro-credit summit: January 30 to February 08, 1997
- Workshop on participatory approaches in income generation and credit: August 18 to October 30, 1997
- Micro-credit program for women: October 1, 1997 to September 30, 2001

Scope of Support

The Foundation has had a long-standing relationship with Kashf, starting with the Foundation's support for a micro-credit program for women and later for urban microfinance services for women. TAF provided KF with start-up micro credit revolving funds under which new women's groups were formed and small loans were provided. Women's group leaders also participated in a leadership skills development program. KF also received financial and technical support from TAF in three other areas: (1) workshop on participatory approaches conducted by TAF staff. A total of 15 NGOs and 22 participants benefited from this training program; (2) TAF sponsored KF staff participation in the Micro Credit Summit in Washington; and (3) KF, with TAF funding, undertook a feasibility study that explored the commercial prospects of a handicraft center (Dastkaari Program) for four traditional products with the objective of raising the social status of women by enhancing technical

and business management skills. KF later received large complementing funds from the British Development Fund, AKF and the World Bank's Poverty Alleviation Fund for scaling up its activities.

Impact

Under the Dastkaari Program supported by TAF, which was set up in 1998 to provide fair wage employment opportunities to the poorest of poor women, workstations were set up with 10 women each producing gift boxes, frames, beaded bowls, and tablemats. The program focused on improving workstations and delivering product development training workshops in two villages.

With TAF funding, approximately 560 women's groups were formed, 5,896 borrowers received loans, a majority of which were women, and 112 leaders were identified. Kashf has been a key player in forming the Pakistan Microfinance Network. At the national level, major inputs provided by KF led to the promulgation of the Micro Finance Ordinance of Pakistan 2001. PNI's initial funding support gave Kashf the boost which later attracted major donors like the Asian Development Bank and World Bank. Kashf has now developed into an exemplary microfinance organization, often cited as a model for achieving women's empowerment through microfinance.

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Taraqee Trust (TRQ)

Taraqee Trust was established as an NGO in 1994 with the aim of improving the quality of life in the low-income, semi-urban areas of Balochistan. Taraqee's initial focus was on male involvement in community development and low-cost sanitation, with support from the Dutch government. During implementation of this program Taraqee realized the need to reach out to women. This resulted in a significant shift in the programmatic focus of their activities toward the empowerment of marginalized women by identifying economic opportunities for them. Taraqee obtained funds under CIDA's Canada Fund for Local Initiatives, to initiate a micro-credit program in the town of Hazara near Quetta.



Credit funds helped this woman purchase a sewing machine.

Program Activity & Period of Funding

- Group-based micro credit for women: April 1, 1991 to September 31, 2001
- NGO relief efforts for the Turbat flood victims: March 20, 1998 to April 30, 1998
- Participatory approaches in income generation & credit: August 18 to 23, 1997
- Group-based micro-credit for women: July 1, 1997 to September 30, 1998

Scope of Support

With PNI funds, TAF supported Taraqee's group-based credit program for women in peri-urban areas of Quetta. TAF also covered the institutional costs, including the cost of rent and utilities of the building and staff salaries. This partial funding from TAF allowed Taraqee to test the extent to which the Grameen Bank model for providing credit to women can be replicated in the semi-urban areas of Balochistan. A commercially competitive mark-up structure enabled Taraqee to partially cover its recurring and administrative costs. Provision was also made under TAF funding for training, orientation and technical assistance to support linkages with other NGOs, increase exposure of Taraqee's staff, and improve its overall financial management. Under a separate PNI grant, TAF provided one-time support to Taraqee to enable NGOs to respond to the urgent needs of flood victims in Turbat, Balochistan.

Impact

In Balochistan, the least developed and most conservative province of Pakistan, economic opportunities for women are exceptionally scarce. With PNI funds, 738 loans were disbursed by Taraqee, mostly to women. Over 200 active women leaders undertook self-help initiatives within their communities. Institutional support by TAF made it possible for Taraqee to obtain capital funds from Grameen Bank and Australian Aid's revolving credit loans to scale up their credit program.

With TAF facilitation, new strategies were introduced to increase the number of women borrowers, encouraging them to learn non-traditional skills as well as make use of the opportunity to address

social issues like domestic violence, family planning etc. Public-private partnership enabled Taraqee's borrowers to access government facilities and technology to improve their livestock assets. Utilizing the training component of PNI funds, Taraqee's in-house monitoring and evaluation skills were strengthened by participation in a training program conducted by the National Rural Support Program and a workshop on participatory approaches to income generation and credit activities.

A TAF-funded meeting at the Taraqee office attended by the Minister of Food and Agriculture resulted in a public-private partnership, leading to the formation of the "Relief Forum - Balochistan" to address the immediate needs of the floods victims of Turbat. Together they developed and implemented strategies for medium- and long-term relief activities. TAF introduced Taraqee to the Pakistan Micro-Finance Network, and today Taraqee is an active member of the Network.

Sughra Begum lost her mud house and meager belongings in the floods of 1995. Her first loan bought her a goat with two lambs. Since then, Sughra's family has built a mudroom and installed a latrine. They no longer live in the kitchen. She remembers with anguish the times of financial difficulty, but now says with a grin, "I have Taraqee as my partner-in-need, bad times and good!"

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Sindh Agricultural & Forestry Workers Coordinating Organization (SAFWCO)

Sindh Agricultural & Forestry Workers Coordinating Organization (SAFWCO) was established as an NGO in 1986 at Shahdadpur, District Sanghar, in interior Sindh. It focuses on poverty alleviation through social mobilization, advocacy, human resource development, natural resource management, credit and savings schemes, and health & sanitation programs. SAFWCO started its activities in one village and later expanded to 65 villages. SAFWCO coordinates its activities with 22 registered organizations. SAFWCO's advocacy role in the construction of a dam in the project area has transformed flood-damaged villages. There is a clear example of self-help, collective action, courage, and commitment. Another example of their advocacy work is convincing cotton factory owners to adopt local safety measures to save workers from the hazards of cotton dust in their lungs.



A credit recipient attending to customers in her shop.

Program Activity & Period of Funding

- Microfinance services and leadership skills to rural women in interior Sindh: February 1, 1999 to December 30, 2000

Scope of Support

TAF provided a modest start-up revolving fund to provide microfinance services and leadership skills training to rural women in five villages around Hyderabad. The success of the TAF supported program made it possible for SAFWCO to obtain funds under the CIDA Local Initiatives Fund, and the Pakistan Poverty Alleviation Fund to scale up its activities and increase its micro-credit capital loans.

Impact

TAF introduced SAFWCO to the Pakistan Microfinance Network, and as a member of the Network, it participated in meetings with the Finance Minister to discuss the government's proposal of setting up a Micro Credit Bank.

SAFWCO's Credit and Enterprise Development program supported by TAF is a vital part of its overall integrated community development program. Over a period of two years, 776 households around Shahdadpur have been mobilized towards savings. Their village saving scheme was incorporated into a revolving fund and loan-servicing scheme. This has now become a sustainable means of providing credit for home enterprises. The success rate in loan recovery is 100% and over 1,500 persons have directly benefited from the program. With TAF facilitation, SAFWCO produced a simple document in Sindhi on credit policy and loan applications prior to launching the credit program. The document helped to identify potential female leaders who in turn increased the number of women borrowers from 65 to 107.

SAFWCO encouraged women to voice their needs during entrepreneurial skill development trainings for both men and women. This two-pronged approach to gender sensitization had the effect of maximizing impact and simultaneously minimizing risks. This paved the way for increasing women's access to, and control over, resources.

Reshma, an active member of the women's organization of village Ahsan Talpur, wanted to build her own house. Her experience in running a grocery shop helped Reshma secure a loan with which she not only opened her own shop but also bought a goat. As a mutual decision, her husband agreed to pay for all construction materials while Reshma was to purchase bricks. She repaid her loan from savings from the shop, while her husband collected other materials for the house with his savings. Reshma's dream of her own home has materialized and she is now a happy, confident and proud home-owner.

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DEMOCRACY

Under PNI, the Foundation supported the formation of a nationwide civil society coalition, Democratic Rights and Citizens Empowerment Program (DRCEP) which reached over 10 million citizens. The objective of this advocacy initiative was to build demand for democratic politics and governance by informed citizen action. The major areas of focus were mobilization of public opinion and involvement, voter education, and building civil society alliances for democratic reform. This coalition comprised more than 2,500 civil society organizations from all over Pakistan. It included community-based organizations at district and union council levels and other membership-based civil society groups such as trade unions, bar councils, farmers' groups, teachers' associations, human rights groups, and professional associations. The coalition was coordinated by six leading civil society organizations: SAP-Pk (South Asia Partnership-Pakistan), IDSP (Institute for Development Studies and Practice), PILER (Pakistan Institute for Labor, Education and Research), Sungi Development Foundation, SDPI (Sustainable Development Policy Institute), and IRC (Interactive Resource Center).

DRCEP focused on public mobilization through six integrated activities that cut across district, provincial and national boundaries: political analysis; research; public forums for debate; innovative communication

methodologies, including interactive theater; activists' capacity building; and information dissemination to voters. DRCEP deepened civil society networking for democratic reform and established widespread, citizen-led advocacy for lasting democratic rule. During 2000-

2002, 150 public forums were held on electoral participation with 100,000 participants (30% women), and 195 trainings on democratic governance were organized for 6,000 civil society leaders.



A collage of posters developed for public mobilization under DRCEP.

DRCEP built directly on a democracy initiative supported by the Foundation from 1999 to 2000 for a period of 18 months, called Peoples' Assemblies on Devolution of Power (PADP). Through this program 45 Peoples' Assemblies on devolution were organized nationwide, with 15,000 participants, 30% of whom were women. The program provided critically important channels for activists to offer recommendations for the military government's local government devolution plan.

Utilizing the network and momentum built up through the above initiatives, TAF is now implementing a US\$2.6 million program on Supporting Democratic Development in Pakistan

(SDDP), also funded by USAID. The objective of this two-year program is to establish conditions for more effective democratic governance in Pakistan. SDDP consists of four inter-related components: (a) enabling meaningful citizen participation in October 2002 elections; (b) broadening civil society coalitions for democratic governance reform, (c) strengthening independent political analysis within civil society, and (d) legislative training and information.

Interactive Resource Center (IRC)

Interactive Resource Center was formed in December 2000 by Mohammed Waseem, to employ interactive theatre techniques for development and human rights advancement of marginalized communities in Pakistan. The organization aims to create awareness and mobilize marginalized communities on wider national issues while also strengthening the performing arts/multimedia as an important training and capacity building tool. Since its inception, IRC has formed a network of 50 theater activist groups who have performed in more than 87 districts of Pakistan. The organization has also organized a Theatre of the Oppressed Festival, which tackled controversial issues such as Islamic laws and Islam in the educational curriculum. Ten theater groups from all over Pakistan performed at this festival. In a field that is just beginning to define itself, IRC has emerged as the pioneer of non-commercial interactive theater in Pakistan.



An interactive theater performance at a district forum.

Program Activity & Period of Funding

Promoting public mobilization and citizen's education in the run-up to local government elections (DRCEP): December 1, 2000 to June 30, 2002

Scope of Funding

TAF support to IRC was an important component of the Foundation's Democratic Rights and Citizen's Empowerment Program (DRCEP), which was aimed at enhancing the understanding of democracy and the practice of democratic traditions. Popular theater was used as a powerful and entertaining way of reaching out to citizens. To this end, the Foundation provided support to IRC to provide training in popular theater to approximately 150 trainees. The trainees were drawn from local level organizations across Pakistan. These trainees performed over 100 theater performances (one per district) on different themes selected by DRCEP. The main objectives of the theater component of DRCEP were: i) to promote more meaningful communication and dialogue; ii) demystify complex issues through theater; and iii) promote democratic principles of tolerance of dissent. IRC provided technical and management support to the performances. IRC also prepared a 15-minute documentary on the diverse activities of DRCEP, such as TV talk shows, TV commercials, public forums, roundtables and Election Day monitoring.

Impact

The aim of DRCEP was to build the demand for improved governance by strengthening the democratization process in Pakistan. Although it is difficult to assess the extent to which this broader objective was achieved, the program facilitated public debate and analysis on democracy and democratic institutions at both local and national levels. The use of interactive theater proved to be a highly effective means of communication, by reaching out to the masses and encouraging debate and dialogue in public forums. The performances enhanced the effectiveness of public

debate and mobilization around three key themes: a) outcome of the 2000/2001 local bodies' elections vis-à-vis its impact on the lives of voters; b) democratization process; c) equal citizenship. In addition to the 150 trainees in popular theater, and the 15 interactive theater groups that were formed, the program benefited 53,000 spectators of the theater performances. A documentary has been produced by IRC titled Evolution and Impact of DRCEP, which documents the success of this initiative. This documentary, although part of DRCEP's current phase of programming, was funded under SDDP (Sustaining Democratic Development in Pakistan). The documentary is on democratization, the emergence of NGOs as an effective force in civil society, the formation of the DRCEP coalition, its diverse activities, and finally, its impact.

The script of the interactive theater performance in Jhang revolves around a woman contesting the local bodies' elections. She works in a factory, and is encouraged by her co-workers to contest elections for a labor seat. At first she refuses, citing her meager financial resources and the interference it would cause with her job. Her co-workers convince her to the contrary. She contests and wins the elections. After her victory, she attends a union council meeting and is ignored by the Nazim who pays more attention to councilors belonging to the elite class and political families. When he asks for suggestions for development schemes, the protagonist suggests forming labor unions in her factory. The owner of the factory, also a counselor, threatens to fire her. As the family breadwinner, her job is more important than labor solidarity. She decides to withdraw her suggestion. At this point, the audience was asked whether it agreed with her decision, or not. Most people answered "no" and several male and female audience members came on-stage to present their own solutions.

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South Asia Partnership Pakistan (SAP-Pk)

Established in 1987 as part of a consortium of South Asian and Canadian NGOs, South Asia Partnership (SAP-Pk) supports and facilitates community based organizations (CBOs) to achieve self-reliant, sustainable and participatory development in their organizations and communities. SAP-Pk's Resource Development Program has trained more than 300 community leaders from over 200 CBOs, representing all four provinces of Pakistan. These trainees have been instrumental in the formation of provincial NGO/CBO councils. Through program partnerships between Pakistani CBOs and Canadian NGOs, it has supported more than 100 community-based projects and programs and fostered collaboration among NGOs and CBOs in Pakistan.



The audience for an interactive theater performance at a public forum.

Program Activity & Period of Funding

- Development support communications program: March 1, 1996 to August 30, 1998
- Democratic Rights and Citizens' Education Program (DRCEP): January 10, 2000 to February 29, 2002

Scope of Support

TAF supported SAP-Pk with PNI funding to implement its Development Support Communications Program (DSCP). The DSCP provides space for debate to overcome debilitating structural constraints such as inequitable laws, market vulnerability, authoritative political and bureaucratic systems, poor linkage with like-minded organizations, and inadequate information on 'macro' issues. The DSCP addresses these issues by: (1) actively encouraging and strengthening emerging local-level NGO/CBO coalitions; (2) initiating dialogue on macro national-level issues involving NGOs, CBOs, government policy makers and other civil society members; and (3) developing research papers on governance, transparency and accountability.

1. With TAF support *Provincial Development Dialogues* were held in 1996-97 in the four provinces among CBOs, NGOs and various civil society members. They examined, under the particular province's development context, the role of multiple public and private sector actors for effective coordination.
2. In 1996 *Inter-Provincial Dialogues* sponsored by TAF brought together CBOs from Balochistan and Punjab to engage in a detailed analysis of the state structures and civil society actors in the development process.
3. TAF-sponsored the national and regional *Partnership & Communications Exchange Program (PACE)*, a networking forum where development professionals, national resource

persons and community activists discuss common development challenges. PACE also provides structured training to activists on communication skills. In 1996 PACE brought together 24 representatives from 14 organizations to discuss the history of land distribution, the green revolution, cash cropping, biotechnology, the National Drainage Program, and livestock and forestry management.

4. In addition to research covering issues like militarization, organic farming and human rights, TAF-sponsored DSCP has a prolific publications component. It publishes case studies on partner CBOs, issue-specific illustrated handbooks, provincial handbooks, posters, development dialogue and PACE reports, Quarterly and Annual Reports and SAP-Pk publicity documentation.
5. SAP-PK was the central secretariat evaluating the first and the second phases of the *Democratic Rights and Citizen's Education Program (DRCEP)* made possible with PNI funding. The first phase enhanced the understanding of democracy and the practice of democratic traditions with a six-member coalition. TAF support to SAP-Pk was in the form of funding for personnel, travel, development dialogues, partnership and communication exchanges, research and consultancy, publications, and administration. An important part of TAF support under this program was helping DRCEP partners carry out Interactive Theater Workshops and performances as a way to educate the public on the electoral process and related issues. Pakistan is largely an oral society and interactive theater allows people to debate the government's devolution plan in a way that gives depth to the process. With TAF funding, over an eight-day period, 30 performers were trained in how to conduct interactive theater workshops.

Impact

While the impact of DSCP is difficult to monitor given the conceptual nature of the debate it focuses on, it is pertinent to record that in the general absence of substantive dialogue in Pakistan amongst and between various interest groups, the provision of a popular forum for discussion and debate is in itself a significant impact. Furthermore, this forum provides space to reflect on macro issues normally not part of development discourses among local and national NGOs.

Under DRCEP, SAP-Pk focused on education, especially for women as voters and candidates. The impact is visible as most of these women were later elected as councilors, Naib-Nazims or Nazims. During the local government elections, SAP-Pk teams also made observations to the Election Commission, which benefited women candidates whose papers had been rejected on flimsy grounds. *Additional grassroots activities educated peasants, workers and minorities on voter registration, participation, etc.*

This TAF-supported program drew into its fold 2,500 civil society organizations and reached more than 5,000,000 citizens all over Pakistan through 200 district level orientation workshops on democracy. It held 95 public forums at district and provincial levels, with interactive theater spread over 87 Districts reaching out to more than 10,000,000 citizens including farmers, businesspersons, media etc. In keeping with TAF's insistence on gender equity, about 40% of persons reached were women. The impact of the program was evident in increased number of voters who elected new and dynamic members to the national and provincial assemblies, including many women.

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Map showing DRCEP outreach in Pakistan

OTHER PROGRAMS

In addition to PNI programs that focused on one primary sector, the Foundation implemented some integrated programs that combined interventions in several sectors. Also, while women's empowerment and civil society strengthening were overarching goals of PNI, there were some programs that were designed specifically to address these objectives. The women's empowerment program included activities aimed at raising women's as well as public awareness of women's basic rights. For instance, support was provided to Aurat Foundation for the socio-economic and political



Minister for Education Zubaida Jalal (center) and other presenters at the launching ceremony of a book on violence against women by Islamabad Women's Welfare Agency (IWWA).

empowerment of women. This was either done directly by Aurat Foundation or through institutional strengthening of NGOs and CBOs by Aurat Foundation. TAF support to Aurat Foundation covered several areas, including improving access of rural women to health information and financial management training.

TAF's support to Islamabad Women's Welfare Agency (IWWA) was aimed at reducing violence against women through legal aid and counseling of victims of violence, and through a media campaign. TAF also supported another NGO, Rozan, to provide psychological counseling to female violence victims.

Two other noteworthy grants, which are unusual in their scope of support, are those to Institute of Development Studies and Practice (IDSP) and National Rural Development Foundation (NRDF). The latter collected and built upon the local/religious wisdom of the *Ulema* (religious leaders) in some districts of the conservative North West Frontier Province (NWFP). The purpose was to sensitize the *Ulema* on the rights of women, children and issues pertaining to family welfare, environmental rehabilitation, peace and tolerance, and to utilize their strengths as effective communicators for enhanced and effective community participation in these activities. A TAF grant supported the establishment of IDSP as an educational and training institute in Balochistan, aimed at providing broad theoretical and practical expertise in development to women and men from modest backgrounds. The setting up of such an institution was presented to TAF as an amorphous concept, and with technical assistance from TAF and initial core funding, the concept materialized into concrete reality. TAF played a key role in helping to establish IDSP as a reputable and credible educational and advocacy institution in Pakistan's most underdeveloped province.

Integrated programs were also implemented through Sungi, Khwendo Kor, NRDF, Baanhn Beli, and other NGOs, some of which are described here in greater detail.

National Research & Development Foundation (NRDF)

NRDF is an NGO involved in participatory development in the North West Frontier Province (NWFP). Although the NGO has been working since 1988 it was formally registered in 1994. Since then NRDF has been working with *Ulema* (religious scholars), mosques, and *madaris* (religious schools) as effective local level institutions. It has successfully tested the concept that involving and enabling religious leaders to better understand the positive aspects of Islam and promote the tenets of Islam democratically facilitates their position for promoting community participation on women's rights and reproductive health issues.



TAF's PNI program aimed at improving social services for the marginalized

Program Activity & Period of Funding

- For rights of women and children on issues pertaining to family planning, health, environmental rehabilitation and development: June 1, 1999 to September 30, 2000
- Capacity building of local communities & religious institutions in NWFP: July 1, 2001 to September 30, 2002

Scope of Support

Under PNI institutional support was provided to NRDF for their *Ulema and Development* project, aimed at collecting and building upon the local/religious wisdom of the *Ulema* (religious leaders) belonging to Peshawar, Swabi and Mansehra districts of NWFP. The purpose was to sensitize the *Ulema* about the rights of women, children and issues pertaining to family welfare, environmental rehabilitation, peace and tolerance, and utilize their strengths as effective communicators for enhanced and effective community participation in these activities. Support also included: activation of a core group of *Ulema*; survey of *madaris* (religious schools); review and recommendation for *madaris* syllabi; documentation of *khutabats* (sermons) on topics defined above; plan of action of *madaris* for girls. An integral component of the grant was a study tour of The Asia Foundation's Indonesia program on Islam and Democracy. Three members of NRDF, including one woman member, visited Indonesia to participate in an international conference on Islam as well as to study the Foundation's Indonesia program, and met with various NGOs and government officials.

Impact

The grant to NRDF was to build the capacity of staff, and to collect and build upon the local/religious wisdom of *Ulema* to sensitize them on the rights of women/children, on peace, tolerance, and environmental rehabilitation. A key outcome of the study visit of the Foundation's Indonesia program was the ability of the participants to differentiate between culture and religion. As a result of the support, a core group of 300 *Ulema* have been formed in the four districts; 933 male *Ulema* members have undergone various levels of capacity building processes and about 211 female *Ulema* have been trained. In addition, NRDF conducted a series of one-day Peace and Tolerance workshops in the aftermath of growing intolerance and support for the Taliban, subsequent to the US bombing in Afghanistan. These meetings helped generate debate on the level of intolerance and provided a platform for taking a more moderate approach. NRDF also provided redirection to the core group of *Ulema* to promote harmony and tolerance

against the backdrop of an increasingly hostile and violent environment towards NGOs. Other outcomes included: up-gradation of 120 Friday sermons (*khutbats*) on a range of topics, of which 104 were finalized; changes in syllabi of *madaris*; developing a plan for female *madaris*, and *Aaimah* (plural of Imam, a person who leads prayers in a mosque and performs other responsibilities) training. TAF assisted NRDF in soliciting and securing funds from the Rockefeller Foundation under The Philanthropy Workshop for continuation of activities initiated under this PNI grant.

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Sungi Development Foundation (Sungi)

Established in 1989, Sungi Development Foundation advocates a distinctive approach to development: combining assistance for meeting local-level development needs with advocacy and mobilization. Through this inductive/deductive process of learning and action, Sungi's activities are at the cutting edge of development work in Pakistan. Sungi works in about 100 villages in the Hazara Division of the North



Child labor is the subject of this street theater performance at Sungi's Kissan Mela (Farmers' Festival).

West Frontier Province through partnerships with about 150 village-based organizations comprising women and men. The program's sectoral focus areas are sustainable livelihoods, small enterprise development, natural resource management, and health and sanitation. The sectoral programs are supported by social mobilization, advocacy, human resource development and productive infrastructure investment. Equity and gender sensitization are major goals of Sungi.

Program Activity & Period of Funding

- Democratic Rights and Citizen's Education Program:
October 1, 2000 to September 30, 2001
- Institutional support for participation and social mobilization:
April 1, 1996 to September 30, 1998
- Workshops on participatory approaches (Auto-diagnosis):
April 15, 1996 to April 30, 1997
- Financial management training: October 25 to November 5, 1995

Scope of Support

TAF support with PNI funding was provided to Sungi in two areas: (1) internal organizational strengthening and (2) institutionalization of participation and social mobilization processes. Under the first component, Sungi was supported to undertake a process of reflection and restructuring of its approach and program in 1996. TAF assistance also covered improvement of Sungi's financial and administrative functions, including financial management training. This component included financial and technical assistance for team building and gender analysis.

Under the second component TAF support was provided through the following:

- (1) salaries for personnel, operating and capital costs;
- (2) block grant for advocacy and social mobilization initiatives;
- (3) funds for establishing revolving credit and implementing PVI schemes; and
- (4) non-monetary technical assistance for training. Also included was support for Sungi staff's

participation in a series of workshops on the application of participatory methodologies to health and gender issues.

Impact

PNI funding provided Sungi with an opportunity to develop an improved program strategy enhancing its ability to reach the more marginalized segments of society. Outputs include four PVI schemes benefiting 3,000 people and credit amounting to Rs685,000 disbursed to about 113 recipients. TAF assistance also helped it to streamline its management structure which resulted in (1) greater operational effectiveness for program implementation, and (2) creation of a second tier of management staff to share leadership responsibilities for program development and implementation. TAF supported the creation of a Research, Monitoring and Evaluation unit that was instrumental in enhancing the learning culture in Sungi.

Sungi's experience in participatory processes is extensive. PNI assistance by TAF contributed to mainstreaming these processes in Sungi's planning, implementation and monitoring mechanisms. This was possible by designing and implementing a village level planning process in which communities analyze and decide their own development needs and formulate a plan of action to meet them. These processes also enhanced mutual accountability between Sungi and its community partners as it entails documented agreements on their roles, responsibilities and commitments. The process of participatory planning resulted in formulating a development plan and also encouraged a culture of collective research and analysis for problem identification and solution. A stronger partnership between Sungi and their partners is also an indicated impact of these processes. There has been interest in these processes from other organizations like Khwendo Kor (another PNI partner) and IUCN-Pakistan, who want to emulate Sungi's pioneering approach.

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Khwendu Kor (KK)

Established in 1993, Khwendu Kor has emerged as one of the more effective NGOs in NWFP, with a program focused on the practical and strategic needs of women and children in the province. KK has a head office in Peshawar and two district offices in Malakand and Karak, which are in remote areas of the Frontier. It has established over 100 schools in its areas of work, as well as in Dir. Over 3,000 students have been directly impacted by their non-formal education initiatives. In addition to primary schooling for girls, KK runs adult literacy programs. These include health education, traditional birth attendant training, and basic literacy. As part of their micro-enterprise program, KK trains women in skills and management techniques before helping them establish fruitful exchanges with banks and microfinance institutions.



A woman preparing *shokar*, a local mazri product used for keeping bread, for sale in Karak. She prepares 9 *shokar* daily and sells each for Rs. 25.

Program Activity & Period of Funding

- Workshops on participatory approaches: April 15, 1996 to April 30, 1997
- Integrated education program: July 1, 1996 to December 31, 1997
- Integrated women's development program: September 1, 1997 to December 30, 1998
- Integrated social sector development program: July 1, 1999 to September 30, 2001

Scope of Support

Under PNI support was provided to KK for institutional strengthening, improving their financial systems, and enhancing staff strength. Technical support was also provided on participatory approaches and village development planning processes. This was followed by support for the implementation of a basic education program. The program was carried out in collaboration with another organization – SPO (Strengthening Participatory Organization). A strategic planning exercise by KK in 1997 led them to decide to sharpen their programmatic focus on women and children. Thus, an integrated women's development program (titled *Khajwand* - Pushto for "better life") was designed, which built upon KK's program strengths in social mobilization with entry points of non-formal education, primary healthcare and micro-credit. The program was scaled up from eight to 20 villages in the second phase. The lessons from the first phase helped to shape the final design of the second phase of the *Khajwand* program.

Impact

KK promptly and effectively applied skills for participatory processes acquired through TAF training which were used to create a framework for putting together village development plans. With TAF support, KK's financial systems were strengthened and their institutional capacity was enhanced.

Access to female education was provided in 85 villages where it was limited or non-existent. Another tangible output of the education project was that 246 female children completed primary school. On the qualitative side, certain changes in behavior and roles of men and women in society, especially in relation to education for women, were observed in the target villages. The most significant change in the entire

project area was the increased involvement of women in decision-making processes related to the school. This was made possible due to the creation of the VEC (Village Education Committee), which also provided opportunities for a greater number of men to be involved in decision-making. Another important impact was the *growing acceptance and enthusiasm for female education*. The impact of PNI on gender was most visible in teachers (such as increased mobility). However, a general acceptance of female education was visible across the board.

“The Asia Foundation helped us to further clarify our role. They have been willing to share their experience with us, as well as giving us technical assistance. They have allowed us to grow and have always tried to understand our particular needs and constraints.”

-Mariam Bibi, Executive Director, Khwendo Kor

Khwendo Kor

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Narowal Rural Development Program (NRDP)

Narowal Rural Development Program is a community-based organization established in 1992 (registered in 1995) by a group of volunteers. They formed an 8-member committee which prepared an agenda, and this became the basis of development activities in Narowal. NRDP serves 9 villages around Satuwal, a village 20 minutes from Narowal city. Initially, NRDP undertook small projects through its own and community resources. The CBO later received funding from the World Bank through the National Trust for Population Welfare (NATPOW) and established a health center to provide health and hygiene education, and family planning services. NRDP's primary focus is on the progress and rights of rural women through initiatives in mother and child health, community education programs, micro-credit, skill development and social advocacy, women's rights and empowerment programs.



Quarterly evaluation workshop of micro-finance recipients of NRDP.

Program Activity & Period of Funding:

- Community-based micro-credit program for rural women:
September 1, 1998 to December 31, 1998
- Capacity building through testing an integrated community development model:
April 1, 1999 to March 31, 2002

Scope of Support

Under PNI, institutional and programmatic support was provided to NRDP for (i) building institutional capacity to design and implement a savings and credit program, and contributing to social development through credit; (ii) addressing social issues by organizing women; and (iii) integrating health as a component of the credit program. The program focused on micro credit with an integrated women's empowerment program addressing social development, education, health, and human rights issues. NRDP does more than just provide money and increase women's income; it provides a support scheme and access to skills and knowledge that the poor and uneducated rural women have never experienced.

Impact

NRDP works in an area where only 7% boys attend school and girls' education is not seen as useful. NRDP's interventions have had a positive impact on the community. For instance, a 19-member committee of the credit program mobilized the community to build a school for both boys and girls in the vicinity. Today 71 students are enrolled in the school (38 boys and 33 girls). The school is also used for meetings to discuss other issues such as the establishment of a sewerage system. A health center has been instrumental in preventing child marriages and reducing domestic violence through social pressure exerted by the committee. This model demonstrates how an economic intervention has impacted on the overall social development of the village.

Training is an important aspect of the credit program. At the end of 2002, approximately 1,752 members benefited from the skill development training workshops. Through these workshops, women who were direct beneficiaries of the credit program learnt how to improve their businesses and experiment with new strategies. The PNI credit program has directly benefited 85 women, and indirectly improved the economic condition of 680 individuals. NRDP is successfully implementing a socio-economic empowerment program for disadvantaged rural women, which has become an effective lending model for self-employment and social mobilization.

Razia Bibi took a loan from NRDF's credit program to rear goats which quadrupled her income. With the confidence gained from participating in the credit program, and with skills training and encouragement from her loan group, Razia campaigned and was elected as a councillor in the local bodies elections for the Union Council. Since then, she has set an example of how women can play an effective role in politics and can influence decisions impacting women in their communities. Razia hopes to establish a health clinic for women in her area.

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Islamabad Women's Welfare Agency (IWWA)

IWWA was formed in 1991 by an enterprising young woman, who set up a help center for women in her own home. It is one of the few organizations in Pakistan that focuses on sexual abuse and domestic violence against women. Because of cultural constraints and the complex dynamics surrounding violence against women, particularly sexual abuse, not many organizations are willing to tackle such issues. With initial core support from TAF (with PNI funds), an independent office was set up, which has evolved into an organization known for its active support to female victims of violence and its advocacy role in gender-based violence.



The eye-catching bus cartoon that boldly tackled the sensitive issue of sexual harassment.

Program Activity & Period of Funding

- For legal aid counseling, psychological counseling, para-legal training and development of counseling material for female victims of violence:
March 1, 1999 to February 28, 2002

Scope of Support

The Foundation supported IWWA in providing access to legal and psychological counseling and legal aid to women victims of violence, development of counseling materials, para-legal training, and raising awareness amongst women of their basic and legal rights. TAF also supported IWWA to set up the first hotline (helpline) in Pakistan for female victims of abuse.

In an effort to expand IWWA's work to have greater impact at the policy level, a media campaign and other awareness raising activities were added during the second phase of PNI support. The media campaign was aimed at increasing awareness on VAW (violence against women) issues and to influence the behavior of public institutions and of the public in general towards women. The campaign included two radio programs per month (a total of 20 programs) on VAW and women's rights, a quarterly newsletter, reports and articles in newspapers, meetings with journalists, press conferences, and meetings with government officials, policy makers and intellectuals. A novel and creative feature of the media campaign was the launching of a public bus with colorful cartoon messages on sexual harassment and women's rights. The bus has a drawing of a man staring at women with the caption: "Don't stare at women: it is a form of sexual harassment." Another drawing depicts a boy in various stages of his life, with a caption saying: "a gender-sensitive boy grows up to be a gender-sensitive man."

Impact

Initial support from TAF enabled IWWA to attract funding from several major international donors. It is significant that in the second phase, the grant was co-funded by the Netherlands Embassy (at 50% each). IWWA's contribution to combat violence against women increased steadily through its legal aid project,

psychological counseling and helpline service. IWWA developed a referral system for victims of violence and their families, including reporting and follow-up of violence cases, and consultations with a lawyer. Through the helpline, IWWA provided crisis counseling to victims of violence and gave them medico-legal information. According to the grant agreement, IWWA was projected to provide legal and psychological help to 40 victims of violence in the first year. They surpassed their target and handled 38 cases in the first quarter alone and another 40 in the second quarter. The average number of cases handled per year has been 150. During the last year of the grant, the direct and indirect beneficiaries of the legal aid project were 1,500 and 140 women benefited from the helpline.

IWWA has also contributed towards creating awareness of women's rights by conducting paralegal training workshops for community workers, NGO staff and volunteers on the basics of women's legal rights and the methods of legal recourse when those rights have been violated. Four trainings were conducted per year, with about 15-20 persons in each training. The trained volunteers were able to act as resource persons and paralegal advisors in their communities. The paralegal trainings were later expanded to include lady health visitors (LHVs). The LHVs not only have direct contact with women in far-flung areas, they are also well-respected in the rural areas and their advice is taken seriously. LHVs often come across cases of domestic violence, rape and incest. By training LHVs about women's rights, IWWA was able to reach out to rural women and train them on how to recognize and report such cases.

IWWA has developed counseling material in the form of booklets containing information about issues such as sexual harassment, laws protecting women, rights under marriage, depression, and where and how to obtain help from the police, hospitals, and from government and non-government sources. IWWA also published a book in Urdu language called *Tashaddud* (violence), which was launched at a ceremony attended by over 300 persons. At the book launch, the Minister for Education and Women's Development congratulated IWWA for publishing "such a remarkable informative book" dealing with the legal aspects of domestic and sexual violence.

The bus with the colorful cartoons was widely acclaimed as a novel idea with direct outreach to the public. The idea was found to be so appealing that it was taken up by several other donors, including the US Embassy, which funded an additional three buses with messages on the environment and education. Colorful stickers were also produced replicating the cartoons on the buses, which were displayed on cars and at public places.

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Survivors' Empowerment Retold

"I was married eight years ago to a man who was a gambler and did not do any work. "He used to beat me, and abuse me. When my daughter was born, he raised a hue and cry and blamed me for giving birth to a female child. I compromised with him, but then it all got too much when one day he opened fire on me." This was the moving and candid testimony of a woman who changed from being a victim of violence to a survivor. She related her story at an IWWA book launching ceremony attended by the Minister for Women and Development, Special Education, and Social Welfare, journalists, women and male human rights activists.

Not knowing what to do and feeling desolate, a friend told her about the IWWA hotline. She called IWWA in desperation and found counselors ready to help her and her daughter. She was given legal advice by IWWA and received counseling to help build her self-esteem and understand power relationships. Part of this counseling included sessions on how to decrease fear of male violence as part of everyday life. Some of the sessions also included coping mechanisms and learning daily assertive strategies on dealing with male-female interaction. As a survivor, she said she now continually encourages other women to take pride in their daughters and to seek independence from a spouse and his family if he is a man of violence. "No matter how much society says that a woman should remain with her husband, a woman has a right to live," she declared courageously.

That she was able to tell her story to 300 strangers, males among them, is a powerful statement of the benefit of PNI support to strengthening IWWA's service delivery. IWWA now sees this kind of sharing of experiences as a sign of the growing importance of promoting collective anger against the control that men exercise over women's lives. They hope that through advocacy and effective service delivery the everyday fears of Pakistani women will be systemically addressed by government, social institutions, the family, and by men.

Institute for Development Studies and Practice (IDSP)

IDSP was set up as an educational and training institute in Balochistan with support from the Asia Foundation under PNI. The establishment of this institution was presented to TAF as an amorphous concept by Dr. Qurat-ul-Ain Bakhteari, a pioneer in the education sector in Balochistan, who has worked in that province for over 20 years. With technical assistance from TAF and initial core funding, the concept materialized into concrete reality. IDSP's objective is to increase the number of women and men from modest backgrounds with broad theoretical and practical expertise in development. The institute organizes courses on community development for students from all over Pakistan and supports action research and advocacy projects in remote geographical areas on issues ranging from poverty and governance to development and morality. IDSP has obtained permission from the Directorate of Colleges, Balochistan, to function as a Community Development College, which will enable the Institute to remain decentralized and close to the communities.



Certificates being distributed to graduates at IDSP.

Program Activity & Period of Funding

- Institutional support for establishment of IDSP: October 1, 1997 to December 30, 2000
- Capacity-building for community development: January 1, 2001 to December 31, 2001

Scope of Support

The Foundation provided core funding to IDSP and continued to provide institutional and programmatic support for over four years. In the second phase of funding the Foundation supported IDSP to expand its work in development training courses for development activists and to expand its research and advocacy activities. Support was also provided to establish IDSP as the first community college in Balochistan, registered with the Directorate of Colleges, Balochistan, to provide affordable academic credentials to development activists. IDSP moved from offering short courses to offering a year-long diploma course, including subjects such as gender, poverty alleviation, social anthropology, health, education, and community mobilization. IDSP's faculty was strengthened through participation in trainings, research and seminars. IDSP also established a Training Center for Information Technology for learners from far-flung areas by providing residential facilities. TAF played a key role in helping to establish IDSP and to ensure its growth into a reputable and credible educational and advocacy institution in Balochistan, Pakistan's most underdeveloped province.

Impact

IDSP has been actively contributing to the development of the human resource base in the province by providing education in a wide range of subjects related to Pakistan's development, and thus increasing the number of women and men with broad theoretical and practical expertise in development. Between 30 and 40 students graduate each year from IDSP, many of whom have formed their own community-based development organizations. It is also increasing the number of women, as workers and leaders, from the community tackling issues of community development.

IDSP has become a key player in Balochistan's civil society through social mobilization, advocacy and awareness-raising initiatives, and an active promoter of democratic traditions. It has established good linkages with the provincial government by involving it as a partner in IDSP activities and including it in training courses, seminars and workshops. Through its partnerships and linkages with NGOs, CBOs and government, it has encouraged civil society to take up controversial issues, such as opening up the debate in Balochistan on devolution. The Institute has generated many public dialogues, consultative workshops, seminars, focused group discussions, and community theater on issues such as governance, globalization, poverty, food security, morality, education, and empowerment of the marginalized.

IDSP participated actively in organizing the Peoples' Assemblies in Balochistan as part of TAF's program of obtaining feedback on the government's Devolution Plan. It has been the provincial focal point for TAF's Democratic Rights and Citizens' Education Program (DRCEP), as well as for a DFID-funded nationwide project on Participatory Poverty Assessment.

An important accomplishment of IDSP is that while it started off with complete dependence on TAF (PNI) funds, it has, with guidance from TAF, been able to generate a wider funding base and since January 2001 is no longer dependent on donors. It raises its own funds to run the Institute. This was essentially an investment by PNI on leadership development, which has paid rich dividends.

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Aurat Foundation (AF)

Aurat Foundation (AF) was established in 1986 as an information and advisory service for women. It strives to develop and disseminate comprehensible, accurate and functional information to assist women's active participation in, and contribution to, socio-economic and political processes. It is also involved in supporting the institutional strengthening of NGOs and CBOs, mainly through training, information sharing and advocacy. AF has a network of 2,000 Information Network Centers (INCs) in 80 districts, which enables the NGO to extend its outreach all over the country. It focuses primarily on the information needs of women from low-income households, as they are the ones least likely to have access to information. It has also set up Citizen Action Committees (CACs) in 60 districts, which are engaged in advocacy and information dissemination on social and political issues.



Group work at a meeting on health education.

Scope of Support

Support was provided to Aurat Foundation under PNI for the overall objective of socio-economic and political empowerment of women either directly by AF or through institutional strengthening of NGOs and CBOs. TAF support to AF covered several areas, such as improving access of rural women to health information, and violence against women. However, the most significant program was the Financial Management Training Program (FMTP), which is described below.

Program Activity & Period of Funding

- Financial management information and training, and Money Talks (financial information to women): October 1, 1996 to July 31, 2001
- Improving rural women's access to health and family planning information : March 1, 1996 to November 30, 1996
- Establishment of a documentation and research center in AF, Quetta: September 29, 1996 to September 30, 1997
- Television production on *Karo Kari* (honor killing) and violence against women: October 1, 1997 to March 31, 1998

The program consisted of two parts: FMTP and Money Talks. Under the FMTP Aurat Foundation held a series of workshops on financial management procedures for staff and volunteers from NGOs and CBOs for a total of 372 participants. AF also organized Training of Trainers (ToT) workshops of 3-5 days, in which 18 persons were trained as trainers to conduct follow-up workshops as local-level resource persons. Additionally, AF prepared a comprehensive training manual on financial management for NGOs and CBOs to help them improve their record keeping and maintain proper accounts. The FMTP workshop participants represented 212 organizations working in 70 districts of Pakistan. The program spanned a period of six years. In the third and final phase, six three-day project formulation workshops were added, covering all the four provinces.

The Money Talks program was targeted mainly at women. It aimed to enhance women's capacity in various aspects of financial management, income enhancement, and related matters like accessing financial institutions. Under this program AF conducted research on the benefits offered by various financial institutions and developed materials based on their research. A total of 23 publications were produced on such topics as the government's Benevolent Fund and Self-Employment Scheme. The materials also gave up-to-date information on financial opportunities. AF disseminated this information through its information network centers, seminars organized specifically for the purpose, and a series of modular economic information and skills training programs for NGO and CBO participants. A series of 12 workshops were held, three in each province. Of the 109 participants in the MT workshops, 97 received certificates. They represented 64 organizations covering 34 districts of Pakistan.

Under the support to Aurat Foundation for "Improving access to rural women on health information", the Foundation provided institutional and program support to AF for a pilot effort to test the effectiveness of radio, in conjunction with structured listening and discussion groups, in conveying health messages and modifying the health behaviors and health-related choices of rural women. This program was co-funded by USAID under PNI (for the NGO component) and from William and Flora Hewlett Foundation (for the Government's component with the Population Welfare Department, Punjab) through a grant to The Asia Foundation. Specifically, the grant enabled AF to develop a radio drama series of 26 episodes covering themes in reproductive and primary health; conduct a baseline survey covering 200 villages in 33 districts of Punjab; train 200 community workers to set up Radio Network Centers (RNCs) in the respective villages; distribute 200 cassette players; develop 27 posters to facilitate discussions on themes broadcast through the 26 episodes; broadcast programs from Rawalpindi, Lahore and Multan radio stations to reach the entire population of Punjab (more than 60 million).

Impact

Money Talks was aimed at the empowerment of grassroots women with information and skills on finance and related matters to give them more control over their lives. The program played an important role in facilitating financial independence and financial empowerment among these women. They were taught basic skills, such as how to obtain a national identity card, how to open a bank account, access widows' pensions, and how to access government social welfare grants, how to protect their economic rights in marriage, secure land titles, and obtain formal sector credit. All program targets were met or surpassed. For instance, a total of 40 information dissemination meetings had been planned during the project period, but 52 were finally held. These enhanced the outreach of the information disseminated. A report prepared by AF to evaluate the MT program and its overall impact, provides an assessment of the MT training on participants and their communities, and the problems faced in conducting the MT program.

The FMTP workshops covered all four provinces and included participants from organizations located in the remotest areas. The workshops were in great demand from the NGOS and CBOs. Through these workshops they learnt how to improve their effectiveness and efficiency in maintaining accounts and increase financial accountability and transparency. Moreover, through a series of training of trainers workshops in financial management, AF has built up a pool of trainers and resource persons who will continue to provide training and technical assistance to other organizations.

Participants of the project formulation workshops included NGO/CBO managers, members of AF's CACs, and women councilors. There were 7-10 women councilors in each workshop. The workshops were designed to increase the capacity of organizations to design, implement and monitor projects. Many of the women elected in the local bodies elections have entered politics for the first time, and have no idea about

how to access funds or design projects. They were included in the training to enhance their skills to generate funds from government and other sources for development projects, particularly for projects focusing on women. The councilors found them to be extremely useful and asked that more such workshops be organized.

The project on "improving access to rural women on health information" was an innovative program and a pilot effort on testing the effectiveness of using radio as a means of disseminating information and services at the local level. Although the radio program had a very large outreach, broadcast from three radio stations, thrice a week in Punjabi covering the entire provincial population of 60+ million, the project focused on establishing radio network centers in 200 of the villages that it could monitor and support. The Answering Service established to provide feedback, information and referral services received 100 reporting forms and letters per week. Among the queries made to the answering services, almost 50% were about health while the rest were on credit, education, agriculture, poultry, employment, and legal information. The RNCs established in each village gathered, on an average, 20 women at the time of the broadcast. Additionally, the coordinators recorded the broadcast using the cassette players, which was later used by other women in group gatherings to listen to the program. Thus the program provided information to about 4,000 women directly and to about 6,000 women every week through replays after each broadcast. As a result, the project enabled AF to repackage and disseminate health information to rural women on a very large scale. The effect of the program was that women were discouraged from harmful traditional practices through accurate information provided by the broadcast and the accompanying health information posters. However, due to ineffective baseline data collection and monitoring, it was not possible to make an appropriate assessment of the impact of the program.

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Democratic Commission for Human Development (DCHD)

The Democratic Commission for Human Development (DCHD) promotes awareness and activism on human rights through education and networking. Its focus and strategy sets it apart from most NGOs in Pakistan. Formed in 1994, it runs a human rights education program for CBO representatives, both women and men. The program constitutes a series of seven bimonthly three-day sessions, over a 14-month period. It covers different aspects of human rights including gender discrimination and women's rights, children's rights, social discrimination, religious tolerance, and development rights. The program is designed to draw on the experience of participants so that they are able to relate to it and do not treat the issue as esoteric or overly theoretical. Another distinctive strength of DCHD is the network of partnerships it develops in rural communities. This invigorates local level dialogue and action on human rights issues. By June 1997 the DCHD National Human Rights Network comprised 150 community-based rural and semi-urban organizations.



Women attending one of the People's Assemblies on Devolution of Power under DRCEP.

Program Activity & Period of Funding

- Awareness raising for human development institutional support to enable them to empower communities to identify and address their own social sector needs:
January 30, 1999 to March 30, 2002
- Procurement of computer equipment: January 10, 1997 to September 30, 2000
- Institutional support for DCHD for awareness raising and social mobilization:
July 1, 1996 to September 30, 1998

Scope of Support

TAF support under PNI has contributed to DCHD's gradual evolution into a strong organization. TAF institutional and program assistance enabled DCHD in retaining its competent and committed team, and to run its Human Rights Program in Sindh and NWFP. During 1996-98, about 60 persons from over 50 rural organizations participated in the human rights program. Documentation and publication are just a few of DCHD's strengths. During the grant period it has issued several newsletters and printed reports of the modules used in its human rights program. It was also a partner in a wider NGO coalition to facilitate a dialogue with political parties on a joint electorate system which was part of the government's devolution policy. Based on the impressive work of DCHD during this period, PNI funding was extended by TAF up to March 2002 to enable them to publish case studies giving details about the impact of their work. The Swiss NGO Program (SNPO) provided complementary program funding.

Impact

DCHD's work is redefining the development discourse by making the case that human development and human rights are two sides of the same coin. Through its human rights education program supported by TAF, it raises sensitive human rights issues, including women's rights, in rural areas in Pakistan. One poignant example of the impact of such training was reflected by a DCHD graduate in rural NWFP, who

said: *"It was after participating in the program that I realized that my behavior discriminated against women, children and minorities"*. By selecting participants from rural development organizations and creating networks among them, DCHD not only strengthens its grassroots outreach, but also introduces new actors in the field of human rights, which has traditionally been dominated by urban professionals.

Democratic Commission for Human Development

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"It was after participating in the program that I realized that my behavior discriminated against women, children and minorities".

—DCHD graduate in rural NWFP

List of PNI Partners

Organization	Acronym
Agency for Women's Animation and Rural Development	AWARD
Agha Khan Rural Support Program (Pakistan Microfinance Group)	AKRSP
Agha Khan University	AKU
Alfalah Development Organization Trust	ADOT
Alif Laila	ALIF
Alliance for Quality Education	AQE
Anjuman Ittehad Naujawan-e-Nawalane Lyari	ATKA
Anjuman-e- Behboode Khawateen	ABK
Anjuman-e-Tarakee Khawateen o Atfal	ATKA
APPNA SEHAT	AS
Aurat Foundation	AF
AWAZ	AWAZ
Baanh Beli	BB
Balochistan Rural Support Program	BRSP
Bedari	BEDARI
Bhit Shah Declaration Coordinating Council	BSDCC
Book Group	BG
Bright Education Society	BES
Democratic Commission for Human Development	DCHD
Development Action for Mobilization & Emancipation of Women	DAMEN
Family Planning Association of Pakistan	FPAP
Faran Education Society	FES
Frontier Primary Health Care	FPHC
Frontier Resource Centre	FRC
Health and Nutrition Development Society	HANDS
Health and Rural Development Balochistan	HARD
Health Oriented Preventive Education	HOPE
Institute of Development Studies and Practise	IDSP
Interactive Resource Centre	IRC
Islamabad Women's Welfare Agency	IWWA
Jinnah Welfare Society	JWS
Kashf Foundation	KF
Khwendo Kor	KK
Kubar Welfare Association	KWA
Lawyers for Human Rights & Legal Aid	LHRA
Lyari Community Development Program	LCDP
Mahec Helping Council for Community Development	Mahec
Marri Environmental Development Agency	MEDA
MASHAL	MASHAL
Maternity and Child Welfare Association of Pakistan	MCWAP
Ms. Shaista K	CSC
Narowal Rural Development Program	NRDP

List of PNI Partners

Organization	Acronym
National Research and Development Foundation	NRDF
National Rural Support Program	NRSP
Naunihal Development Organization	NDO
Naz Old Boys Welfare Association (NOWA)	NOWA
Nirali Kitabain	NK
Orangi Pilot Project	OPP
Organization for Participatory Development	OPD
Pak Lok Sujag	PLS
Pak Social Welfare Society	PSWS
Pakistan Community Development Program	PAK-CDP
Pakistan Institute of Environment Develop. Action Research	PIEDAR
Pakistan Institute of Labour Education and Research	PILER
Pattan Development Organization	PDO
ROZAN	ROZAN
Shehbaz Welfare Association	SWA
Shirkat Gah	SG
Simorgh	SIMORGH
Sindh Agricultural & Forestry Workers Coordinating Organization	SAFWCO
Sindh NGO Federation	SNF
SINDNET	SINDNET
Society for Advancement of Education	SAHE
Society for Citizens Rights	SCR
South Asia Partnership-Pakistan	SAP-PK
Strengthening Participatory Organization	SPO
SUNGI Development Foundation	SDF
Sustainable Development Policy Institute	SDPI
Syndicate for Enabling Human Resource for Empowerment	SEHR
Taraqee Trust	TT
Teachers' Resource Center	TRC
Tehrik-e-Niswan	TN
Thardeep Rural Development Program	TRDP
Voluntary Organization & Institute for Community Education	VOICE
Women Educational & Environmental Network	WEEN
Women's Awareness for Networking & Development	WAND
Working Women Organization	WWO
Youth Social Welfare Association	YSWA

Geographic Coverage of PNI Partners

PNI Partner	Main Office	Implementation Area
Aga Khan Rural Support Program	Islamabad	National
Agency for Women's Animation and Rural Development	Faisalabad (Punjab)	Punjab
Alfalsh Development Organization Trust	Rawalpindi (Punjab)	Rawalpindi
Alif Laila Book Bus Society	Islamabad	National
Alliance for Quality Education	Islamabad	Punjab
Anjuman Ittehad Naujawan-e-Nawalane Lyari	Karachi (Sindh)	Karachi
Anjuman-e-Behbood-e-Khawateen	Dir (NWFP)	Dir
Anjuman-e-Taraqi-e-Khawateen-o-Atfal	Quetta (Balochistan)	Quetta
APPNA Sehat	Islamabad	Punjab
Aurat Publication & Information Service Foundation	Lahore (Punjab)	National
Awaz Foundation	Lahore (Punjab)	Punjab
Baanhn Beli	Karachi (Sindh)	Tharparkar (Sindh)
Balochistan Rural Support Programme	Quetta (Balochistan)	Balochistan
Bedari	Islamabad	National
Bhit Shah Declaration Coordinating Council	Hyderabad (Sindh)	National
Bright Education Society	Karachi (Sindh)	Sindh
Community Support Concern	Lahore (Punjab)	Punjab
Democratic Commission for Human Development	Lahore (Punjab)	NWFP & Sindh
Development Action for Mobilization and Emancipation of Women	Lahore (Punjab)	Lahore
Family Planning Association of Pakistan	Lahore (Punjab)	National
Faran Education Society	Karachi (Sindh)	Sindh
Frontier Primary Health Care	Mardan (NWFP)	Mardan
Frontier Resource Centre	Peshawar (NWFP)	NWFP
Hawwa Associates	Lahore (Punjab)	Lahore
Health and Nutrition Development Society	Karachi (Sindh)	Sindh
Health and Rural Development	Khuzdar (Balochistan)	Balochistan
Health Oriented Preventive Education	Karachi (Sindh)	Sindh
Institute of Development Studies and Practise	Quetta (Balochistan)	Balochistan & National
Interactive Resource Center	Lahore (Punjab)	National
Islamabad Women's Welfare Agency	Islamabad	Punjab
Jinnah Welfare Society	Gujranwala (Punjab)	Gujranwala
Kashf Foundation	Lahore (Punjab)	Punjab
Khwendo Kor Women & Children Development Program	Peshawar (NWFP)	NWFP
Kubar Welfare Association	Khairpur (Sindh)	Khairpur
Lawyers for Human Rights & Legal Aid	Karachi (Sindh)	National
Lyari Community Development Project	Karachi (Sindh)	Karachi
Marri Environmental Development Agency	Kohlu (Balochistan)	Kohlu (Balochistan)
Mashal	Islamabad	National
Maternal and Child Welfare Association of Pakistan	Lahore (Punjab)	National
Mehak Helping Council for Community Development	Quetta (Balochistan)	Balochistan
Narowal Rural Development Project	Narowal (Punjab)	Narowal
National Research and Development Foundation	Peshawar (NWFP)	NWFP
National Rural Support Program	Islamabad	National
Naunihal Development Organization	Gilgit (NWFP)	Northern Areas
Naz Old Boys Welfare Association	Khairpur (Sindh)	Khairpur

Geographic Coverage of PNI Partners

PNI Partner	Main Office	Implementation Area
Nirali Kitaben Trust	Lahore (Punjab)	Punjab
Orangi Pilot Project	Karachi (Sindh)	Sindh
Organization for Participatory Development	Gujranwala (Punjab)	Gujranwala
Pak Social Welfare Society	Hyderabad (Sindh)	Hyderabad
Pakistan Community Development Program	Peshawar (NWFP)	NWFP
Pakistan Institute of Environment Development Action Research	Islamabad	Khanewal-Punjab
Pakistan Institute of Labour Education and Research	Karachi (Sindh)	Sindh/National
Pattan Development Organization	Islamabad	Punjab
Punjab Lok Sujag	Lahore (Punjab)	National
Rozan	Islamabad	National
Shahbaz Welfare Association	Nawabshah (Sindh)	Nawabshah
Shirkat Gah	Lahore (Punjab)	National
SIMORGH	Lahore (Punjab)	National
Sindh Agricultural & Forestry Workers Coordinating Organization	Sanghar (Sindh)	Sindh
Sindh NGO Federation	Hyderabad (Sindh)	Sindh/National
Society for Advancement of Education	Lahore (Punjab)	National
Society for Citizen's Rights	Islamabad	National
South Asia Partnership - Pakistan	Lahore (Punjab)	National
Strengthening Participatory Organization	Islamabad	National
Sungi Development Foundation	Abbottabad (NWFP)	NWFP & National
Support Institution Development Network for Sindh	Islamabad	National
Sustainable Development Policy Institute	Islamabad	National
Syndicate for Enabling Human Resource for Empowerment	Quetta (Balochistan)	Balochistan
Taraqee Trust	Quetta (Balochistan)	Balochistan
Teachers' Resource Center	Karachi (Sindh)	Karachi
Tehrik-e-Niswan	Karachi (Sindh)	National
Thardeep Rural Development Program	Mithi (Sindh)	Tharparkar (Sindh)
The Book Group	Karachi (Sindh)	Karachi
Voluntary Organization & Institute for Community Education	Karachi (Sindh)	National
Women Educational & Environmental Network	Abbottabad (NWFP)	Abbottabad
Women's Awareness for Networking & Development	Sahiwal (Punjab)	Punjab
Working Women Organization	Lahore (Punjab)	National
Youth Social Welfare Association	Khairpur (Sindh)	Khairpur

Selection of PNI Reports & Publications

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Based
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on
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and
Nutrition



Utilizing
Curriculum

USAID, UNICEF, Maternal Care, JSI

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