



Community Motivation & Development Organization (CMDO)



Project Completion Report

**CMDO-PPAF-III Institutional Development Project
(July 01, 2011 – June 30, 2013)
District Bannu and Lakki Marwat**

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Acronyms, Abbreviation, & Glossary

PPAF	Pakistan Poverty Alleviation Fund
CMDO	Community Motivation & Development Organization
ID	Human & Institutional Development
COs	Community Organization
CBOs	Community Based Organizations
VOs	Village Organizations
LSOs	Local Support Organizations
VDP	Village Development Plan
CDP	Community Development
UC	Union Council
PHED	Public Health Engineering Department
W & S	Works & Services (Formerly Communication and Works Deptt)
NADRA	National Database Registration Authority
BISP	Benazir Income Support Program
CMST	Community Management Skills Training
LMST	Leadership Management Skills Training
CNIC	Computerized National Identity Card
DC	Deputy Commissioner, Government officer responsible for the entire administration of a district
PRCA	Participatory Resource Constraint Analysis
NRM	Natural Resource Management
HRM	Human Resource Management
HRD	Human Resource Development
ECP	Election Commission of Pakistan

Project Summary:

Project Title	Institutional Development (ID)
province	Khyber Pakhtunkhwa
Total No Of District(s)	2
Total No. of Tehsil(s)	4
Total No. of Uc(s)	17
Total No. of target Villages	150
Total population in target Villages	250290
Total No. of households in target Villages	32305



Introduction:

This report provides detail of progress made against the workplan for the period, July 01, 2011 – June 30, 2013 under the CMDO-PPAF ID Programme in two district of Khyber Pakhtunkhwa namely district Bannu and Lakki Marwat. Reasonable satisfaction has been obtained to respond against the programme expected outputs as enunciated in the programme Logical Framework Analysis (LFA). It is expected that it will provide an overview of results and achievements with reference to programme objectives as defined in the programme documents.

To compensate for consequences wrought on the local communities by the chronic social and economic morass CMDO-PPAF Programme worked on six outputs and successfully implemented activities viz. human and institutional development through social mobilization, capacity building trainings. The focus of the programme remained on the development of grassroots organizations and through them the human and institutional capacity at the grassroots level. It is worthy of note that COs, VOs, and LSOs formed under the project are being given the opportunity to participate in livelihood activities and community infrastructure projects sponsored by either the PPAF or other donors under other projects. This participation enables the institutions to develop their human and institutional capacity by way of practical participation in development interventions. Gender equality, human rights, civil society engagement cuts across all outputs. Sex disaggregated targets, achievements, and indicators ensure specific and contextually relevant attention to gender and provide for interventions that address the particular development needs of women and vulnerable in the program area.

CMDO worked in coordination with the district line departments in the districts through the Deputy Commissioners (DCs), an officer presiding over the entire administration of a district. They remained part of the planning & consultation workshops and greatly facilitated the smooth delivery of programme activities and its inputs. The initiatives became possible due to active collaboration of the government.



Key Results Achieved During the Reporting Period (Summary)

During the period, July 01, 2011 – June 30, 2013, the focus of CMDO-PPAF ID programme remained on the development of grassroots organizations and enhancement of local human and institutional capacity through community organizations. Gender equality, human rights, civil society engagement and social protection cut across all outputs.

During the reporting period CMDO undertook social mobilization activities in the targeted union councils according to the established protocol. As a result of the efforts of the programme team a total numbers of 736 community organizations were formed during the reporting period in the two target districts namely district Bannu and Lakki Marwat within Khyber Pukhtoonkhwa Province. It is a matter of satisfaction that 520 women only community organizations were also formed by female community members in the target union councils. A total of 77 trainings events were organized for 1538 community members. 1420 members of 1st tier organization i.e. the COs were trained including 600 female. Whereas 98 male members of 2nd tier organizations and 20 male members of 3rd tier organizations were also trained.

Moreover during the reporting period COs grouped into 34 VOs through the protocol established by PPAF for this graduation. 4 VOs are functionally mixed with participation of both men and women while 25 VOs have participation of male community members only. Additionally, 5 women only VOs have been formed. The COs/VOs undertook numerous self initiatives viz. resolve conflicts, DRR, community support, infrastructure development, social protection among community members, to contribute to social welfare of community members.

Social mobilization and capacity building by the CMDO-PPAF ID programme stimulated the community to organize at their own level in the form of a village or community organization, identify their needs, priorities, and resources; and to plan and manage not only grassroots development initiatives with NGOs, government etc but also their own initiatives supported by their own savings. It was indeed gratifying to note that, besides ensuring inclusiveness for all vulnerable and marginalized groups by way of VO/CO composition, women were engaged in this process to enable their participation in decision making forums which in turn facilitates them to factor-in their own needs and welfare. The communities took initiatives to develop linkages with government line agencies/departments and NGOs providing numerous services. They were now aware of their rights, learnt how, and where (government line agencies/departments), to make demands where their own resources were not enough to undertake an endeavor. Capacity building trainings have improved grassroots institutional development, governance, transparency and accountability. The COs also took initiatives to make new CNICs. Moreover, it is also discernable from activities of the VO/COs that this process will also support dispute and conflict resolution, and on a larger canvas, tolerance, social cohesion, and peace building. The graduation process and the formation of organization i.e. VOs with improved participation level,



representation, potential, and outreach, a case of networking and synergy, has improved the institutional capacity at the grassroots with greater potential of government and NGOs both to secure better results within development projects. The new graduated organizations will have a stronger voice for rights and social services and their ability to link with quarters providing service stands enhanced. With women not left behind in this process it also empowers women even further. Their ability to participate in public endeavors and factoring-in their needs and contribution also stands enhanced. It paves their way to the mainstream even further. It is indeed an achievement of CMDO-PPAF ID mobilization process that women participated in public endeavors on a scale which is not common. Stimulation by the ID programme created several landmark cases where courageous ladies challenged age-old and entrenched gender roles assigned by the society to women. Trend- setting cases like these are going to have ripple effects. The overriding purpose of CMDO-PPAF ID social mobilization to raise social capital is therefore nearing its fruition.

The VDP exercise will do away with the need for every well-meaning development actor to initiate and undertake new profiling and development planning afresh. The VOs, with their village profiles and development plans, will be better placed to know and articulate their needs, priorities, resources, challenges and risks at their fingertips. They will be able to act on their own if they have their own resources, seek external help if they require it. These plans will help them forge partnerships with NGOs and public sector and readily initiate actions for development. With an overview of their communal natural resources, and the understanding about their importance in their lives as a form of capital, they will be better placed to manage and preserve their natural resources such as water, land, forest etc. The plans are ready tools for them to feed opportunities and overcome challenges. The VOs have also understood that these plans are live documents and that any changes, natural and/or man-made, occurring in their village have to be incorporated. That, without this type of revision these plans will lose significance over time. They were taught in terms of examples.

With a pro-poor focused strategy CMDO-PPAF ID programme have raised the living standard of the local people and eliminated a sense of deprivation among the target communities. These activities have also contributed towards empowerment of women and are expected to address the needs of women in future. Women COs reported that perception of male community towards the role of women is changing. Now men members are considering them as key player of development and in most cases facilitate them for effective role.

CMDO-PPAF approach will lead towards improved social protection among the local communities. The gender sensitive and demand led approach will give maximum opportunities to women and other vulnerable groups who are marginalized in society. Taking charge of the processes has contributed to a sense of social protection and self reliance. The programme has worked for upholding human rights, and is expected to improve household incomes and food security, clean



water, better access for women and other vulnerable groups to improved health facilities, better education for boys and girls, increased safety through enhanced social protection and understanding, and greater human dignity by building employment skills, broadening job opportunities, and improving economic status. Mixed CO's were also formed which are not only jointly working for their uplift but has also taken initiatives for the social protection of women and vulnerable groups.

Social Mobilisation:

The programme has worked to mobilize communities in its target areas so that they can plan for and implement their own development plans. In the process, communities at the Community, Village, and Union Council level have been organized with the true spirit of social mobilization principles and are taking active part in the community development interventions i.e. regular community meetings, participating in various capacity building trainings, construction and maintenance of community based physical infrastructure.

The programme has been able to effectively address the community development issues in an appropriate manner and has promoted a positive atmosphere with gender equity for greater human and institutional capacity, social cohesion and harmony among targeted communities. The programme has been successful in forming a number of women community organisations and building their capacities thereby, fostering women empowerment along with their acceptance within the male dominated society.

During the reporting period CMDO undertook social mobilization activities in the targeted union councils according to the established protocol. Liaison was cultivated with the communities through regular meetings and dialogues. The communities were rallied around the idea of organization by way of underscoring its benefits. Rapport was duly built with the elders and gatekeepers of the communities to enable the activists and youth to form community organizations.

Aimed at the gender mainstreaming, especially the empowerment of women, the programme staff sensitized the community members about the role and contribution of women in a community and by virtue of her importance for community development. As a result of this sensitization the male community members and elders allowed their females to participate in developmental activities.

Formation of the poor communities through consensus and democratic process, new energetic, dedicated and accountable leadership both men and women have emerged and they have started working for the development of their poor communities. In a tribal and conservative society, women are the most deprived and neglected segment of the society and they are not being consulted and have no participation in the local level decision making process. Social mobilization has enabled the poor women to form their community organizations and their voice is now heard in the local level decision making process. Women have identified and



prioritized their needs and problems and successfully executed small infrastructure projects in collaboration with the programme.

Formation of New/Strengthening of Existing Community Male And Female (COs):

As a result of the efforts of the programme team a total numbers of 2243 community organizations were formed including a total of 1129 male, 1099 female and 15 mix COs. It is a matter of satisfaction that 1099 women only community organizations were formed by female community members in the target union councils. Details of the COs can be found below:

Detail of Community Organizations (COs)							
S#	District	Tehsils	Union Councils	Men N/O	Women N/O	Mix N/O	Total
1	District Bannu	Town II	Khander Khan Khel	10	24	2	36
2		Town II	Zeriki Pirba Khel	10	17	0	27
3		Town II	Lalozai	1	4	1	6
4		Town II	Sikander Khel Bala	9	31	12	52
5		Town II	Mitha Khel	37	34	7	78
6		Town II	Kosar Fateh Khel	1	0	0	1
7		Town II	Khawaja Mad	2	21	1	24
8		Town II	Mandan	8	17	1	26
9		Town II	Bharat	10	17	0	27
10		Town II	Kakki-2	10	50	9	69
11		Town II	Nar Jaffar Khan	3	6	0	9
Sub-Total District Bannu				101	221	33	355
12	District Lakki Marwat	Lakki	Ghazni Khel	16	28	0	44
13		Lakki	Kaka Khel	12	184	0	196
14		Lakki	Lakki II	1	15	0	16
15		Lakki	Mela Shahab Khel	10	40	0	50
16		Sarai	Marmandi Azeem	10	11	2	23



		Naurang					
17		Sarai Naurang	Nar Abu Samand Begukhel	27	21	4	52
Sub Total District Lakki Marwat				76	299	6	381
Grand Total				177	520	39	736

Moreover, these COs are manned by a total membership of 45,190 community members including 22,263 female community members. With these inputs, a total of 50,022 (the figure is wrong) households stand organized. 6931 of these households range fall in Poverty Score Card (PSC) range between: 0-23. 273 members of the COs represent youth aged 14-29.

Social mobilization by CMDO-PPAF ID programme stimulated the community to organize at their own level in the form of a community organization, identify their needs, priorities, and resources; and to plan and manage not only grassroots development initiatives with NGOs, government etc but also their own initiatives supported by their own savings amounting to Pak. Rupees 276,350.00. Besides ensuring inclusiveness for all vulnerable and marginalized groups by way of CO composition, women were engaged in this process to enable their participation in decision making forums which in turn facilitates them to factor-in their own needs and welfare. Moreover, 82 of these COs participated to form 2nd tier organizations namely the Village organizations (VOs).

Community Organizations formed by CMDO-PPAF ID Programme are playing an important role in development interventions within the targeted areas. The positive aspect of these community organizations is the inclusiveness represented by diverse membership including men, women, youth, PWDs, transsexuals etc and the participation and collaboration of public & private sector and CSOs. The participatory approach employed by the programme is playing a vital role in that it is providing a positive environment where gender equality is ensured. The empowerment of women and their acceptance in the male oriented society improved. These community organizations are proactive, cooperative and possess positive compliance to provide a fair chance to women in decision making which is ultimately leading them towards women development & empowerment.

Through social mobilization process the social capital of the poor communities increased and the communities are more socially viable and cooperative with each other and solve their conflicts and disputes at the local level. The mobilized communities are getting empowered now and are breaking down the poor's mentality of dependence and increasing their control



over their own lives. The poor are acquiring new skills and abilities by participating in the local level development activities. Through social mobilization the poor communities are in good bargaining position and developing positive linkages with other government and private organizations.

With facilitation and backstopping from the programme, these Community Organizations identified and prioritized their needs through PRA tools which were communicated to CMDO through formal resolutions by the respective COs. COs were involved in Participatory wealth ranking (PWR) and identification of 750 ultra and vulnerable poor for asset transfer and livelihood trainings under Livelihood Enhancement and Protection project(LEP). PRAs have been conducted by community organizations for the identification of community physical infrastructure schemes.

The community members were mobilized and sensitized in order to take initiatives for communal welfare. As a result of mobilization process the COs undertook numerous self initiatives viz. resolve conflicts, measures for DRR, community support, infrastructure development, social protection among community members, to contribute to social welfare of community members. Find the detail in the following lines:

Formation of New/Strengthening of Existing Village Organisations (VOs):

As a logical progression the COs rose to the next step of social mobilization ladder. COs meeting carefully determined maturity requirements and passing an overall score on the CO maturity index graduated into Village Organization (VO). During the reporting period 82 COs grouped into 34 VOs with 520 community persons acting as members of these organizations including 50 women and 35 youth aged 14-29. 24 VOs are male community members only and 10 VOs are women only.

This graduation process and the formation of VOs with improved participation level, representation, potential, and outreach represent a case of networking and synergy. With combined voice and strength they are expected to achieve things greater than what the constituents i.e Cos can achieve with their separate potentials. This indeed is the fundamental premise upon which this graduation has been planned. That is, to take the potential of the grassroots organization to plan and manage grassroots development projects a notch higher. Specifically, this will improve the institutional capacity at the grassroots with greater potential of government and

“The participation of women in a project plays an important role in their empowerment and brings positive changes in the lives of deprived women apart from having an overall positive bearing on the development of a community or society” She is a heroic women and a women rights activist. She motivated her village women to form a platform to challenge age-old and entrenched gender roles assigned to women by the male dominated society. she is very glad that all her efforts for deprived women meets fruition and the village women are taking part in decision making and public endeavors. According to her, *it was cmdo who build their confidence and created within them a sense of responsibility and the ability to explore their potentials as active agents of development.*

NGOs both to secure better results within development projects.

Detail of Village Organizations (VOs)

S#	District	Tehsil	Union Councils	Women	Men	Mix	Total
1	District Bannu	Town II	Khander Khan Khe	1	3	0	4
2		Town II	Zeriki Pirba Khel	0	0	0	0
3		Town II	Lalozai	0	0	0	0
4		Town II	Sikander Khel Bala	1	1	0	2
5		Town II	Mitha Khel	1	2	0	3
6		Town II	Kosar Fateh Khel	0	0	0	0
7		Town II	Khawaja Mad	2	0	0	2
8		Town II	Mandan	0	1	0	1
9		Town II	Bharat	1	0	0	1
10		Town II	Kakki-2	0	0	0	0
11		Town II	Nar Jaffar Khan	0	0	0	0
Sub-Total District Bannu				6	7	0	13
12	District Lakki Marwat	Lakki	Ghazni Khel	0	9	0	9
13		Lakki	Kaka Khel	0	0	0	0
14		Lakki	Lakki-II	0	0	0	0
15		Lakki	Mela Shahab Khel	0	0	0	0
16		Sarai Naurang	Marmandi Azim	1	3	0	4
17		Sarai Naurang	Nar Abu Samand	3	5	0	8
Sub Total District Lakki Marwat				4	17	0	21
Grand Total				10	24	0	34



The new graduated organizations will have a stronger voice for rights and social services and their ability to link with quarters providing service stands enhanced. With women not left behind in this process it also empowers women even further. Their ability to participate in public endeavors and factoring-in their needs and contribution also stands enhanced. It paves their way to the mainstream even further. The members of VOs have been involved in conflict resolution, facilitating National ID Card Registration of both men and women, and birth registrations. They have also facilitated the communities to get themselves registered as voters with the ECP.

The communities through the VOs took initiatives to develop linkages with government line agencies/departments and NGOs and secured various services. The VOs developed their linkages with NADRA for national identity cards of community members. These VOs have facilitated poorest of the poor community members to get income cards under Benazir Income Support Programme. Linkages were developed with the health department and WHO to ensure Polio Campaigns in their areas. The VO also supported/ facilitated the polio teams during polio campaigns in the UC to access the far flung areas and activists visited house to house and sensitized the parents about the vaccination. The community successfully motivated and convinced 15 parents who had previously refused to give polio drops to their children. They are working to motivate the community to get their children enrolled in schools to ensure girls education in area.

Through social organization and mobilization of the poor communities, new energetic, dedicated and accountable leadership both male and female are emerging and they have the spirit and enthusiasm to work for the development and prosperity of their poor communities.

Formation of New/Strengthening of Existing Local Support Organisations (LSOs):

At least 21 VOs clustered to form at least three (03) LSOs with an Executive Body membership of 57 including 10 women and a General Body membership of 93 including 28 women. 13 of the Executive Body members are poor while 35 of the General Body members are poor. 2 of the LSOs have developed an integrated development plan. All of the LSOs have been registered with the Khyber Pakhtunkhwa Directorate of Social Welfare.

Community & Leadership Management and Skill Trainings (CMST & LMST):

Community & Leadership Management and Skill Training (CMST & LMST) were imparted to the community members in order to enhance their capacities in planning and management, record keeping, situation analysis, resource mobilization, and financial management, DRR, DRM, gender in development for fostering their maturity, and development on a sustainable basis and to hone and strengthen the skills of community leaders. A total of 77 trainings events were organized for 1538 community members. 1420 members of 1st tier organisation i.e the COs were



trained including 600 female. Whereas 98 male members of 2nd tier organisations and 20 male members of 3rd tier organisations were also trained.

The principal objective of the CMST and LMST trainings was to understand the approach and principal of social mobilization, ensure inclusiveness and the engagement of numerous segments of people such as influential, poor, very poor, religious leaders, women, Persons with Disabilities (PWDs), and marginalized groups i.e. transsexuals within a community in the process of development viz. identification and effective usage of local resources for the community betterment, planning & management, operation and maintenance of community schemes, savings, improvement in record keeping, bank operations, gender mainstreaming, natural resource management (NRM), networking and linkages development, and human resource development (HRD). These inputs are expected to enhance human and institutional capacities at the grassroots and create a cadre of community leaders.

Community Management Skill Trainings (CMST) and Leadership Management Skill Trainings (LMST) have effectively contributed towards enhancing the capacities of local community members in planning and management of development activities, conducting effective community meetings, situation analysis, resource mobilization, financial management, objectives & responsibilities of COs, communication & motivation skills, organizational structure, conflict resolution, saving, record keeping, responsibilities & accountability of office bearers, leadership, gender, linkages development, project proposal, report writing, right based approach, disaster risk management, and other CO related matters.

Identify Poorest/ Most Vulnerable Individuals through the Poverty Score Card (PSC) Survey:

Poverty Score Card Survey and Wealth ranking / Union Councils profiling has been conducted in the two districts. The survey is being undertaken through a diligent process utilizing the expertise CMDO has acquired in conducting similar studies. In addition better community liaison within the respective districts helped smooth conduct of the survey. The project staff conducted interviews with 4955 households/respondents within both the districts as per PSC interview schedule determining poverty and vulnerability. Those interviewed comprised 50 % adult male and 50 % adult female. It is important to note that this exercise was helped by the communities through their COs/ WCOs. The survey found that 697 no of households were ultra poor whereas. On the basis of this assessment the poor and vulnerable individuals are given representation in the COs and are prioritized for skill development trainings and other benefits under the programme. During the course of the project 76 interventions were made to address ultra poor. (Beneficiary hh 310)

PSC SUMMARY OF LAKKI & BANNU	
Households Poverty Scorecard Completed	6145
Total No. of HHs with PSC Score Range 0-11	1106
Total No. of HHs with PSC Score Range 12-18	1905
Total No. of HHs with PSC Score Range 19-23	1168
Total No. of HHs with PSC Score Range 24-100	1966



Through its social mobilization teams, the CMDO-PPAF ID programme used the Village Assembly as a forum to encourage the communities to prepare Village development plans (VDPs). A VDP is a document that summarizes the available resources and public infrastructure in the villages and also encapsulates the future vision of the community. A VDP formalizes the available stock in a village and defines the common goals that the village shall aim to achieve in the future. It is a useful document, which is a valuable point of reference for the community. The discussions in finalizing a Village development Plan are also valuable in prioritizing the needs of a village and arriving at consensus.

The local level government officials were involved jointly with the community for rectification of local level community issues e.g. Issue of teacher absenteeism, vaccination of livestock through local level extension workers and increased outreach of Health Workers.

These village development plans are comprehensive documents which comprise the profile of the village in terms of demographics; data on public and private sector social services; resources such as water, cultivable land, forest, crops, business and employment opportunities, conflicts etc; and chiefly the prioritized community needs and future development strategies at the village level. The exercise will do away with the need for every well meaning development actor to initiate and undertake new profiling and development planning afresh. The VOs, with their village profiles and development plans, will be better placed to know and articulate their needs, priorities, resources, challenges and risks at their finger tips.

These plans will help them forge partnerships with NGOs and public sector and readily initiate actions for development. With an overview of their communal natural resources, and the understanding about their importance in their lives as a form of capital, they are better placed to manage and preserve their natural resources such as water, land, forest etc. The plans are ready tools for them to feed opportunities and overcome challenges.

Village Development Planning provided a forum to different COs in the village to come together and discuss their village issues to plan collectively and arranging resources to solve those issues. Village assemblies and VDP exercises strengthened the institution base and social capital of the communities and the communities became in better position to influence their local representatives and line departments and develop linkages with the service providers other than CMDO-PPAF. Village assemblies and VDPs were also conducted with women in the targeted UCs, where women leaders and activists actively participated and discussed their village issues and problems. These village assemblies and VDPs are providing a platform to other UN agencies, NGOs and government line departments to come and start development activities with the local communities.

Through the inception of community organizations particularly VOs a participatory monitoring system has been instituted. The community men and women in their COs monitor the developmental activities. Leadership of the CO is responsible to closely monitor the activities with supervision from the CO General body.



The COs has their representatives in VO and VO leadership and general body is responsible to monitor activities and progress at their level. In this regard a total of 62 monitoring committees have been formed including project committees, audit committees and O&M committees. Therefore there is participatory monitoring; accountability is developing in community through the network of COs and VOs. The committees are given trainings in order to build their capacities and are provided with hands on/ practical experience.

The VOs have also understood that these plans are live documents and that any changes, natural and/or man-made, occurring in their village have to be incorporated. That, without this type of revision these plans will lose significance over time. They will be taught in terms of examples in that if clean water was a need and priority once it may become a non issue with the installation of water pump.

Registration of COs, VOs, LSOs with the Government:

Information on the COs/WCOs CMDO-KP has formed has been shared with the Directorate of Social Welfare, Government of KP for their registration under the Voluntary Agencies Act 1961. A list of 804 COs/WCOs has been shared with the Directorate. The registration is in process while CMDO-KP is following up on the progress on a regular basis.

Participatory Monitoring & Reporting System:

In order to effectively implement the livelihood, skills trainings, enterprise development, and small scale physical infrastructure activities, community level monitoring committees have been formed and notified within each of the community organization through a joint resolution from the community. These committees include monitoring, operation, maintenance and finance. A total of 62 monitoring committees have been formed at the community level. These committees have been trained in monitoring, record keeping including book keeping, operation and maintenance procedures and methodologies. These bodies have been constituted based on the competencies of the individuals and with consensus of the community members.

A monitoring system has been designed and put in place for participatory monitoring of the grassroots development activities. The community organizations are expected to be fully involved in the identification, planning, implementation and monitoring of activities at the community level. At the time signing of Terms of Partnership (TOP) with the community for implementation of a scheme or a project, audit/project committees will become active. The project committee will be responsible to undertake and monitor the day to day activities during the implementation period. They will report their progress and feedback for course corrections periodically. After completion of the scheme these project monitoring committees will take the additional charge of O&M committees.

Community organizations conducted their regular meetings at community level and documented their proceedings at CO level. Furthermore, these community level institutions



keep their records up to date and monitor ongoing activities. These needs were addressed on priority basis by CMDO-PPAF interventions by ensuring bottom up participatory approach of the programme.

Coordination Meeting for Government Functionaries with the VOs and LSOs:

Information on the VOs and LSOs has been shared with the concerned line agencies. These line agencies participated in the formation of these VOs and LSOs. During the process of VO and LSOs formation government line department functionaries were/are invited for their inputs in the formation of VDPs, identification and prioritization of village level community needs. Village Development Plans are prepared by community members in consultation with the concerned government line departments. Therefore the communities and government line agencies are engaged and coordinate at the appropriate level for ongoing and future community level schemes. They meet on a regular basis and exchange information with each other.

The strength of CMDO-PPAF project is to involve poor people in the planning and implementation of the scheme and this thing is missing in the government departments.

During the consultative workshop regarding identification of needs and projects at union council level, the government representatives actively participated and provided important inputs in the workshops while finalizing the needs by the community at the grass roots. The government officials participated in the VDPs and provided guidance to the COs on forestry, agriculture, CPIs, environment and livestock.

Mainstreaming of Cross Cutting Issues:

Encouraging Gender Equality & Women's Empowerment in Target UCs

CMDO-PPAF ID Programme contributed towards gender equality and women's empowerment by encouraging greater women's participation in community development and livelihood activities. During the period from July 1, 2011 to June 30, 2013, 22263 women benefitted from CMDO-PPAF ID interventions in districts Bannu and Lakki Marwat in Khyber Pakhtunkhwa province.

Through effective social mobilization, CMDO-PPAF ID programme mobilized women community members in target Union Councils into 1099 community organizations. Capacities of 600 women (CO members) were enhanced in initiatives such as community and leadership



management skills. The strengthened women COs have successfully initiated the processes of record keeping, banking, holding regular meeting, saving, identifying and prioritizing their needs. Effective women representation has also been ensured through 50 women in 26 village level organizations and 38 Local Support organizations (LSOs) formed during the reporting period.

CMDO-PPAF ID programme gender strategy has been developed to enhance women's empowerment in the target areas, enabling them to actively participate in decision making at the community, village and union council level. While the overarching aim of the strategy is to achieve gender equality within each programme outcome and output. It also aims at reducing women and girls' vulnerability by addressing key issues such as gender based violence, women's economic empowerment and decision making with in communities and provision of basic human rights.

Social Cohesion

Through the ID programme, concerted efforts have been made to empower communities for improved and sustained livelihoods and provide access to quality public services. The programme has built on the community level structures and networks. Under this component, the programme has been able to strengthen the existing community organizations or form new ones where needed for collective action to address the needs of community at grass roots.

One of the key impacts of social mobilization in CMDO-PPAF ID programme experience is that it has increased social cohesion in target communities. Previously, both men and women from different sections of the community in the target areas did not interact with each other despite common needs and being with each other for a long time. But after the CO formation, the acceptance level for each other has increased among men and women and they are taking their development related decisions on a common platform. An understanding of collective problems and taking collective action has developed in the target communities.

Social Protection

CMDO & PPAF are committed to addressing the concerns and issues of the local communities within Bannu & Lakki Marwat district of KP. In order ensure that rights of local communities are provided for and respected it is envisaged that the concerns and needs of the most vulnerable segments of the target population, including poor women(especially widows and those that have been affected by conflict or crisis), children, persons with disabilities, elders, and IDPs/Refugees are addressed with respect to human rights. The basic aim is to ensure the extension of the existing social protection programmes and mechanisms in KP to the vulnerable population in the target districts. The programme aims to aid in linking up with existing government operated basic facilities, livelihood opportunities, protection services for victims of GBV, children, IDP and refugee women as well as in the development of community based mechanisms for protection.



Coordination Arrangements:

At different tiers, the following coordination mechanisms were used by CMDO to improve complementarities.

A synergistic approach is being employed to tap the potential of numerous stakeholders including the legislators, political and administrative executive of the province and its departments. Therefore the activities of the programme were undertaken with collaboration and coordination of all these stakeholders. Some of the activities conducted to achieve the objective of synergy include coordination meetings with the Deputy Commissioners, District Government officials, and Heads/Officials of District Line Departments. CMDO teams briefed all of them in separate meetings about the CMDO-PPAF ID Project, its objectives, ongoing and planned activities in the KP. The teams explained in detail the activities in the light of anticipated outcomes. The Department of Social Welfare and Women Development, and Department of Technical Education department were approached in a similar way to facilitate working in tandem with each other. These meetings helped achieve a reasonable level of collaboration and coordination of these officials in execution of activities. They were made to understand that collaboration and coordination between CMDO and them will ensure better results through prevention of duplication and facilitation to build on each other's work. The team sought easy access to officials and free flow of information. Meetings with the DCOs were held ahead of the meetings with Local Government Officials and Heads/officials of line departments as they were the administrative heads of the districts, the Local Government, and line departments. Besides, an explanation on what CMDO was doing in their districts and how it was interacting with departments in his district he also needed to know the presence of CMDO team in the district from a security point of view. These objectives were achieved through the meetings.

A number of NGOs, INGOs, and UN agencies are working on numerous issues in the target districts. It was understood that it was important to know the mutual bearing of the activities of all these agencies, including CMDO, upon each other in order to prevent duplication and explore ways to maximize benefits through a synergistic approach. Meetings were held with all these agencies where information on activities, areas of operation, and target beneficiaries were exchanged to explore their interface with activities of CMDO-PPAF ID programme.

CMDO-PPAF ID programme's participatory based approach towards development facilitated in bridging the gap between the government and the community in target UCs. Community level issues pertaining to basic facilities were communicated to government line departments through the interaction of the community members and government officials. District level governments were oriented and updated regarding the programme process, participatory interventions, high level of transparency & accountability, quality of work, cost effectiveness and cost benefit exemplary learning.

Communication and Visibility Strategy:

As CMDO-PPAF ID entered the second year of its implementation, the need to meaningfully document and share with the stakeholders the 'indication' of impact of the programme's



interventions, as well as duly acknowledge the contribution of the PPAF was direly felt. In view of this, the process of developing a coherent, dynamic and comprehensive communication and visibility strategy specially designed to cater to CMDO-PPAF ID programme particular needs was initiated. The communication and visibility strategy for CMDO-PPAF ID programme was designed considering the programme's outcomes and achievements thus far, besides how best to acknowledge the contribution of the PPAF to the initiative, not as a *donor*, rather as a *partner*!

The communication and visibility strategy aims at creating awareness among local communities, implementing partners and donors about CMDO-PPAF ID programme impact on the ground, as well as ensuring the visibility of the PPAF contribution to the wellbeing and prosperity of local communities within district Bannu and Lakki Marwat affected due to the chronic social and economic morass. The *core objectives* of the communication and visibility strategy were to:

1. Create awareness about CMDO-PPAF ID programme impact among the stakeholders;
2. Ensure visibility of the PPAF contribution;
3. Project CMDO-PPAF ID programme as a prime example of successful collaboration between donor agencies, implementing partners, government and communities;
4. Create acceptance of project activities among the stakeholders, especially the government and the media; and
5. Enhance community participation and ownership of CMDO-PPAF ID programme interventions.

Visibility Actions under CMDO-PPAF ID

The support provided by the Pakistan Poverty Alleviation Fund (PPAF) to CMDO has been highlighted through a number of initiatives since the programme's inception. Particularly during the reporting period i.e from July 01, 2011 to June 30, 2013, many activities were undertaken with a view to ensuring visibility of the PPAF contribution to CMDO.

Salient communication and visibility actions taken under CMDO-PPAF ID programme during the reporting period have been summarized in the following:

1. Presentations were made to the district coordination officers (DCOs), Line departments, concerned public representatives, including and parliamentarians, in Khyber Pakhtunkhwa during which the PPAF support was acknowledged; and
2. Signboards with PPAF logo prepared and installed at important points in target areas and completed
3. Case studies in English, Urdu and Pashto prepared, printed and disseminated.



4. Linkages were developed and strengthened with the print media. Due to these efforts, CMDO-PPAF ID Programme activities got coverage in leading newspapers;
5. Increasing attention was paid to producing communication materials catering to different stakeholders. These materials include a photo compendium highlighting CMDO-PPAF ID Programme achievements along thematic lines, and a book of case studies/success stories;

Lessons Learnt & Recommendations:

- Participation of women in community organizations and training utilization remain encouraging. Women despite being culturally restricted and with low decision making power for their mobility in most cases played active role and turned as community leaders. In a male and status quo agent dominated society there is opposition by men to allow women in mainstream and by the status quo agents to allow benefits to the vulnerable and marginalized. The project has had a positive impact on the lives of women, vulnerable and marginalized. Strong and committed female have shown their strength by active participation in the activities. **Equal opportunity in decision-making for women:** Although some progress has been made in this area, there are some gaps that still need to be filled. There is a need for greater sensitization of the communities when it comes to major decision making and involvement of women.
- The focus should be on documenting those interventions and strategies that bring about a real change in the lives of the people, so that they could be replicated in future by the same donors, implementing partners and communities, as well as others. Activities undertaken following the strategy will make it easier to seek financial support for similar activities in future, thus ensuring their continuity and sustainability.
- The failures of the programme need to be analyzed as much as its successes, so that future interventions could be accordingly planned. Along with documenting best practices, case studies should also take into account those interventions that did not fetch the desired results. However, where possible, the focus would be on highlighting how the challenge was met through adopting some innovative strategy.
- It has been observed that there are little actions about inclusiveness with reference to groups such as minorities and transgender etc. Demographic analysis/ mapping of all marginalized groups are recommended. **Not initiated /recommended**
- Whereas the work about CNIC and voter registration is an important achievement that can lead to significant empowerment it should be further improved. Its visibility in reports is not enough. Actions and visibility in this regard should be improved further. It is important to check whether the measure to connect voter registration with CNIC is final or not. The ECP mobile SMS no should be provided to all CNIC holders to check information about their votes. **Not initiated /recommended**



- **Enhanced focus on skill development trainings:** There is a need to initiate more skill development trainings so that more people can support their families and contribute towards income generation. Moreover, linkages should be developed with the market so that community level entrepreneurs can benefit by selling maximum product. Opportunities for financial support to small businesses must also be identified in order to ensure sustainability of the business.

Issues and Challenges:

- **Cultural constraints and traditional approach towards female participation:** In most communities of KP, the approach towards involvement of women of the communities in development projects and decisions making is traditional and its therefore a major challenge to ensure that their voices are heard within the community.
- **The law and order situation has its effects on the achievements of the targets in certain areas.** The main objective of this project requires an active approach, timely management and coordination. In the current scenario, the prevailing situation has given setbacks from time to time. While approaching the target communities, it was well kept in mind to take into account the security, cultural and related aspects. Local staff was deputed who have a better understanding of their areas. In areas with volatile security a low profile approach was adopted to overcome such hindrances. Communication and Visibility was kept low so as to follow our set fourth goals smoothly.



Final Quarterly Progress Report Institutional Development Unit

PO Name: CMDO

Baseline

Total No. of District(s)	2
Total No. of Tehsil(s)	4
Total No. of Uc(s)	17
Total No. of target Villages	150
Total population in target Villages	250
Total No. of households in target Villages	290
Total No. of households in target Villages	323
	05

Agreement Period: July 01, 2011_to_June 30, 2013_

Reporting Period: April 01, 2013_to_June 30, 2013_

Description	Cumulative Upto Last Quarter (A) (mention period as of?)			Current Quarter (B) (mention current quarter)			Total (A+B)		
	Target	Achievement	%	Target	Achievement	%	Target	Achievement	%

1st Tier Organizations (COs):

. CO Formation

CO	Male New	400	213	53%	-	-	-	400	213	53%
New CO	Female	280	499	178%	-	-	-	280	499	178%
New CO	Mixed	-	38		-	-	-	-	38	
Revitalized CO	Male	-	713		-	-	-	-	713	
Revitalized CO	Female	-	476		-	-	-	-	476	
Revitalized CO	Mixed	-	-		-	-	-	-	-	

. Membership



	-	236,350	-	113,100	-	-	349,450	V/0!
· Saving per CO	-	500	-	500	-	-	1,000	#DI V/0!
· No.CO's involved in internal lending	-	-	-	-	-	-	-	#DI V/0!
· No. of beneficiaries of internal lending	-	-	-	-	-	-	-	#DI V/0!
· Amount involved in internal lending	-	-	-	-	-	-	-	#DI V/0!
· Repayment rate of internal lending (%) *	-	-	-	-	-	-	-	#DI V/0!
· No. of 1st Tier Orgs getting funds from other sources for infrastructure/local services	-	-	-	-	-	-	-	#DI V/0!
· Number of 1st Tier Orgs clustered into 2nd Tier Orgs	-	82	-	-	-	-	82	#DI V/0!
2nd Tier Organizations:								
· 2nd Tier Orgs formed	31	34	-	21	-	31	55	177%
· 2nd Tier Orgs membership	-	5,170	-	3,482	-	-	8,652	#DI V/0!
· Male	-	3,711	-	2,901	-	-	6,612	#DI V/0!
· Female	-	1,099	-	581	-	-	1,680	#DI V/0!
· PWDs membership	-	-	-	-	-	-	-	#DI V/0!
· Youth membership (14-29 years)	-	379	-	121	-	-	500	#DI V/0!
· No. of VDPs developed	-	17	-	12	-	-	29	#DI V/0!

· Number of 2nd Tier Orgs clustered into 3rd Tier Orgs	-	12		-	12	-	-	24	#DI V/O !
3rd Tier Organizations									
· 3rd Tier Orgs formed	2	4		-	2	-	2	6	300 %
· 3rd Tier Orgs Executive Body membership	20	34		-	14	-	20	48	240 %
· Male	20	32		-	14	-	20	46	230 %
· Female	-	2		-	-	-	-	2	#DI V/O !
· 3rd Tier Orgs General Body membership	20	162		-	88	-	20	250	125 %
· Male	12	125		-	70	-	12	195	163 %
· Female	80	37		-	18	-	80	55	69 %
· PWDs membership	10	-		-	-	-	10	-	0%
· Youth membership (14-29 years)	-	38		-	38	-	-	76	#DI V/O !
· Number of 3rd tier members HHs (Executive Body) that are poor (PSC: 0-23)	-	3		-	-	-	-	3	#DI V/O !
· Number of 3rd tier members HHs (General Body) that are poor (PSC: 0-23)	-	12		-	-	-	-	12	#DI V/O !
· No. of 3rd Tier Orgs that have developed an integrated development plan	-	2		-	1	-	-	3	#DI V/O !
· No. of registered 3rd Tier Orgs	-	2		-	1	-	-	3	#DI V/O !
· No. of 3rd Tier Orgs with audited accounts	-	-		-	-	-	-	-	



community member/ participants trained	60	44	-	108	-	60	152	%
Male	60	44	-	108	-	60	152	253 %
Female	-	-	-	-	-	-	-	#DI V/0 !
3rd tier org community members/participants trained	20	-	-	40	-	20	40	200 %
Male	20	-	-	40	-	20	40	200 %
Female	-	-	-	-	-	-	-	#DI V/0 !
Social Development								
No. of linkages created/developed	-	186	-	80	-	-	266	#DI V/0 !
linkages with govt line agencies (tehsil)	-	80	-	6	-	-	86	#DI V/0 !
district government	-	50	-	10	-	-	60	#DI V/0 !
local market	-	30	-	24	-	-	54	#DI V/0 !
other NGOs and donor agencies	-	26	-	40	-	-	66	#DI V/0 !
municipal services	-	-	-	-	-	-	-	#DI V/0 !
No. of 1st tier org beneficiary	-	5,404	-	476	-	-	5,880	#DI V/0 !
No. of 2nd tier org beneficiary	-	470	-	340	-	-	810	#DI V/0 !
No. of 3rd tier Org beneficiary	-	1,896	-	400	-	-	2,296	#DI V/0 !



· CNICs made with the facilitation of PO	-	3,094	-	70	-	-	3,164	#DI V/O !
· No. of voters registered with the facilitation of PO	-	2,149	-	640	-	-	2,789	#DI V/O !
Training/Awareness Raising sessions for Female 1st Tier Orgs members:								
· Rights	-	54	-	-	-	-	54	#DI V/O !
· Nikkah Nama	-	54	-	-	-	-	54	#DI V/O !
· Law of Inheritance	-	54	-	-	-	-	54	#DI V/O !
· Spatial Planning (VO level)	-		-	-	-	-	-	

PICTURE GALLERY



