

MFS II EVALUATIONS

Joint evaluations of the Dutch Co-Financing System 2011 - 2015

*Civil Society contribution
towards achieving
the Millennium Development Goals*

Country report PAKISTAN

July 2015

SGE Stichting Gezamenlijke Evaluaties



Netherlands Organisation for Scientific Research
WOTRO Science for Global Development

PREFACE

This report is one of a series of evaluation reports, consisting of ten reports in total, reflecting the results of the jointly-organised MFS II evaluation:

- eight country reports (India, Bangladesh, Ethiopia, Uganda, Indonesia, DR Congo, Liberia, Pakistan);
- a synthesis report (covering the eight country studies); and
- a report with the results of the international lobbying and advocacy programmes.

This series of reports assessed the 2011-2015 contribution of the Dutch Co-Financing System (MFS II) towards achieving the Millennium Development Goals, strengthening international civil society, setting the international agenda and changing decision-makers' policy and practice, with the ultimate goal of reducing structural poverty. On July 2nd, 2015, the reports were approved by the independent steering committee (see below), which concluded that they meet the quality standards of validity, reliability and usefulness set by the Ministry of Foreign Affairs.

MFS II has been the 2011-2015 grant framework for Co-Financing Agencies (CFAs). A total of 20 alliances of Dutch CFAs were awarded € 1.9 billion in MFS II grants by the Ministry of Foreign Affairs. CFAs receiving MFS II funding work through partnerships with Southern partner organisations supporting a wide range of development activities in over 70 countries and at the global policy level.

The MFS II framework required each alliance to carry out independent external evaluations of the effective use of the available funding. These evaluations had to meet quality standards in terms of validity, reliability and usefulness. The evaluations had to focus on four categories of priority result areas, as defined by the Ministry of Foreign Affairs, and comprise baseline assessments serving as a basis for measuring subsequent progress.

Out of the 20 alliances receiving MFS II funding, 19 decided to have their MFS II-funded activities evaluated jointly. These 19 alliances formed the *Stichting Gezamenlijke Evaluaties (SGE)*¹, which acted on their behalf in relation to the joint MFS II evaluation. The SGE was assisted by an 'Internal Reference Group', consisting of seven evaluation experts of the participating CFAs.

The Netherlands Organisation for Scientific Research (NWO/WOTRO) managed the evaluation and selected ten research teams to carry out the joint MFS II evaluation: eight teams responsible for carrying out studies at country level, one team responsible for the synthesis of these country studies, and one team responsible for the study of international lobbying and advocacy. Each study comprises a baseline assessment (2012) and a final assessment (2014). Research teams were required to analyse the effectiveness, efficiency and relevance of development interventions funded by MFS II. An independent steering committee was appointed to verify whether the studies met with the required quality standards. In its appraisal, the steering committee drew on assessments by two separate advisory committees.

¹ *Stichting Gezamenlijke Evaluaties can be translated as Joint Evaluation Trust.*

The evaluation has been implemented independently. The influence of the CFAs was limited to giving feedback on the first draft reports, in particular to correct inaccuracies. The contents and presentation of information in this report, including annexes and attachments, are therefore entirely the responsibility of the research team and/or NWO/WOTRO.

However, as SGE we are responsible for adding this preface, the list with parties involved and a table of contents, in the cases that the report is a compilation of several reports.

In addition we would like to note that when reference is made to individual case studies, these have to be seen as illustrative examples, and not as representative for the whole partner portfolio of a CFA.

The Dutch CFAs participating in this unique joint evaluation are pleased that the evaluation process has been successfully completed, and thank all the parties involved for their contribution (see the next pages for all the parties involved). We hope that the enormous richness of the report will serve not only accountability but also learning.

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Dutch Consortium for Rehabilitation (ZOA)
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PAKISTAN

FOLLOW-UP REPORT

MFS II JOINT EVALUATIONS

Narrative report

Compiled by IDS, MetaMeta and MDC

April 2015

Executive Summary

This report synthesises the results of the joint MFS II evaluations conducted in Pakistan. The overall purpose of the evaluation is to account for results of MFS II-funded or -cofunded development interventions implemented by Dutch CFAs and/or their southern partners.

The joint evaluations assessed three areas of results:

- Achievement of Millennium Development Goals (MDGs) and themes;
- Capacity development of Southern partner organisations;
- Efforts to strengthen civil society.

Three organisations were chosen to assess all three results areas: Lok Sanjh Foundation (LSF), Pakistan Fisherfolk Forum (PFF) and Awaz CDS. These organisations were implementing projects that notably addressed MDGs indicators and the Good Governance theme. The second result area, i.e. capacity development, required one additional SPO; in this case SCOPE. Finally, an analysis of the efforts to strengthen civil society required an additional three SPOs to be chosen, i.e. Madadgaar, Shirkat Gah and Bedari. The selection criteria included involvement in MFS II financing, geographical spread and thematic range. In our case an additional criterion covered security and staff accessibility. Process tracing analysis was used for Lok Sanjh and Awaz as part of the capacity development area, and for PFF, Shirkat Gah and Bedari as part of the civil society strengthening area.

The specific aims of the synthesis of the joint MFS II evaluations are:

- To analyse the effectiveness, efficiency and relevance of development interventions funded by MFS II per category of priority result areas, based on the results of the evaluations at country level;
- To provide justified recommendations that enable Dutch CFAs and MoFA to draw lessons for future development interventions;
- To compare the different methodologies used in the evaluations of development interventions at country level.

Key results of the evaluation are summarised below per category of priority result area:

SPO Name	Project Name	MDG Project	Capacity Development	Efforts to strengthen civil society
Awaz CDS	Parwan	MDG3: - Positive and significant results on awareness by school children of youth-friendly SRH services -Positive and significant results on willingness of school children to use	Slight improvement: The overall average score increased from 3.4 in 2012 to	Slight improvement: The overall average score increased from 2.1 in 2012 to 2.4

		<p>SRH services</p> <ul style="list-style-type: none"> - Positive and significant results on HIV/AIDS knowledge of school children - No significant result on school children' self-confidence and favourable attitudes towards equitable gender role 	3.5 in 2014	in 2014
Lok Sanjh Foundation	Food Security in Changing Climate	<p>MDG1:</p> <ul style="list-style-type: none"> - Positive and significant results on food diversity - No significant results on income and yields <p>MDG7:</p> <ul style="list-style-type: none"> - Positive and significant results on use of biopesticides and clean cotton farming - No significant result on sisal cultivation 	Positive change: The overall average score increased from 3.2 in 2012 to 3.8 in 2014	Slight negative change: The overall average score for the five CSI dimensions dropped from 2.0 in 2012 to 1.8 in 2014.
PFF	Just and Sustainable Livelihood	<p>MDG1:</p> <ul style="list-style-type: none"> - No significant results on income, poverty and fish caught <p>MDG7:</p> <ul style="list-style-type: none"> - Positive and significant results on conservation of mangrove areas and fish stocks - Positive and significant results on DRR plans - Positive and significant results on communal treatment of drinking water <p>Good governance: Positive and significant results on access to fishing licences and vote registry.</p>	Positive change: The overall average score increased from 3.2 in 2012 to 3.4 in 2014	Positive change: The overall average score increased from 2 in 2012 to 2.3 in 2014
SCOPE	Strengthening Grassroots Land Right Throughout Pakistan	-	Positive change: The overall average score increased from 3.2 in 2012 to 3.5 in 2014	Positive change: The overall average score increased from 1.8 in 2012 to 2.1 in 2014
Shirkat Gah		-	-	Positive change: The overall average score increased from 2.2 in 2012 to 2.7 in 2014
Bedari		-	-	Positive change: The overall average score increased from 1.7 in 2012 to 2 in 2014
Madadgaar	Girls Power Programme	-	-	Slight negative change: The overall average

				score decreased from 2.6 in 2012 to 2.5 in 2014
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1) What is the effectiveness of interventions aimed at achieving MDGs?

In general terms, all 3 projects assessed for their efforts towards achieving MDGs recorded some important successes. Positive impacts are mostly concentrated, however, on some of indicators for MDGs 5, 6 and 7 and more rarely on MDG1 and MDG3 indicators.

1.1. MSF II -funded or -cofunded projects did not strongly contribute to MDG1: eradicate extreme poverty and hunger.

The Food Security in a Changing Climate project implemented by Lok Sanjh Foundation did not lead to increase in agricultural yields, income or wage of beneficiaries farmers, as suggested by the propensity score estimations. However, the project was successful in improving household food security, through a better food dietary diversity. In particular, the frequency of meat, chicken and fish consumption was found to be higher among project households than control households, other things being equal. The Just and Sustainable Livelihood project implemented by PFF was not found to improve general household welfare and poverty, measured by income, livelihood, assets and prevalence of illness. Similarly, propensity score matching comparisons do not suggest that actual quantity of fish caught differed between PFF and control households, which is consistent with the lack of impact on income. The Parwan project implemented by Awaz CDS was not designed to tackle MDG1 and is excluded from this analysis.

1.2. MSF II -funded or -cofunded projects positively contributed to MDG 4 (reduce child mortality), MDG 5 (improve maternal health) and MDG 6 (combat HIV/AIDS, malaria and other diseases) but did not strongly contribute to MDG 3 (promote gender equality and empower women)

The Parwan project implemented by Awaz CDS is associated with greater awareness by 13 to 17 years old pupils of the existence of youth-friendly healthcare services and a much higher willingness to go visit a private doctor/facility to talk about body changes issues. Such positive attitudes towards sexual health-seeking behaviours are encouraging. Similarly, Parwan had a very strong and significant effect on HIV/AIDS knowledge of pupils (about 0.75 standard deviation). Results on attitudes towards SGBV and gender equality are however much less robust, and positive effects tend to disappear once propensity score matching is used. The project implemented by Lok Sanjh had a strong gender component and, indeed, female members of project households were more likely to receive livestock or participate to the women-oriented awareness activities than their counterparts in control villages. The evaluation was unable, however, to quantify the effect of the project on women empowerment as the main respondent of the household survey tended to be male. The project implemented by PFF was not assessed on MDG 3, 4, 5 and 6 and is excluded from this analysis.

1.3. MSF II -funded or -cofunded projects positively contributed to MDG 7: ensuring environmental sustainability

The Food Security in a Changing Climate project implemented by Lok Sanjh Foundation is associated with greater use (10 percentage points) of biopesticides and greater take-up of clean cotton as a cultivation crop. Both these practices contribute to ensuring environmental sustainability through climate-efficient farming. The JSL project implemented by PFF was found to limit the depletion of fish stock and mangrove areas; as well as fostering hygiene practices and the presence of communal treatment of drinking water. The Parwan project implemented by Awaz CDS was not designed to tackle MDG7 and is excluded from this analysis.

1.4. MSF II -funded or -cofunded projects positively contributed to the Good Governance Theme

No impact was recorded on access to preferred fishing grounds, but this apparent lack of result is due to the fact that a very large proportion of households in both project and control villages considers that access is good. However, fishers in PFF villages are more likely to link the end of the fishing contract to improved livelihoods than fishers in control villages. Ownership of fishing licences, which gives legal protection of the livelihood, is 20 percentage point higher on average among PFF fishers than control fishers. Although the project does not impact the willingness of respondents to continue fishing or to see their children take-up or continue fishing, they are more likely to be sensitive to the danger associated with this livelihood in PFF areas. PFF seems to have a modest impact on the proportion of respondents who are currently registered to vote.

2) What is the relevance of the results on MDGs?

The lack of consistent result on MDG1 can be explained by a number of factors. First, the period of the study (2012-2014) is quite short to generate noticeable impact on income, wage or household welfare. Second, the Lok Sanjh project drastically changed its design over the evaluation period. While initially focused on introducing new/improved technologies and practices, low carbon ecological agriculture, farmers' capacity building, rural enterprise development and research studies, the main focus of the project was then shifted towards the promotion of cultivating clean cotton and sisal, which are much less likely to generate results on MDG1 indicators. Third, the JSL project implemented by PFF is first and foremost an advocacy and empowerment project, and less a livelihood project. Although the theory of change of PFF credibly links better awareness and power for fishers to better livelihoods, the relationship may take some time to materialise. Fourth, the main achievement of the JSL project (i.e. the removal of the fishing contract system) had already spread to all fishing areas, including those where PFF did not operate, thereby making the comparison between project and control villages subject to contamination.

Given the poor state of sexual and reproductive health and rights in Pakistan, the progress made by Awaz through Parwan on e.g. health-seeking behaviours and HIV/AIDS knowledge are very relevant. They contribute to increase the capacity of young people to make safe and informed decisions on SRHR issues, to increase the quality of youth-friendly SRH services and to increase the use of SRH and SGBV services.

The positive impacts of PFF on MDG 7 indicators and good governance are very relevant given the acute vulnerability of fisherfolk in the sampled area. Very high satisfaction rates with PFF among

members and non-members and near-universal abandonment of the contract system are very strong achievements.

3) What is the efficiency of development interventions funded by MFS II?

The actual cost per direct beneficiary of the Food Security in Changing Climate implemented by Lok Sanjh Foundation is PKR 40,339 (Euro 305), which is 1.7 times higher than the planned cost per direct beneficiary. The discrepancy between the planned and actual costs stem from the lower number of beneficiaries reached by the project than initially budgeted for.

The cost of training 25 farmers is estimated by LSF to be PKR 6200, which translate into PKR 248 per farmer. This is considerably lower than the benchmark cost provided by Quizon, Feder and Murgai (2001) for training a model farmer which range between Int\$ 37.3 and Int\$49.20. Likewise, according to LSF budget, the construction of rainwater harvesting point is PKR 23100 for 25 farmers, i.e. PKR 924 per farmer. The figure provided by Farreny et al. (2011) is considerably higher at between Int\$ 8536 and Int\$1151.

The cost per reached beneficiary of the JSL project is estimated at PKR 4003 (Euro 32). Given that the benchmark cost for training fishermen/fisherwomen on livelihoods and fishing rights in Pakistan was estimated to be between Int\$ 521 and Int\$ 819 by Dohmen (2009) and World Bank (2006), the activities of JSL appear to be extremely cost-efficient.

According to information provided by Awaz, the cost of organising a training for CSO staff is PKR 4339, which correspond to about \$40. Alem, E. et al. (2013) & Norwegian Lutheran Mission (2010, 2012 & 2013) estimate that the cost of organising workshops in Pakistan range between Int\$ 30.61-Int\$ 53.30 per person. The cost of Awaz's trainings and workshops is thus fully in line with expectations, and given the positive results described above, the cost-efficient of the Parwan project is thus satisfactory.

4) What is the effectiveness of development interventions funded by MFS II aimed at improving the capacity of the SPOs?

4.1. The capacity of Lok Sanjh Foundation became stronger as it scored higher on all five core capabilities.

The overall average score increased from 3.2 in 2012 to 3.8 in 2014.

LSF's core capabilities to "Commit and Act" and "Achieve (Retain) Coherence" were enhanced due to the preparation of the strategic plan 2013-2016, the recruitment of staff for the financial management positions in the zonal office, and the increased involvement of professional staff in planning and review of project activities. However the high staff turnover and the inability to attract qualified staff for a few specific positions has a negative impact on the core capability to "Retain Coherence". The increased involvement of rural women in project activities, enhanced legitimacy and accountability towards target groups through annual Dehqan Assembly meetings and the involvement of universities and research institutes in debates about climate change and food security strengthened the SPO's core capabilities to "Achieve Development Results" and to "Relate".

LSF's core capability to "Adapts and Self-Renew" further developed due to the improvement of the PME system, training of field staff in research techniques and improved feedback from target groups through Dehqan Assemblies and regular meetings at village level. The production of training manuals and videos related to organic farming produced as well as the organisation of two-weekly Dialogue for Development meetings, seminars and conferences also contributed to the strengthening of this core capability. However, not all (new) project activities, such as Clean Cotton and sisal cultivation, were developed with involvement of target groups.

As part of the process tracing exercise, following a thorough review of the identified changes in core capability 1 and 4 together with the internal and external factors that contributed to these changes, the following two key capabilities were selected for process tracing: capability to attract and retain qualified staff; and Innovative capability. LSF has been unable to fully achieve the first planned outcome as it still experienced a high staff turnover and difficulties with recruiting qualified staff for specific positions.

Based on a priority ranking carried out by the staff, the following four reasons are considered to be most important for explaining LSF's inability to attract and retain qualified staff: 1) Higher salaries paid by other organisations; 2) Better secondary labour conditions offered by other organisations; 3) Better career options with other organisations; and 4) Contract with longer duration offered by other organisations.

With regard to its innovative capability, LSF has become a highly innovative organisation that has identified and developed a significant number of new and improved technologies and practices that have been promoted and introduced among male and female farmers in the various project areas.

4.2. The MFS-II funded Just and Sustainable Livelihood (JSL) project contributed positively to the capacity development of PFF

The overall average score increased from 3.2 in 2012 to 3.4 in 2014.

Since 2012, PFF showed improvements in its ability to commit and act, to achieve development results, and to relate and sustain key relationships. The JSL has been also the main budgetary contribution to the capacity development of the organization (98% of total CD budget in 2011, 85% in 2012 and 26% in 2013).

Through the enlargement of its membership base and trainings to its members in leadership, advocacy, gender, organisational management, and political education, PFF's mobilization capacity and its relevance as a social movement have been strengthened substantially. PFF has updated and strengthened the organisation's policies, procedures and systems to improve transparency and accountability. PFF also improved its monitoring and reporting capacity as well as its internal auditing system. Positive change has also been recorded in its capacity to achieve relevant results, thanks also to the strengthened collaboration with relevant governmental departments. This has led to an overall improvement in its strategic and operational planning capacity.

However, improvements are needed in leadership and decentralisation of decision-making, and strengthening collaboration and learning with peer CSOs and CBOs representing the fisher folk. PFF also needs to expand and strengthen collaboration and learning with other CSOs, and state actors working with the fisher folk. Moreover, after JSL III funding ended in May 2014, the sustainability of the results obtained in Punjab, is at risk. PFF started its activities in Punjab only in JSL III and its work here still needs hand holding in order not to lose the important achievements (50 new units have been created). In terms of its strategic coherence PFF has a clear vision and mission. However, the large donor funding has somewhat created temptations of de-tracking PFF from its original mission of rights based advocacy to service delivery, environmental issues and peasant work.

4.3. The MFS-II Parwan project has had a positive impact on the capacity of Awaz CDS

The overall average score increased from 3.4 in 2012 to 3.5 in 2014.

There were improvements in the SPO's core capabilities to "Achieve Development Results", to "Relate" to its various stakeholders and to "Adapt and Self-Renew". The organization continues to have a strong track record of delivering results.

Awaz CDS has expanded its collaboration with like-minded organizations through more active participation in issue-based alliances and building partnerships with smaller CSOs working in the same regions. Awaz CDS has also increased its collaboration with international organizations through the SRHR alliance, the Ecosoc network, Humanitarian Accountability Network, Beyond 2015 and Civicus to mention a few. The SPO has maintained a focus on improving as a learning organization through a number of initiatives such as the Information and Knowledge Management Unit (IKM) and investment in PME systems, complemented with regular program management team meetings and senior management team meetings to discuss progress, highlight challenges and evolve approaches. However, there remains room for improvement in the PME systems. It is pertinent to note that this is a priority that has been identified by the management to work on.

While there was no change in the organisation's capability to "Achieve and Retain Coherence" (given its already considerable level), there was a decrease in the overall capability to "Commit and Act". This was primarily due to a decline in the human resource base of the organisation. While high turnover was identified as a key challenge in the baseline, over the last two years of implementation its effects have made the challenge much more salient. The most common reasons cited for this was the culture of job hopping in the development sector and the aspiration to work with INGOs that made it difficult to retain good staff. The organization also lacks in-house gender expertise, however much of staff (70%) has been trained on gender issues.

As part of the process tracing exercise, following a thorough review of the identified changes in pre-selected core capabilities 1 and 4, together with the internal and external factors that contributed to these changes, the following indicators were selected for study:

- Human Resources Management and Qualifications (1.2a)
- Staff Thematic expertise (C1.2c)
- Adaptation of Strategies (4.1)
- Learning Organization (4.3)
- Innovation (4.4)

Under core capability 1 the SPO registered a decline in its overall score. Currently the project has its fourth project manager – three having left during the course of implementation. This presents an issue not only related to staff retention but also of staff thematic expertise and capacity, since the investments made (directly through trainings and indirectly through involvement in project activities) in these staff have been lost. The key reasons identified through the exercise are:

- Salaries paid by the project were not competitive when compared to INGOs that paid significantly more and provided better perks.
- Salaries offered by donors are too low to attract subject specialists and hence the SPO depends on the CFA to provide thematic experts.
- A culture of frequent job-hopping in the development sector in Pakistan.
- A sense of prestige associated to working with INGOs that Awaz CDS cannot offer.
- Much professional staff with good experience and technical expertise, when given the opportunity chooses to move to Islamabad, making the pool from which Awaz CDS can hire in Multan much smaller.

For core capability 4 the SPO improved its score by showcasing its ability to adapt its approach in the face of religious and cultural sensitivities to planned interventions. A good example of improvement in these indicators is the allies the SPO has formed amongst schools, civil society organizations and health care professionals who had initially been resistant to advocating the causes of SGBV and SRHR. The SPO has done this by working with the CFA and successfully adapting its strategies for implementation, changing the overt focus from SRHR and SGBV to Life Skill Based Education (LSBE) for youth and relating the themes to Women’s wellbeing and Responsible Fatherhood to make them more accessible and locally appropriate. Similarly the SPO faced negative feedback and resistance from the government education department and has successfully worked with networks of private schools to enroll in its project and participate in planned activities. This reflects the SPO’s ability to adapt its approaches based on its learning from implementation. Other examples of innovation include the launching of a web TV and the recording of a song with developmental messages to raise awareness in civil society and more generally in the masses. The SPO has also introduced an MIS that is used for performance monitoring of project staff and gauging progress of planned project activities.

4.4 SCOPE has experienced positive developments in its core capacities

The overall average score increased from 3.2 in 2012 to 3.5 in 2014.

Compared to the baseline, the organisation experienced significant improvements in the capabilities to Relate (Craft, Manage and Sustain Key Relationships) and Adapt and self-renew.

Positive changes have notably been recorded in SCOPE’s strategic and operational planning ability, its strengthened cooperation with national and international CSOs, the government and the private sector, the ability to be a catalyst of change in land governance, and its capacity to reflect on its past experience to adapt its future trajectory.

However, the observed changes are only to a small extent attributable to the MFS-II. This is due to the fact that while MFS did support civil society strengthening activities, it did not provide funding for capacity building of SCOPE within the evaluated intervention. The positive changes relative to SCOPE's strategic shifts and reflexive process are attributable to its long experience, its national network and joint analyses with peer CSOs, and its international exposure.

A negative evolution on human resource management and qualification has been recorded. We believe that this is related to insufficient long-term funding for the SPO to invest in its human resources and its institutional development. Insufficient institutional funding is the consequence of both, short-term funding approach, focused more on service-delivery projects which drives international development cooperation, and the restrictions imposed on the non-for-profit sector to generate own revenues.

5) What is the effectiveness of development interventions funded by MFS II aimed at strengthening civil society?

5.1. The effectiveness of Lok Sanjh's efforts to strengthen civil society slightly decreased

The overall average score for the five CSI dimensions dropped from 2.0 in 2012 to 1.8 in 2014.

The score on CSI dimension "Level of Organisation" decreased from 2.2 in 2012 to 1.6. The SPO finds it difficult to recruit experts in the field of value chain development, certification and sisal as qualified and experienced candidates ask for much higher salaries than LSF can pay. High staff turnover continues to be a major problem. An 8 month gap between the end of the first year and the start of the second year of the project caused the SPO to lose some very experienced field staff as it was unable to pay the salaries during this period. As a result, LSF had to recruit new, less experienced staff, who needed a lot of training and support during the first few months; this adversely affected the implementation of project activities.

The SPO's score also dropped due to lack of maintenance of its (new) website, and no use of social media. At the time of the baseline LSF had an up-to-date website and made active use of internet and social media. The average score on CSI dimension "Perception of Impact" also declined from 2.3 in 2012 to 2.0 in 2014 as the target group was not always involved in the identification of project interventions and the relevance of a number of conducted project interventions for the target groups was not always clear. In terms of policy impact, LSF conducted a number of campaigns to make farming communities, scientists and policy makers aware of the threats to the livelihood of (small) farmers. However, none of these campaigns successfully influenced government policies during last 2 years as changing government policies usually requires a (very) long time.

5.2. The effectiveness of PFF's efforts to strengthen civil society increased.

The overall average score for the five CSI dimensions increased from 2 in 2012 to 2.3 in 2014.

PFF has recently introduced a Complaint Response Mechanism (CRM) headed by a Complaint Response Committee (CRC) that engages all levels of the membership structure and records both the issue and the solving mechanisms. The SPOs score increased slightly from 2 to 2.5 on CSI 3 "Practice of Values" primarily due to considerable efforts to update and strengthen the organisation's policies,

procedures and systems to improve transparency and accountability. With support from Oxfam Novib, PFF has reviewed its financial, gender, procurement, and human resources policies and hired a gender focal person. The SPO also registered a significant increase from 2 to 3 on for CSI 4 “Perception of Impact”. This is due to increased cooperation with a number of ministerial departments in Sindh thanks also to the credibility won through the abolishment of the contract system for fishing, supported by the JSL under MFS-II funding. PFF has just finalised the draft policy for sustainable fishing at the provincial level in Sindh and is working intensively on a draft bill for the abolishment of contract system in Punjab. The website has been updated and there is a committee responsible for checking the quality of materials and updating the website. PFF has now facebook page and it is a very active user of the social media.

However it is important to note that though PFF extended its national partnerships and memberships in national networks and alliances, many of these networks are issue-based and short-lived. As soon as the issue climbs down the ladder of public attention, the networks dissolve. There is a general perception among several leading CSOs that PFF is working in isolation and is not aligned with other organisations working for the rights of the fisher communities.

The results of the process tracing indicate that the MFS-II funded JSL project contributed positively to the advocacy work of PFF and to strengthening its membership organisation. Despite the short period of time between baseline and follow up, we were able to observe some positive changes related to socially-based engagement (legitimacy), responsiveness and social and policy impact.

Major achievements have been done in influencing provincial policies regarding sustainable fishing and the safeguard of the rights of the fisherfolk. The abolition of the contract system and the replacement by a license system constitutes a milestone in PFF’s advocacy work. PFF community members are now vocal and aware about their rights and livelihood options, and trained about advocacy strategies.

5.3 The effectiveness of Awaz's efforts to strengthen civil society increased.

The overall average score for the five CSI dimensions increased from 2.1 in 2012 to 2.4 in 2014.

The organization has improved its performance with respect to peer-to-peer communications and is well connected with other civil society actors, networks and alliances. One of the key reasons Awaz CDS has been able to improve on this has been due to the growth of available funds to target these activities with the additional security of multiple donors and funding stability in the medium term. The grant disbursement component of the Parwan project has offered Awaz CDS a new opportunity for working with smaller CSOs and building their capacity. This has increased Awaz CDS’s interaction with other CSOs and can lead to better collaboration and partnerships in the future.

The SPO has also improved its international linkages through expanded participation in international networks and representing user groups and youth groups amongst other CBOs organized by them. The organization participated in up to 20 global events in the last two years. A major portion of this work has come through MFS funding under Parwan. Since the baseline the SPO has also strengthened its code of ethics, project participants protection policy and conflict of interest policy.

The organization also has SOPs and financial policies in place to ensure compliance to high standards and avoid any risk of corruption.

With reference to advocacy and policy impact the SPO has campaigned for the early marriage bill and played an active role in sensitizing government officials to the MDGs and the importance of mainstreaming SRHR education and services. MFS II funding has helped Awaz CDS collaborate with partners at the national and International levels. It has helped them gain global recognition through membership of 'Girls not Brides'. The organization's work with Schools, Civil Society Organizations and Health Centers has helped sensitize these stakeholders to the needs for mainstreaming SRHR education and services. Moreover local networks of partners willing to work on these issues have been created which can serve to scale impact and ensure sustainability of project interventions. These changes are highly relevant to the context and needs of the Pakistani society and to improve the effectiveness and impact of the SRHR alliance.

5.4 The effectiveness of SCOPE's efforts to strengthen civil society increased.

The overall average score for the five CSI dimensions increased from 1.8 in 2012 to 2.1 in 2014.

Compared to the baseline, all civil society dimension remained stable except for the Civil Society index 1 "Civic Engagement" which has increased from 1 to 1.5.

Positive changes in terms of civil engagement stems from improved diversity of civil engagement. The creation of the National Peasant Coalition of Pakistan (NPCP) with support of the MFS-II has been a great achievement of SCOPE because it reunites for the first time many grass-root level organisations around Pakistan. Thanks to the advocacy trainings and capacity building provided by SCOPE, members of peasant organisations are now more equipped to contribute in provincial level decision-making. The environment has also improved which is reflected in a better socioeconomic, political and cultural context.

However, the process of change is long and challenging and it is too early to see concrete improvements in terms of policy reforms and social impact. It is also difficult to attribute the small positive changes that we currently observe to the MFS II funding. Improvements are the result of more robust analysis and more inclusive discussions and cooperation between a number of CSOs, peasant organisations, activists, politicians and SCOPE. The MFS-II supported NPCP represents just the tip of the iceberg, but nonetheless a significant one.

5.5. The effectiveness of Shirkat Gah's efforts to strengthen civil society increased.

Compared with the baseline survey conducted in 2012, the overall score on the five CSI dimensions improved from 2.2 to 2.7 in 2014.

Since the baseline survey in 2012, SG has extended its membership of national networks/alliances. Due to the changing socio-political environment across Pakistan and changing donor environment, SG decided to update the existing strategic plan 2011-2015 with the active involvement of the target groups through District Advisory Group (DAG) meetings in the 10 districts. As more government institutions at federal and provincial have become more receptive for gender issues during the last

few years, SG developed (more and better) relationships with the various government agencies and it has become a member of a number of government committees related to women's rights and gender issues. During the last two years, SG has extended its cooperation with more CBOs and it formed District Advisory Groups (DAGs), Women Friendly Spaces (WFSs) and youth groups. A total of about 10,000 women received training, who will act as trainers in their respective communities. SG has evolved into a leading women's rights organisation in Pakistan. SG's expertise on gender is reflected in invitations to speak on panels, serve as a resource person, sit on official committees, and be frequently invited by the media to discuss women's rights and empowerment.

For the purpose of process tracing the outcome of the Shirkat Gah programme activities funded by MFS II, we chose an area of the SPO's work that falls under Key Result Area 4.c, which deals with the extent of impact that the SPO's work has on policy. This covers one of Shirkat Gah's explicit planned outcomes, which is: 'government receptive to Shirkat Gah's inputs and critiques for women-friendly laws, policies and programs'. This outcome and key result area covers Shirkat Gah's work on putting issues of women's empowerment and rights on the agenda of policy makers, and is also closely connected to its work with various national and provincial level networks through which it works to increase its influence within policy circles.

We found sufficient evidence of Shirkat Gah's progress towards its planned outcome, and which is fairly convincing of the extent to which Shirkat Gah has increased its influence with state actors and within policy circles. We also found evidence that it is the increased strength and influence of CSOs like Shirkat Gah and various networks that can be credited with many positive recent policy changes on women's issues. Furthermore, we found links between the MFS-II funded WESJP-Phase II program and Shirkat Gah's growing profile within policy circles. Specifically, a number of Shirkat Gah recommendations and inputs that have been included in policies have come out of this project.

5.6. The effectiveness of Bedari's efforts to strengthen civil society increased

The overall average score for the five CSI dimensions for Bedari increased over the period 2012-2014 from 1.66 in 2012 to 1.97 in 2014.

The score on almost all CSI dimensions recorded an increase. On CSI Dimension 1, it increased from 0.5 to 1, based on an improvement in its level of civic engagement and of the way in which it works with its target communities. On CSI Dimension 2, it increased from 2.0 to 2.2, based largely on its role in organising and strengthening various civil society networks, coordinating its work with partner organisations and improving its internal financial, human resource and communication systems. Bedari recorded an impressive increase from 2.0 to 2.5 on CSI Dimension 3, based on improvements in internal governance and transparency. It also improved significantly in terms of its policy impact and engagement with state actors at different levels, with an increase in its score from 2.3 to 2.67 on CSI Dimension 4. There was, however, no change on CSI Dimension 5 vis-a-vis the socio-economic and political context in which it functions.

For the purpose of process tracing the outcome of the Bedari programme activities funded by MFS II, we chose an area of the SPO's work that falls across Dimensions 2 and 4 — networking, advocacy, responsiveness and policy impact. Using process tracing we were able to confirm that Bedari has

contributed to the strengthening of national and provincial level civil society networks that have resulted in the passing of new laws that protect the rights of women and children.

Specifically, the causal mechanism we define in this paper traces the process from initial conditions defined by a lack of legal frameworks and by the inability or unwillingness of civil society groups to either work with one another or with the state, to a situation where strong, coordinated and cooperative CSOs are working together by pooling resources and engaging with political actors, specifically legislators, to achieve stronger legal and policy frameworks. This process has actually led to a strong recognition within policy circles of various issues connected to the rights of women and children. We also found that there is a direct link between MFS II funding and the strengthening of Bedari's district and provincial capacity, networks and alliances. MFS II funding has enabled Bedari to expand its work beyond Islamabad and Chakwal over the last two years, which has in turn allowed it to expand its profile and role within provincial and national level networks and made it possible for Bedari to work more effectively with the provincial bureaucracy and legislature in changing political and social frameworks.

5.7. The effectiveness of Madadgaar's efforts to strengthen civil society has slightly declined

The overall average score for the five CSI dimensions dropped from 2.6 in 2012 to 2.5 in 2014.

Since the baseline the SPO has performed at the same level on the CSI dimensions with a slight decline in CSI 3 "Practice of Values". While there are strong informal mechanisms in terms of team dynamics and role models set by senior managers to nurture a transparent and positive culture in the organization; there is a need for establishing more formalized internal controls.

The Madadgaar National Helpline is a well-designed project suited to the local context and its target population of women, children and youth is both critical and underserved. However the organization itself lacks core funding and is overwhelmingly focused on service delivery. The organization therefore needs to invest in institutional strengthening and knowledge management.

Madadgaar is primarily dependent on MFS funding. The organization has been unsuccessful in diversifying its funding sources or garnering domestic funds. This is a threat to the sustainability of the organization. The financial and human resource management procedures employed by the organization are weak and Madadgaar requires funding to enable any institutional strengthening (such as formulating SOPs, policy manuals etc.). With the aid of MFS II funding the organization has continued its service-delivery and advocacy work and mobilized youth into advocacy clubs. This is a very positive improvement to the program design, in terms of Madadgaar's approach to civil society strengthening. The organization needs to mobilize more funds to increase its outreach activities and awareness raising campaigns. The service delivery component of the project is focused on protection of target populations, and provides a specialized service through its well-connected network of referral partners in Karachi. There is a need to continue to expand and consolidate this service to new regions of intervention including the cities of Lahore, Quetta and Peshawar and the provinces they fall in.

In the past disgruntled relatives and families of clients have violently targeted some Madadgaar staff. The organization has also already received threatening letters from the Taliban and have had to change offices multiple times. Tackling such a challenge requires the drafting and regular update

of security plans and setting up necessary precautions to ensure the safety of staff. These measures are essential since the growth of the organization will create greater visibility (which could in turn make threats more likely).

6) Overall assessment

Overall, the evaluation of MFS II funding in Pakistan has been very positive.

All 3 projects for which achievements of MDGs goals and themes have been evaluated have recorded some positive results on key MDG indicators, especially in relation to health, environmental sustainability and good governance. These results can be directly attributed to the MFS II funding thanks to the use of quasi-experimental methods. In addition, the cost-efficiency of key development interventions appear to be very satisfactory, although just a few activities could be compared to a relevant benchmark. There has been a lack of results on MDG1, however, which is due to projects not being directly impacting livelihoods, short implementation and evaluation periods and lack of consistency of project activities over time.

All 4 SPOs assessed on capacity development have registered positive changes since the baseline and the process tracing used in 2 cases confirmed that positive developments can be directly traced back to the MFS II funding. Results on efforts to strengthen civil society are more limited, however: 2 SPOs registered a decline in effectiveness, and the progress noted for the other SPOs is usually small. SPOs have much less control on civil society as they have on their own capacity, and while positive societal change happens, it often does so at a slower pace than the two years period under consideration in these joint evaluations.

Based on the synthesis of joint MFS II evaluations, the report recommends that similar projects be funded in the future but provide specific recommendations to increase the effectiveness and relevance of individual projects in the technical reports.

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1. Introduction

This report presents the synthesis of joint MFS-II evaluations in Pakistan. 7 technical reports, with more detailed results, present the evaluation findings for each of the 7 SPOs.

MFS II is the Dutch Ministry of Foreign Affairs' 2011-2015 grant framework for Dutch civil society organisations engaged in international development as co-funding agencies (CFAs). It is the successor to MFS I, which covered the period 2007-2010. The overall aim of MFS II is to help strengthen civil society in the South as a basis for structural poverty reduction. Twenty consortia of Dutch civil society organisations were awarded 1.9 billion euros in MFS II grants.

The aims of the synthesis of the joint MFS II evaluations are:

- To analyse the effectiveness, efficiency and relevance of development interventions funded by MFS II per category of priority result areas, based on the results of the evaluations at country level;
- To provide justified recommendations that enable Dutch CFAs and MoFA to draw lessons for future development interventions;
- To compare the different methodologies used in the evaluations of development interventions at country level.

The evaluation outcomes are grouped into three categories of priority results areas:

- Achievements of Millenium Development Goals and Themes;
- Capacity Development of Southern partner organisations;
- Effort to strengthen civil society

The MFS II evaluation in Pakistan involves 7 SPOs and 3 alliances/CFAs. All SPOs are assessed on their efforts to strengthen civil society; 3 SPOs are assessed on MDGs goals and themes, and 4 SPOs are assessed on capacity development. There exists some overlap across these samples as some SPOs are assessed on multiple results areas, as shown by the table below. The decision to include process tracing on a subset of SPOs to improve attribution for capacity development and efforts to strengthen civil society has been taken in 2014.

SPO Name	CFA Name	Project Name	MDG Project	SPO Capacity Building		Civil Society Strengthening	
				Assessment	Process Tracing	Assessment	Process Tracing
Awaz CDS	SRHR Alliance	Parwan	X	X	X	X	-
Lok Sanjh Foundation	IMPACT Alliance	Food Security in Changing Climate	X	X	X	X	-
PFF	IMPACT Alliance	Just and Sustainable Livelihood	X	X	-	X	X
SCOPE	IMPACT Alliance	Strengthening Grassroots Land Right	-	X	-	X	-

		Throughout Pakistan					
Shirkat Gah	IMPACT Alliance		-	-	-	X	X
Bedari	Child Rights Alliance		-	-	-	X	X
Madadgaar	Child Rights Alliance	Girls Power Programme	-	-	-	X	

Progresses towards the achievements of the Millennium Development Goals (MDGs) were assessed through the combination of quasi-experimental analysis and qualitative research. Suitable control groups were built for each evaluation and beneficiaries and control observations were both surveyed in 2012 and 2014. This allowed the research team to use propensity score matching and difference-in-difference (DID) on matched samples to establish causality of results. The baseline and follow-up surveys on which this report is based were carried out between September and October 2012, and May and December 2014, respectively, in districts within Pakistan's Sindh and Punjab provinces.

Capacity development of SPOs were assessed using the framework proposed by the European Centre for Development Policy Management (ECDM) in conformity with the TORs. The framework identifies five core capabilities which must be boosted in tandem if they are to strengthen organisations in a sustainable way. The core capabilities are:

1. Capability to adapt and self-renew;
2. Capability to act and commit;
3. Capability to deliver on development objectives;
4. Capability to relate to external stakeholders;
5. Capability to achieve coherence.

Efforts to strengthen civil society have been assessed using the Civil Society Index (CSI) developed by CIVICUS, the world alliance for citizen participation, as per the TORs. The Civil Society Index consists of the following dimensions:

1. Civic engagement;
2. Level of organisation;
3. Practice of values;
4. Perception of impact;
5. Environment.

Three main tools were used for data collection across the evaluations: (a) a structured questionnaire developed for the baseline study that is geared to generate scores along the five dimensions of the Civil Society Indexes (CSI) developed by CIVICUS, and 13 project result areas (i.e. CSI sub-dimensions) that were selected by the Dutch MoFA; (b) a structured questionnaire (see annex III) to gauge change relative to baseline levels in the targeted indicators of capacity development, (c) unstructured key respondent interviews with project staff and beneficiaries that focused on probing deeper on certain points in order to collect more detailed and nuanced data; and

(c) focus group discussions with SPOs staff in order to think collectively through the organisation's progress in accordance with its own explicit and implicit theory of change.

The primary data collection activities were complemented by a detailed review of information from various organisational documents provided by the SPO (annual reports, a mid-term evaluation, network lists, network position statements, draft bills and internal manuals), as well as other secondary sources of data that were used to verify key diagnostic pieces of the evidence base on the SPOs and MFS-II funded activities. These included literature on Pakistan, key web sites and online resources, and news sources.

The report is structured as follows. Section 2 presents the context in which the SPOs operate, section 3 is devoted to the presentation of SPOs and projects, section 4 summarises key results on achieving MDG and themes, section 5 summarises key results on capacity development and section 6 presents key results on efforts to strengthen civil society.

2. Context

2.1 Country profile

2.1.1. Geography and population

With an area covering 796,095 km², Pakistan is the 36th largest country in the world in terms of area. Pakistan is a federation of four provinces (i.e. Punjab, Sindh, Khyber Pakhtunkhwa and Balochistan) as well as the Islamabad Capital Territory and the Federally Administered Tribal Areas (FATAs) in the northwest, which include the Frontier Regions. The government of Pakistan also exercises *de facto* jurisdiction over the western parts of the disputed Kashmir region, which is organised into the separate political entities: Azad Jammu & Kashmir and Gilgit–Baltistan (formerly known as Northern Areas).

The population of Pakistan increased from 111 million in 1990 to 144 million in 2000 and 182 million in 2013. The annual population growth dropped from 2.9% in 1990 to 2.3% in 2000 and 1.7% in 2013. The proportion of rural population dropped from 69% in 1990 to 67% in 2000 and 62% in 2013. The total labour force is estimated to be 57.89 million persons in 2011, of which 43% was employed in the agriculture sector, 20% in industry and 37% in the services sector (2005 figures).

The population comprises several ethnic groups: Punjabi (44%), Pashtuns (15%), Sindhis (14%), Seraikis (11%), Muhajirs (8%) and Balochs (4%). The remaining 5% belong to various ethnic minorities. Pakistan is the second most populous Muslim-majority country and has the second largest Shia population in the world. About 97% of Pakistanis are Muslim.

2.1.2. Economy

The Gross Domestic Product (GDP) per capita (current US\$) increased from US\$ 360 in 1990 to US\$ 514 in 2000 and US\$ 1,299 in 2013. The Gross National Income (GNI) per capita based on purchasing power parity (PPP) increased from US\$ 2,000 in 1990 to US\$ 2,640 in 2000 and US\$ 4,920 in 2013.

The economy of Pakistan is the 47th largest in the world with a GDP of US\$ 211 billion (nominal) in 2011 and the 28th largest in the world in terms of PPP with a GDP of US\$ 488 billion. Pakistan has a semi-industrialised economy with agriculture accounting for 25% of the total GDP, industry with 22% and services with 53% in 2013.

During the mid 2000s, Pakistan experienced a period of tremendous growth, with an average yearly GDP growth of 7% between 2003 and 2007. Since the beginning of 2008 however, Pakistan's economic growth has stalled and the real GDP growth rate dropped to 1.7% in 2009, 3.8% in 2010 and 2.4% in 2011. In 2012 and 2013, however, the GDP growth was 4.0% and 6.1% respectively. Security concerns stemming from conflict in parts of the country have created great instability and contributed to a decline in net foreign investment from a high of US\$5.59 billion 2007 to a low of US\$0.86 billion in 2012. Combined with an increase in global commodity prices, this has led to a trade deficit of almost US\$ 10 billion, high inflation of 20.3% in 2008 and 13.9% in 2011 (but dropping to 7.7% in 2013). The current account balance was negative at US\$ 4.0 billion in 2013. The total external debt was US\$ 61.9 billion in 2013

Pakistan's principal natural resources are arable land and water. About 27% of Pakistan's total land area is classified as arable land and it is watered by one of the largest irrigation systems in the world. In 2010, 76% of all agricultural land was irrigated compared with 66% in 2000. Due to a rapid population growth, arable land per capita dropped from 0.18 ha in 1990 to 0.15 ha in 2000 and 0.12 ha in 2012. Agriculture still employs 44% of the labour force in 2012 against 51% in 1990. Since 1990, crop and food production has increased significantly, mainly due to increased yields for cereals from 1,766 kg/ha in 1990 to 2,930 kg/ha in 2012. An increased consumption of chemical fertilisers from 141 kg/ha in 2002 to 198 kg/ha in 2010 also contributed to the increased crop and food production in the country. Between 1990 and 2010, the production in the livestock sector also increased dramatically.

Pakistan's industrial sector accounts for about 22% of GDP in 2012. Cotton textile production and apparel manufacturing are Pakistan's largest industries and account for about 66% of the merchandise exports and almost 40% of the employed labour force. Other major industries include cement, fertiliser, edible oil, sugar refining, steel, tobacco, chemicals, machinery, and food processing. Pakistan's service sector accounts for about 53% of GDP in 2012. Transport, storage, communications, finance, and insurance account for 24% of this sector and wholesale and retail trade about 30%. Pakistan is also trying to promote the information industry and other modern service industries through incentives such as long-term tax holidays.

In 2011, the total value of exports was US\$30.9 billion compared with US\$24.9 billion in 2010. The main exported commodities included textiles (i.e. garments, bed linen, cotton cloth, yarn), rice, leather goods, sports goods, chemicals, manufactures, carpets and rugs. In 2011, Pakistan imported commodities with a total value of \$39.35 billion compared with US\$32.88 billion in 2010. The main imported commodities are petroleum, petroleum products, machinery, plastics, transportation equipment, edible oils, paper and paperboard, iron, steel and tea.

2.1.3. Social indicators and MDGs

Health

The crude birth rate (per 1,000 people) dropped from 40 in 1990 to 31 in 2000 and 26 in 2012, whereas the crude death rate (per 1,000 people) dropped from 10 in 1990 to 8 in 2000 and 7 in 2012. Between 1990 and 2012, the fertility rate dropped from 6.0 to 3.3 births per woman. Between 1990 and 2012, the proportion of women (15 to 49 years) increased from 15% to 29%. Between 1990 and 2013, the health situation in Pakistan improved considerably with mortality rates for infants and children younger than 5 years dropping dramatically.

A significant increase in the immunisation rate of children ages 12 to 23 months has contributed to a lower mortality rate among young children. Between 1990 and 2013, the proportion of children (12 - 23 months) having DTP immunisation increased from 54% to 72% and for measles from 50% to 61%.

Malnutrition among children under the age of 5 years (weight for age) decreased from 39% in 1991 to 31% in 2011, whereas the malnutrition rate (height for age) dropped from almost 55% to 43% during the same period.

The maternal mortality rate also decreased sharply from 400 per 100,000 live births in 1990 to 280 in 2000 and 170 in 2013. This was mainly due to a) improved access to prenatal care increasing from 26% of pregnant women in 1991 to 43% in 2001 and 68% in 2012; and b) proportion of births attended by skilled health staff increased from 19% to 49% between 1991 and 2012.

Total life expectancy at birth increased from 61.0 years in 1990 to 66 years in 2012, whereas it was slightly higher for women: 62 years in 1990 and 67 years in 2012.

In 2009, the reported HIV prevalence was 0.1% of the population aged 15 to 49 years. Tuberculosis prevalence was 231 per 100,000 people in 2010 and notified cases of malaria were 881 per 100,000 people in the same year.

The proportion of households with improved access to rural water supply improved from 81% in 1990 to 89% in 2012. During the same period, the proportion of households with improved access to sanitation increased from 27% to 48%.

Education

The proportion of children enrolled in primary education increased from 58% in 2001 to 72% in 2012. The proportion of boys completing primary education increased from 71% in 2005 to 77% in 2012, whereas 66% of girls completed primary school in 2012 against 51% in 2005. The ratio of female to male primary enrolment increased from 68% in 2000 to 87% in 2012. The literacy rate among the adult population (older than 15 years) increased from 43% in 1998 to 55% in 2010. Male literacy is 70.2% while female literacy rate is 46.3%.

The number of live births per 1,000 women aged 15 to 19 years dropped from 49 in 2000 to 30 in 2010. The literacy rate among young females (15 to 24 years) improved significantly from 43% in 1998 to 63% in 2011, whereas the literacy rate among young males increased from 67% to 78% during the same period. The fact that 48.6% of the total population is female is an indication that practices such as female infanticide and insufficient care to female children are quite common. The low

social status of women in Pakistani society ensures gender disparity in the availability of food, education, health and employment. According to the 2013 Gender Inequality Index of the UNDP, Pakistan is ranked 127th out of 152 countries.

MDGs

With regard to MDG 1, Pakistan is on track to achieve the MDG target with regard to poverty due to persistent downward trend in poverty incidence over the past decade as the percentage of population below the poverty line fell from 34.5% in 2001/02 to 12.4% in 2010/11. Factors contributing to the drop include increased allocations to the poor under the Benazir Income Support Program. Natural and man-made disasters, slow economic growth, global recession and higher food inflation contributed to higher increased poverty. Pakistan's unemployment to population ratio increased from 27.1% in 2001/02 to 30.9% in 2010/11, making the prospect of full employment by 2015 highly unlikely. Malnutrition, measured as prevalence of underweight children under-5 years of age, decreased slightly from 40% in 1990/91 to 31.5% in 2011/12, but is still far off the MDG target of less than 20%. With two out of three targets off-track, the country is unlikely to achieve MDG 1.

It is also unlikely that the targets for MDG 2 will be achieved by 2015. Rates of net primary enrolment and completion increased up to the mid-2000s but thereafter slowed and fluctuated, and in 2011/12 were 57% and 50% respectively. The literacy rate is 58% overall, but this is highly skewed towards males as 70% of males are literate compared to 47% of females.

Except for the proportion of female Parliamentarians, the progress in achieving the other MDG 3 targets is slow and unlikely to be achieved by 2015. Gender parity in education has improved, but still falls short of the MDG targets set for 2015. The share of women in non-agriculture wage employment is 10.45% in 2010/11, which is still short of the 14% target.

With regard to MDG 4, Pakistan is off-track for five of six targets and unlikely to attain this MDG. Under-five mortality fell from 117 deaths in 1990/91 to 89 deaths per 1,000 live births in 2012/13, whereas the infant mortality rate in this period from 102 to 74 deaths per 1,000 live births. However, both are still short of the MDG targets of 52 deaths per 1,000 live births for under-five mortality and 40 deaths per 1,000 live births for infant mortality. The coverage for fully immunised children increased from 75% to 80% and of measles immunisation from 80% to 81% in this period, which are still short of the target of above 90% coverage. Pakistan was able to achieve the MDG target (less than 10 percent) for reducing the proportion of children under five who suffered from diarrhoea in the last thirty days as it fell from 26% to 8%. Lady health worker coverage stood at 83% in 2008/09 against the target of 100%.

It is unlikely that Pakistan will achieve all targets related to improved maternal health (MDG 5). Over the past decade, a renewed focus on providing timely and efficient health care options to women of child-bearing age is apparent. Pakistan has shown considerable yet insufficient progress for achieving the targets set for 2015. The maternal mortality rate has been almost halved (down to 276 per 100,000 births in 2006/07), contraceptive usage has almost tripled (up to 35.4%), proportion of births attended by skilled birth attendants have more than doubled (up to 52.1%), and antenatal

consultations have more than quadrupled (up to 68%) since 1990/91, whereas the total fertility rate at 3.8 remains considerably higher than the target of 2.1.

With regard to MDG 6, Pakistan is off-track on three out of five indicators and therefore unlikely to achieve this MDG. Most of the indicators show positive trends, particularly in the case of HIV prevalence among pregnant women, and detection and provision of healthcare for TB patients. The latter has been achieved and the former is likely to be, which can be attributed to swift and focused action on the part of the government, particularly in the case of TB. However, the year on year growth of overall TB cases (up to 230 cases per 10,000 population versus a target of 45 per 10,000 people) represents one of the worst faring indicators for Pakistan in all the MDGs. HIV/AIDS trends among vulnerable groups are also alarming. The proportion of people in malaria risk areas using effective prevention and treatment measures remains low with 75% against the target of 40%.

Overall, with four out of seven indicators on track, Pakistan is likely to achieve MDG 7 with continued efforts. Pakistan is on track to achieve four targets: protecting areas for wildlife conservation (11.6% against the target of 12%), reducing sulphur content in high speed diesel, improving GDP per unit energy (measure of energy efficiency) and improving access to safe drinking water (89% against the target of 93%). However, it is lagging on access to sanitation (72% of the population having access to this facility against a target of 90%). Pakistan has also made progress on increasing forest cover, which is currently 5.2% but is still short of the 6% target.

2.2. Factors influencing the effectiveness of the SPOs' projects

2.2.1. Patriarchy and gender relations

A social structure that cuts across all provincial and district boundaries in Pakistan, and has perhaps proved to be the most resilient of all, is patriarchy. The kinship group, defined as Pakistan's primary form of social organisation, is, in fact, maintained through the exercise of male control over women and their marriage choices (Alavi 2001: 66). This derives from the fact that the kinship system is based on patrilineal descent and, therefore, control over women and marriage logically serves to perpetuate the kin group, whilst the submission of female will to male decision-making serves to maintain the particular identity of the group. It is not surprising, then, that in a country where social structures are defined as kinship groups that base their identity on common male ancestry, patriarchal values are strong across the variation of kin groups found from KPK to Sindh.

Patriarchy is maintained through a combination of social exclusions that result in women experiencing more severe poverty as compared to men, a phenomenon referred to as the feminisation of poverty. Mohmand and Gazdar (2006) found that whilst men recognise the Islamic right of women to inherit a share of land, they insist that their culture dictated otherwise. Therefore, an absolute minority of women actually own land, and, when they do, it is managed by male members of the family.¹ Resources are not transferred to women in any other form, to the extent that even the Islamic practise of giving *haq mehar* to a bride is not practised widely, and where it is practised, the amount is nominal and does not provide economic security or independence to the

¹ These findings are based on fieldwork conducted in seven districts of three provinces in Pakistan.

woman. Women are also not involved in significant income-generating activities. In Mohmand and Gazdar's (2006) study, only five percent of women had an income source of their own. Greater involvement was found only where men have migrated, leaving the responsibility of land cultivation to women, or where women of lower caste work as agricultural servants on the lands of others.

The lack of control over economic resources and an independent source of income forms the lynchpin of the patriarchal kinship systems of Pakistan, and places decision-making power in the hands of men. This dependence is also reflected in the political sphere, where women are 25 percent less likely to vote than men and do not have any direct contact with political representatives (Mohmand & Gazdar 2006). There are few female councillors, and where they do exist, they are limited by the same rules of mobility as other women, and are often represented on councils by their husbands (Mohmand 2012). The major impact of this is that political candidates recognise that women form an inactive and unaware vote bank that votes according to decisions taken by men. Therefore, they do not have to be responsive to needs articulated by women despite the fact that an earlier study ascertained that men and women demand very different things (Mohmand & Cheema 2004). Candidates understand that in order to win a group's vote, they have to cater to the needs and demands of its male members. Essentially, the ability of women to use the political arena to change their marginalised position is severely constrained by the same social structures that restrict their control over economic resources.

The social exclusion of women extends beyond the economic and political arenas to include exclusion from social services as well. Easterly (2003) pointed out that Pakistan's education lag is largely explained by a massive shortfall in female enrolment. Sen's "missing women" thesis (Sen 1992) explains that Pakistan's demographic sex ratio of 106 men to 100 women reveals that women's access to health services is significantly limited compared to that of men, and that their nutrition and health levels are much worse. These differentials also reveal that services provided to a village are not equally accessible by all households and groups, but that social structures work to socially exclude certain groups from access — in this case, women. Patriarchy is, therefore, a social structure that causes the social exclusion of women at various levels. It has resulted in women being poorer than men, having low literacy rates, not being prioritised in terms of their health and nutrition needs, and not being able to make their own decisions, which includes not being able to decide when they will get married and how many children they will have.

2.2.2. Conflict and Violence

Added to the complicating factors above is the fact that Pakistan has experienced severe violence in its recent past. Much of the ethnic fragmentation and social polarisation mentioned above has erupted over the last decade into different forms of violence that has affected large sections of the country. In Sindh, this is confined largely to Karachi, where ethnic and political rivalry between its various ethno-linguistic groups, overlaid with religious, sectarian violence and gang wars, have caused a high death toll through much of the 1990s. Since 2010, this has resumed in severe form. In Baluchistan, violence is between Baluch nationalists seeking self-determination and the government's counter-movement. Both sides have resorted to violence that has exposed its capital city of Quetta to regular incidents of kidnappings, targeted killings, and 'disappearances'. The violence in the rest of the country is more overtly religious in nature.

In South Punjab, rival Shia and Sunni groups frequently target each other's members and supporters, and Al-Qaeda-supported groups are allegedly on the rise. In the rest of the country — principally in Islamabad, Lahore, and, to the greatest extent, in various parts of KPK, especially Peshawar — violence and conflict are a result of terrorist attacks led by various factions of the Pakistani Taliban. According to most accounts, this is closely linked to the 1980s proxy Cold War in Afghanistan in which the US used Pakistan extensively to support the Afghans against the Soviets, which led to a spill-over into Pakistan of weapons, revenue from the drug trade, a large number of refugees, and eventually of large groups of radicalised war veterans with few economic prospects after 1989. The attack on Afghanistan by US forces, after September 11th 2001, once again mobilised many of these groups, this time against the US and its ally, the government of Pakistan. Since then, terrorist attacks by the Pakistani Taliban all over the country, drone attacks by the US army within Pakistan's tribal belt, and operations by the Pakistan army against various Taliban strongholds have kept the country in the grip of a deteriorating security situation.

Within this violence, another source of the polarisation of Pakistan's society has become increasingly visible — that based on religion and sectarianism. Religious intolerance has grown, and a widening web of religion-based violence has come to the fore, based on differences between various Islamic sects, and between these and other minority religions. The last two years have seen a particular hike in incidents of such religious intolerance. In the year 2011–2012, sectarian violence increased by 53 percent, as compared to non-sectarian attacks, which decreased by 20 percent (PIPS 2012).²

2.2.3. Implications for Social Policy

The political and social context of social policy in Pakistan provides a number of political economy hypotheses for Pakistan's lagging social development.

(1) Its particular political history has meant that the power to govern has rested through most of Pakistan's history with unelected institutions, such as the army and the bureaucracy. Political parties are weak and have not been allowed to develop, and many are built around the individual power of the rural landed elite. The political economy explanation provided by this is that social policy has suffered through a political process that has had little concern with representing the needs of the general populace, and in which political actors have not focused on building a record of social service delivery and performance. In fact, long-term social programming is rarely a priority in unstable regimes. The fate of elected governments has often rested on other concerns and their relationship with unelected institutions, and not on how well they provide to their general electorate. In such systems, elections serve the purpose not of strengthening democracy but of simply providing an opportunity and rationale for the landed elite to bring into use all their economic and social power to periodically revive vote blocs and to strengthen the clientelistic linkages that they embody (Rouquie 1978; Mohmand 2011).

² The Express Tribune, January 6th 2013, "Report indicates drastic increase in sectarian violence in 2012". Available at: <http://tribune.com.pk/story/489677/report-indicates-drastic-increase-in-sectarian-violence-in-2012>

Authoritarian regimes and clientelistic politics based on traditional, rural power-holders have had a particularly synergistic relationship in Pakistan. Writing about the experience of Latin America, Archer (1990) argues that clientelism helps maintain regime stability by reducing ideological organisation and conflict. This is true of Pakistan. In return, authoritarian governments at the centre have ensured that they do not deliver universal, non-discretionary services to villages (Keefer *et al.* 2003). Other than the rule-based provision of a primary school in each village and a health centre in each union, all other services are targeted, awaiting demands from citizens and the intervention of influential actors. This provides the ideal space within which local landlords can step in and build their reputations as “deliverers” of essential public services. They deliver services, and people deliver votes. Clientelism thrives on this targeted pattern of service delivery since the relationship would lose its very logic if the leader were no longer required as a broker to access public services.

(2) The fact that it is polarised across class, kinship, ethnic, and gender lines means that those in power have rarely thought in generalised terms beyond the immediate interests of their own social groups. Landed politicians have avoided the introduction of agricultural taxation, and, according to some accounts, have worked against greater educational opportunities for all in order to perpetuate their own power (Husain 1999). Ethnic groups have worked against one another to maintain their own dominance to the exclusion of universal policies. And the fact that all decision-making has been concentrated in the hands of men — within state institutions and within the family — has meant that women have not only been marginalised in general, but have been missed as a target group within social policy. Easterly (2003) extends the thesis that social policy suffers within polarised societies, and that “the Pakistan case illustrates the principle that the social payoff to foreign aid is low in a polarized society” and that “Pakistan is the poster-child for the hypothesis that a society polarized by class, gender, and ethnic group does poorly at providing public services”. Mohmand (2011) found that in a politically fragmented system it is in the interest of all — politicians, their vote banks, and even voters themselves — for public service delivery to be targeted to specific groups.

(3) The recent violence that has erupted in different parts of Pakistan now provides another reason for why social policy does not receive the attention that it deserves. Instead, the country has been in crisis mode, with the government focused either on the daily acts of terrorism and religious violence, or on its own survival vis-à-vis other institutions, such as the army, and, more recently, the judiciary. Most respondents during our interviews in Islamabad pointed out that the severity of the current situation worked against the government’s ability to concentrate on any social policy.

2.3. CSOs in Pakistan

Civil society in Pakistan comprises of NGOs, community-based organisations, think tanks, trades unions, cultural groups, and informal citizen organisations. There are 56,219 civil society organisations (CSOs) registered under one of the six existing laws in Pakistan. Since independence in 1947, civil society has gone through three major stages. During the first stage (1947-77), there was growth and diversification of civil society with the establishment of welfare and charity organisations, writer’s organisations, women’s organisations, trade unions, Christian missions, student organisations and madrasas (religious schools). During the military coup of Zia Ul Haq in 1977, many of those organisations were suppressed but an emerging middle class created new CSOs with a focus on facilitating community-based organisations in a wide variety of ways. The third stage

(from 1992 onwards) can be defined by the emergence of a public-private partnership model between government and CSOs.

As both media and civil society were given more room to operate, CSOs became more politically aware and began to incorporate lobbying and advocacy activities in their programmes. In the present day, powerful groups with a strong bargaining position towards the government are occupational/sector-based organisations, such as the Bar, Teachers and Media Associations and the Women's Network. Religion also plays a major role in civil society in Pakistan. Though there is no insight in the scope of how many religious groups exist it is worth mentioning that it is an important source for mobilisation and service delivery. Religious leaders have a large influence on both public and private perceptions of societal issues such as the enrolment of girls in schools and sexual reproductive health rights.

At present, a major challenge is the credibility and image of CSOs as they become less accountable to their constituencies. A major cause is the rapid increase of (external) donor funds serving particular agendas and using economies of scales and outputs as yardsticks of achievement, rather than impact. In addition, the agendas of CSOs are mainly based on past experience and working within the same limited constituencies, whereas the direct involvement of communities/target groups in the analysis and detailed planning is limited. Working in alliances and networks to build synergies and achieving greater impact has recently been initiated, but is limited to policy and campaigning initiatives. (Source: Oxfam Novib Country Strategy 2015)

In short, civil society has a role to play in challenging political legitimacy, in spawning new initiatives and service delivery. The 18th Amendment to the Constitution is bringing in major changes to the nature of governance in the country through the decentralisation of government to the provincial level. This heralds a new era of more direct governance and, possibly, a greater role for civil society.

2.3.1. Position of the government toward CSOs

On a general basis, the political transition towards democracy started with the elections of 2008, brought about positive change for the civil society in Pakistan that is now increasingly engaged in consultations and decision-making. Thanks to their relentless work and awareness campaigns, CSOs have reached some important milestones such as the gender protection bill, the child protection bill and the rights for information bill. The Media, historically on the side of the government, is now highlighting the good work of the civil society. Alternative social media is also on the rise and drives attention to sensitive political issues, whereas before no one could speak against the military. Also because of donors' inclination and stand against extremism, the civil society gained more space. Pakistan is now in transition from complete aloofness from political activism to more space for politics.

However, these positive developments are set back by recently introduced restrictions by the government on the work of NGOs and INGOs. In 2013, the Pakistani Economic Coordination Council (ECC) approved a policy for the regulation of organizations receiving foreign contributions, which is intended to control foreign funding to NGOs and INGOs. The draft Foreign Contributions Act (FCA) of

2014 may soon be enacted by the National Assembly and will supersede the policy. According to the policy, all NGOs receiving foreign contributions have to register with the Economic Affairs Division (EAD) and international NGOs have to sign a memorandum of understanding (MoU) for a period up to five years. All requests for registration will be approved after scrutiny by the Ministry of Interior, the provincial government and/or local government and other relevant stakeholders. NGOs will have to maintain full disclosure of their activities, their respective areas of work, the source of their funding and the utilization of their funds. It is unclear to what extent the policy's provisions are being enforced. However, the government's suspension of MoUs with foreign-funded aid organizations in April 2014 may be an attempt to enforce the policy. New MoUs will be issued only upon security clearance. In the last two years, the government has been reviewing MoUs every few months. Oxfam Novib's MoU was withdrawn in 2013 and it took one and half years to renew it. In addition, in May 2014 the government revised the registration process for NGOs receiving funds from foreign sources and made it mandatory for them to declare their sources of funding, in addition to providing reasons and justification to work in Pakistan. At any time, the government can restrict activities if it deems these are against national security, identity or ideology. Several international NGOs have been blamed by the government of blasphemy and espionage and are object of hostile surveillance. This also partly explains why donors, who internally support political activism of their partner organisations, are reluctant to support it publicly because they fear retaliation, security issues and restrictions by the government.

The policy will likely have implications for governance and work of SPOs. For instance, the increased security measures, which project staff (both external and national) has to follow, are raising implementation costs and causing delays in the delivery of services. (Source: <http://www.icnl.org/research/monitor/pakistan.html>).

The government claims the policy addresses the concern over atomization of organizations, lack of transparency and accountability, corruption, and the spread of family/tribes-led organizations that aliment the patronage system. On the other hand, perceive the NGO bill as a means to restrict their advocacy and lobbying work and fear the bill can be misused to increase control over the society in general.

The vacuum left by the government and the civil society is filled by fundamentalists. Religious belief is a very powerful tool to mobilise and motivate people. For instance, during the 2010-2011 floods, the government did not launch any international appeal and donors (international and national) did not intervene timely. Religious groups, supported internationally and nationally, played a crucial role in relief, won the heart of the people and embedded themselves through *madrassahs* (religious schools).

2.3.2. 18th Amendment and the Devolution of 2010

At the same time, as the term of local governments was coming to an end, the new PPP government was drafting the 18th Amendment to the Constitution that introduced a different type of decentralisation to Pakistan for the first time in its history by entirely devolving a number of ministries from the federal level to the provinces. The 18th Amendment, passed in April 2010, sought to return the Constitution to its 1973 formulation by purging it of later amendments introduced by Zia-ul-Haq's military regime, and, in the process, also empowered provinces as never before by

devolving 17 ministries from the centre to the provinces, including the ministries of health, education, food and agriculture, women development, and social welfare and special education.³ In other words, most ministries with interventions related to nutrition were now under provincial control.

Along with this, the Concurrent Legislative List was abolished to give provinces the exclusive right to legislate on 40 of the 47 subjects listed in it, with issues like criminal law, criminal procedure, and evidence laws added to the Federal Legislative List to avoid the creation of five separate law codes (Social Policy and Development Centre [SPDC] 2012, Almeida 2010, Waseem 2010). Other subjects from both the Concurrent list and the Federal List were moved to a revitalised Council of Common Interests — originally set up under the 1973 Constitution, but greatly strengthened by the 18th Amendment — that is chaired by the Prime Minister, includes all four provincial Chief Ministers along with three other federal government members, and so represents a coordinated federal-provincial effort at the formulation and regulation of certain policies (SPDC 2012). It also serves as a dispute resolution body between the provinces and the centre on issues such as water use and the distribution of natural resources.

This round of decentralisation, unlike the ones that went before it, is considered to have met a long-standing political demand of the regional party structure of Pakistan — Pakistan Muslim League-Nawaz (PML-N) based in Punjab; Awami National Party's (ANP's) supporters are mainly from KPK; Baluchistan National Party (BNP) has its base in Baluchistan; PPP, though a national party, has its strongest constituency in rural Sindh; and the various smaller parties also have localised bases of support.⁴ Many of our respondents at the federal level believe that the speed with which devolution was implemented in the aftermath of its passage through parliament and senate — with no transition period and little time to design a careful rolling out of responsibilities to the provinces — testifies to the fact that it was a response to a political demand, rather than to meet an administrative demand to improve service delivery or channels of accountability.

Another departure from the past is the fact that the current decentralisation reforms were passed as a constitutional amendment through a two-thirds majority in parliament, making them far more sustainable than the reforms of the past. This does not, however, mean that the effort is completely non-reversible. In fact, within the first two years, eight new ministries were created at the centre, and, according to some of our respondents, part of the reason for this was to return decision-making power over certain functions back to the centre. For example, though the Ministry of Environment was devolved, seen by some commentators as a hasty and problematic decision, some of its functions were soon returned to the centre through the new federal Ministry of Climate Change, and that “most of the functions of new ministries are essentially the same as their predecessors” (SPDC

³ The others include: Zakat and Ushr, Population Welfare, Youth Affairs, Local Government and Rural Development, Culture, Tourism, Livestock and Dairy Development, Minority Affairs, Sports, Environment, Labour and Manpower, and Special Initiatives.

⁴ The MQM is the one exception to this rule, since its support is concentrated in the cities of Sindh, and as such, the local government system offers it greater control than does provincial autonomy. This is because whilst Karachi is divided into 20 national assembly constituencies and 42 provincial assembly constituencies, it all falls under one city government and its *nazim* as per LGO 2001, and five city districts under SPGLO 2012.

2012). Similarly, a new federal Ministry of Food Security and Research has recentralised coordination and planning around food and agriculture, whilst the new Ministry of National Harmony has replaced the devolved Ministry of Minority Affairs.⁵ Furthermore, many functions of the devolved ministries have also been retained at the federal level, so that of the “301 entries in the allocated business of devolved ministries and divisions...only 94 functions have actually been devolved while 207 functions have been retained by the federal government” (SPDC 2012).

There are concerns that whilst power may have been devolved from the centre to the provinces, it is now being centralised, along with resources, within provincial capitals and is not being devolved further to sub-provincial tiers of government. Lahore, Peshawar, Quetta, and Karachi are still far away from the country’s rural hinterlands. As Easterly (2001) puts it, “for Punjab’s population of 73 million, for example, the provincial government in Lahore makes the decisions on how many textbooks and medicines will make it to some remote rural backwater”.⁶ Since local governments are a provincial subject under the constitution, it is up to the newly empowered provincial governments to devolve power further to districts, but few have shown a willingness to do so, and have instead revived the old bureaucratic offices at the local level to help deliver services. In each province, the elections are overdue and the issue has been taken to court, which ordered the governments to call local government elections. The 18th Amendment also added this to the Constitution as Article 140(A).⁷ By continuing to operate without local governments, provinces are now in contravention of both the courts and the Constitution. The Punjab and Sindh governments have both formulated Local Government Acts (LGAs) but have yet to institute these, and according to one analysis, “the proposed LGA of Punjab represents a retreat from the wide ranging functions transferred to local governments in 2001” (SPDC 2012). In Sindh, the PPP government’s attempt to institute the Sindh People’s Local Government Ordinance (SPLGO 2012) to appease the demands of its coalition partner Muttahida Quami Movement (MQM) — a party that lost considerable power through the disbanding of local governments and gained little in return through provincial devolution — has met considerable controversy and has been challenged in court by other political parties.⁸

⁵ Other newly created ministries at the centre include: Capital Administration and Development, Human Resource Development, National Harmony, National Heritage and Integration, National Regulation and Services, and Professional and Technical Training.

⁶ This changed after the implementation of LGO 2001, but during the current round of devolution, there has again been a decline in the districts’ non-salary/development expenditures compared to the provincial government (Interview with government official).

⁷ (1) Each Province shall, by law, establish a local government system and devolve political, administrative, and financial responsibility and authority to the elected representatives of the local governments. (2) Elections to the local governments shall be held by the Election Commission of Pakistan.

⁸ Much of the opposition is based on the ethnic fragmentation of Sindh across its Sindhi-majority rural areas and *muhajir*-majority urban areas — and the further fragmentation of the urban population across various feuding ethnic groups — which has led most ethnic groups to fear what the *muhajir*-led MQM’s control of Sindh’s resource-wealthy urban areas will mean for the rest of the province.

3. Southern partner organizations and projects

3.1. Lok Sanjh Foundation (LSF)

3.1.1 SPO Profile

LSF was established as a non-profit, non-governmental organisation by a group of farmers and rural activists in 1996 in order to make an organised effort to raise awareness among farming communities of their rights and enable them to struggle for the protection of farmers' rights.

LSF has a head office in Islamabad and the following zonal offices in Punjab province and Azad Jammu and Kashmir: Fatehjanj for Northern Punjab; Faisalabad for Central Punjab; Toba Tek Singh for Southern Punjab; and Muzzarafabad for Azad Jammu and Kashmir.

The day-to-day management of LSF is undertaken by a management team comprising four members (i.e. Executive Director, Deputy Executive Director, Managing Director and Director Finance & Administration). The Board of Trustees consisting of seven independent members, including one male and one female representative of the target group. The members of the Board of Directors are elected for a period of 2 years by the General Body of LSF, which consists of the nine founders. Once a year, the Board of Directors reviews and approves the work plan and budget for the new financial year. The Board of Directors is also responsible for reviewing the performance of the management team.

At present, a total of 5 managerial and professional and 7 support staff are employed in the head office, whereas a total of 80 managerial and professional and 14 support staff are employed in the four zonal offices.

LSF's vision is to *"envisage green and sustainable agricultural development in changing climate in different ecological (i.e. desert, mountain, dry land and irrigated) zones of the country where demonstration models for research and rural business development are created"*. The overall mission of LSF is formulated as follows: *"People-centred development to reduce poverty, enhance food security through strengthening local democracy, empowering women and sustainable use of natural resources"*.

The goal of LSF is striving to develop rights-based programmes to develop just development, in particular the development of food production systems based on economic, social and political justice. LSF's overall aim is to contribute to the eradication of poverty in the rural Pakistan by developing low cost local resources and technologies, and using traditional knowledge to demonstrate results.

A particular aim of LSF is increasing rural incomes without harming social norms, local traditions and community food production system through the development and dissemination of pro-people, pro-women rural technologies.

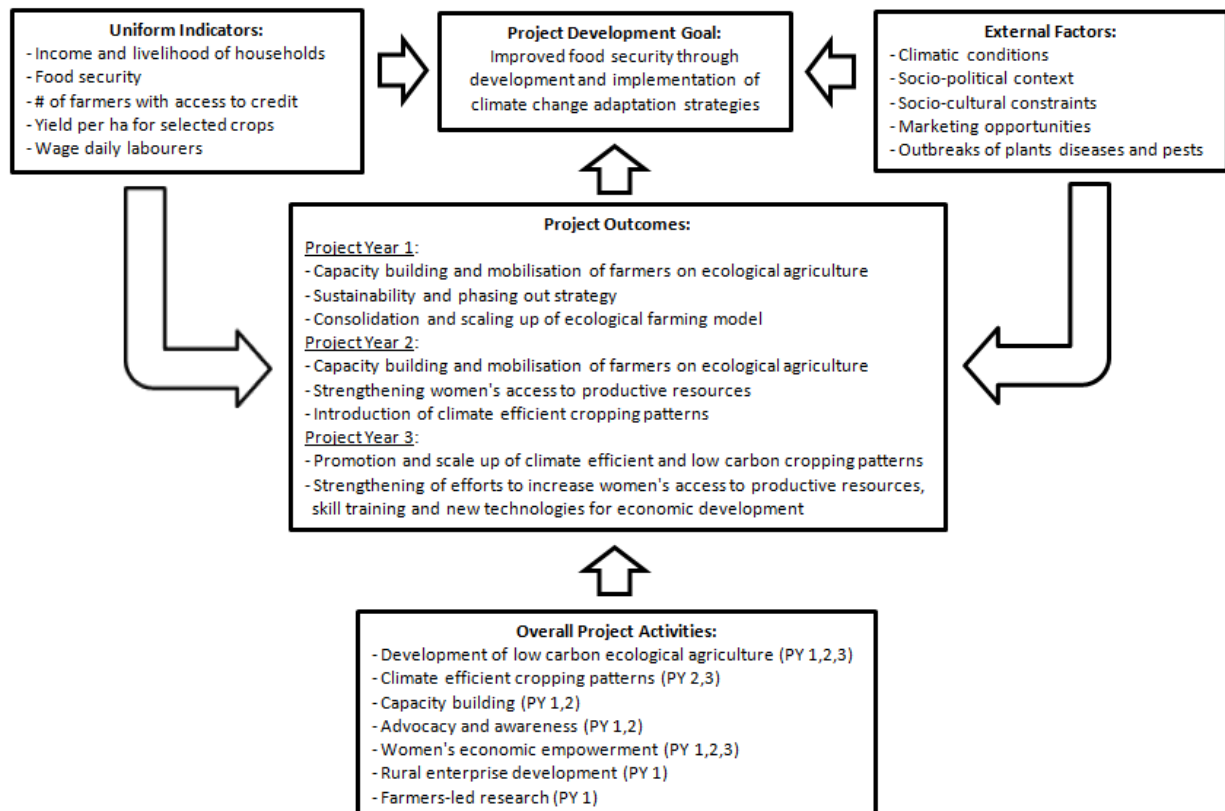
LSF also established linkages with a number of universities, including the Agriculture University of Faisalabad, Arid Agriculture University in Rawalpindi and AJ&K University in Kashmir. Furthermore, LSF regularly cooperates with the Pakistan Agriculture Research Council (PARC) and the National Agricultural Research Centre (NARC). In recent years, LSF also collaborated with the Consumer Network on a number of issues, including a ban on smoking in public places.

3.1.2. Project Description

The Food Security in the Changing Climate Project has been designed by LSF as a continuation of two earlier projects: Rebuilding Communities Cultivating Peace (2004-2007) and Development for Justice - Regenerating Livelihoods: Fighting Poverty in Rural Pakistan (2007-2011). The goals of the project are twofold: (1) to develop and implement climate change adaptation strategies in the face of food insecurity as an integral part of agricultural development and food sovereignty; and (2) to build the capacity of key stakeholders (i.e. small farmers, implementers policy-makers, scientists) to adjust their actions and agendas aimed at addressing the challenges of future livelihood threats (climate change) for food security.

At the start of the Project in June 2011, LSF envisaged that the Project would be implemented in South Punjab until May 2014 based on an approved 3-year project proposal. Due to a decentralisation process within Oxfam Novib and uncertainty about MFS II funds, however, Oxfam Novib decided that it will fund projects of its partner organisations for only one year. After the first project implementation year (June 2011 - May 2012), LSF and Oxfam Novib reviewed the results of the conducted project activities and discussed the future implementation of the Project during a number of meetings during the second half of 2012. As Oxfam Novib was not satisfied with the conducted activities and achievements during the first project implementation year, it asked LSF to formulate innovative ideas that have the potential to grow. As a result, LSF drafted a new one-year project proposal for the second project implementation year (December 2012 - November 2013), which was extended to January 2014. The scope and planned activities were drastically changed by dropping a significant number of project activities carried out during the first project implementation year and incorporating a few new project activities. A third one-year project proposal was prepared for the third project implementation period (February 2014 - January 2015), in which the number of planned activities are significantly reduced.

The Project's theory of change comprises two pillars. The first pillar is to develop and implement climate change adaptation strategies in the face of food insecurity as an integral part of agricultural development and food sovereignty. The second pillar is to build the capacity of key stakeholders (i.e. small male and female farmers, implementers, policy-makers, scientists) to adjust their actions and agendas aimed at addressing the challenges of future livelihood threats (climate change) for food security. The Project's theory of change is summarised in the following schematic overview:



It was envisaged in the first project proposal that the Project is implemented in 20 villages located in one district (Attock) in North Punjab province and 25 villages situated in three districts (Toba Tek Singh, Kamalia and Jhang) in South Punjab. In its Country Strategy 2015, however, Oxfam Novib made a choice to focus geographically on Central and South Punjab (and Sindh). As a result, LSF had to prepare an exit strategy for the planned project activities in North Punjab and the implementation of the Project in North Punjab was limited to one year (June 2011 - May 2012).

The actual number of project villages were as follows:

- First project year: 10 project villages in Kamalia District and Khanewal District;
- Second project year: 10 project villages in Toba Tek Singh District; and
- Third project year: 20 project villages in Kamalia, Khanewal and Toba Tek Singh Districts covered during the first two project years and 5 new project villages in Toba Tek Sigh District.

In its project proposals, LSF distinguishes direct project beneficiaries and indirect project beneficiaries in its project areas. The direct project beneficiaries consist of lead and link farmers, who participate in the planning, design and execution of project activities and/or make use of services, facilities and materials provided by the Project. The indirect project beneficiaries are farming households that do not participate in the project activities but will benefit from positive changes in their villages due to the outcomes of the conducted project activities. LSF envisaged that

about 50 households in each project village in South Punjab should be considered as indirect target beneficiaries.

3.2. Pakistan Fisherfolk Forum

3.2.1 SPO Profile

The Pakistan Fisherfolk Forum (PFF) is a civil society organisation that stands up for the socio-economic and political rights of fisherfolk communities in Pakistan. It is an advocacy, rights-based, social movement. PFF was founded in 1998 by 24 members belonging to the fisherfolk community of Ibrahim Hyderi, a fishers' village near Karachi. Its constituency comprises all (marine and inland) Pakistan's fisherfolk comprising about 4 million people. Realizing the need to diversify livelihood and income sources for the fisherfolk especially in areas where access to their preferred fishing grounds is increasingly restrained by water scarcity and/or powerful stakeholders, PFF it recently expanded the scope of its activity to include peasant communities as a secondary constituency group.

3.2.2. Project Description

In September 2008, Oxfam Novib (ON) and PFF jointly initiated the Just and Sustainable Livelihoods (JSL) Project. Its first and pilot phase was implemented from September 2008 to August 2009, the second phase lasted from September 2009 to August 2012. ON extended funding to the JSL for a third phase, which started in June 2013 and officially ended in May 2014. Under the JSL project, PFF aimed to improve the livelihood of the small-scale fishing community through advocacy and lobbying with the government and other relevant stakeholders for policy level changes, by extending its membership and village units in both Sindh and Punjab, and by strengthening the organisational capacity in existing units. The specific objectives of JSL were:

- To organize and mobilize fisherfolk (men and women) of Sindh and Punjab and develop their capacities and ownership of PFF to make it stronger, more transparent and credible organization
- To strengthen and promote lobbying, networking and coordinating with civil society, media and other relevant stakeholders for the joint action

Interventions were organised in the following components:

1. Social mobilisation and organisation

This component focused on strengthening the existing units, establishing new units and increasing the membership of PFF through mobilisation meetings and community gatherings, orientation meetings for project staff and PFF leadership meetings at the unit, district, and central body level. Particular emphasis was given to expanding women membership as well as promoting women leadership in the organization. These mobilization meetings were supposed to play a vital role in strengthening the organization and promoting activism among the members/fishers.

2. Advocacy and lobbying

Advocacy and lobbying focused on the following main themes:

- Abolition of the contract system for fishing in Sindh and implementation of the licencing system
- Development of a draft sustainable fisheries policy in Sindh
- Abolition of the contract system in Punjab
- Removal of illegal encroachment of water bodies

Activities spanned from lobbying meetings at district and provincial level government to seminars and awareness workshops with CSOs, politicians, fisher communities, and other stakeholders, and demonstration rallies and press conferences.

Activities related to capacity development of the fisher's community focused on their mobilization, organization, and empowerment by providing awareness and refresher trainings on their basic rights, sustainable fishing practices, leadership, advocacy skills, political education, organization and management. The project put particular emphasis in increasing women membership and in promoting their leadership within the organization. The project also explicitly addressed capacity building of project staff to enhance their mobilization skills through Training of Trainers sessions, and to improve their report writing and monitoring skills.

The JSL II spanned to nine districts and 86 PFF units, and benefitted 7,607 members of the fisherfolk. The JSL III was implemented in eight districts of Sindh (100 PFF units) and 6 districts of Punjab (50 PFF units) benefitting directly 11080 fishers including 3668 women (8580 fishers of Sindh and 2500 fishers of Punjab).

3.3. Awaz CDS

3.3.1. SPO Profile

Awaz CDS was founded in 1995 by Mr. Mohammad Zia-ur-Rehman, Sultan Mehmood, Ikhtlaq Ahmed, Kamran Ahmed and Rubina Naz. "Awaz" is an Urdu word meaning 'voice', the idea being to provide a platform to 'facilitate and capacitate marginalized communities to raise their voice. The organization has on-going programs in the areas of Health, Education, Gender, Governance and Accountability, Food Security and Livelihood, Climate Justice and Water Sanitation and Hygiene.

Awaz CDS is a core member of a number of networks including Global Call to Action Against Poverty (GCAP), the International Alliance against Small Arms (IANSA), and the International Human Resource Development Network. Awaz CDS works through a head office in Multan and nine field offices. Its core programs are being implemented in 15 districts of Southern Punjab with the help of strategically established 4 field offices and 53 local community networks.

3.3.2 Project Description

The cooperation between Awaz CDS and Rutgers-WPF began in 2002. It is envisaged to draw to a close in 2015. Parwan works towards the attainment of MDGs 3, 4, 5 and 6 through addressing Gender-based violence and women's empowerment (Responding to MDG 3 on promotion of gender equality and empowering women); Sexual and Reproductive Health (Responding to MDG 4 on reducing child mortality, MDG 5 on improving maternal health and MDG 6 on combating HIV/AIDS and other diseases). To achieve MDGs 3, 4, and 6, focusing on women and engaging men is essential. Early marriages and resultant pregnancies coupled with the low socio-economic status of women put severe pressure on Pakistan's health system. This, in turn, serves as a primary impediment to achieving MDG 5.

The Parwan project started in 2011 as a continuation of the Life Skills Based Education Project, jointly initiated by Rutgers WPF, Awaz CDS and PIDS (from 2006 to 2010). The activities of the project are carried out in three towns of Multan District in Punjab Province (Shershah town, Bosan town and Shah Rukn-e-Alam town). The project has multidimensional objectives, to:

1. Increase quality of and access to comprehensive SRHR and SGBV services for young people, women and marginalized groups;
2. Increase capacity of young people, women and marginalized groups to make safe and informed decisions on issues concerning relationships and sexuality, to deal with gender power relations and to seek quality, comprehensive SRHR services and information;
3. Increase capacity of civil society organizations to manage SRHR education and services interventions;
4. Increase or maintain policy dialogue in favor of SRHR in civil society organizations, countries and/or across the region.

The Parwan project is based on the following theory of change:

To improve the SRHR situation of young people, women and marginalized groups the UFBR program combines three strategies:

1. Improving access to and quality of SRHR education (increasing SRHR demand)
2. Improving access to and quality of SRH services (increasing SRHR services supply)
3. Increasing the enabling environment (increasing SRHR support)



Through the provision of in-and-out-of school SRHR education (strategy 1) the project is believed to empower young people to make healthy and well-informed decisions. As a result the young people’s demand for services will grow and as such the demand for youth friendly services will increase. The project strengthens the provision of quality public and private SRH services (accessible, acceptable and affordable for young people (strategy 2) to meet the increased demand. Community sensitization, participation and mobilization activities are implemented to create an environment that accepts adolescent SRHR and increase community support for sexuality education and youth friendly SRH services (strategy 3). The theory of change is based on the premise that the benefits of the project for the target groups will be maximized when all three strategies are addressed in one project.

The implementation of the project significantly contributes to the capacity development of Awaz CDS through supporting approaches to community mobilization and sensitization especially on culturally and religiously sensitive issues. It therefore acts as an invaluable learning experience for implementation and continuation of similar projects in the future.

The implementation of the project contributes highly to the strengthening of civil society as it includes activities focused on capacity building of other CSOs, alliance building and advocacy work focusing on the government. Awaz CDS has so far engaged 10 CSOs in the implementation of Parwan to carry out specific project activities, more than 16 health centers and 38 schools. This has been done with a view to developing the partner’s capacity to take independent initiatives in the future while nurturing an understanding for the importance and need of SRHR and SGBV related services. These networks will ensure continued dissemination of the project’s key messages even after project life

3.4. Bedari

3.4.1 SPO profile

Bedari, which means ‘awakening’, was formed by a group of women in 1991 to provide support to Pakistani women facing violence. This group of women included prominent names like Fozia Saeed, Shehla Zia, Anbreen Ajaib (currently at the partner organisation, Rozan) and Muneezeh Bano (now at another partner organisation, Sahil). It sought to deal specifically with domestic abuse and child sexual abuse. Bedari was formally registered in 1992 as a non-governmental development organisation working with women and children for the promotion and protection of their human rights, and it established Pakistan’s first crisis centre for women survivors of violence. It started by providing mainly psychological services and support but in 2006 moved to focusing also on the prevention of violence through awareness raising and other community-level activities. It was at this point that Bedari changed from a voluntary organisation to start providing salaries and expanded beyond Islamabad to other parts of the country.

Bedari not only focuses on providing support to survivors of violence, but also works to understand the reasons for violence against women and children in Pakistan in order to develop more holistic interventions to deal with it. Based on this, many of its interventions include men of the target communities as part of its constituency. Since its establishment, Bedari has developed expertise on issues of gender empowerment, addressing violence against women and girls, and processes of attitudinal change, girls’ education, community capacity building and advocacy for structural change.

Bedari’s implicit theory of change for strengthening civil society and influencing policy is based on three pillars: (a) raising awareness about basic human rights of women and girls through its Theatre Programme, and through the organisation of numerous seminars and forums in its Capacity Building and Training Programme; (b) influencing policy through its membership of different networks; and (c) establishing linkages with politicians and government institutions at the local and national level.

Bedari’s national head office is in Islamabad, and it has project offices in 7 other districts in Punjab province — Lahore, Vehari, Chakwal, Multan, Sheikhpura, Muzaffargarh and Nankana Sahib. By the end of 2014 Bedari hopes to have expanded to 3 new districts -- Bahawalpur, Lodhran and Kasur. It has 47 staff members across all its offices, of which 17 are based at the national office and the rest are largely project staff based in the various field offices. Bedari works with a list of bilateral agencies, International NGOs, the UN system, government agencies at the local and national levels, and a host of local civil society organisations.

3.4.2 Project description

Bedari’s MFS II funded Girl Power Programme (GPP) has been implemented in three districts of Punjab province, Chakwal, Vehari and Multan, since 2011. It has been working in particular on the ‘Protection’ theme of the GPP (as opposed to ‘Education’) through a number of activities, including:

- Providing support to and rehabilitating victims of violence, through;
 - Providing legal aid services and counselling to the survivors of violence;

- Establishing a helpline in Multan and linking it with Child Rights committees and a Community Surveillance system.
- Raising awareness of the rights of women and children, through;
 - Developing, publishing and disseminating information through media messages, especially local radio channels;
 - Leading banner campaigns in each district;
 - Leading awareness campaigns in collaboration with civil society organisations through street theatre, seminars at community level, stalls at exhibitions and other similar activities.
- Strengthening civil society and influencing policy, through;
 - Strengthening various national and provincial forums and networks;
 - Direct lobbying with policy and other decision makers.

The project works with a number of local NGOs and CBOs, involving up to 40-50 local organisations in each district to build their capacity to work on issues of gender and violence. Bedari provides training on child protection, laws to support women, gender-based violence, and budgeting monitoring and advocacy to the staff of these local organisations. It also conducts consultation meetings with the executive directors of these local partner organisations. Bedari also conducts seminars to which it invites other civil society members from NGOs, CBOs, universities, media and some social workers. These seminars have dealt with the subjects of child rights, early marriages and gender-based violence. During their quarterly review meetings, a requirement of Plan International's programme design and financial support, Bedari meets with the networks of local organisations to check on progress.

Bedari also provides training to build the capacity of members of its target communities. These trainings are free of cost and Bedari bears the cost of these, while trainings for development professionals are charged a fee. These trainings generate some funds to meet Bedari's expenses on community trainings. Over the last two years these trainings for community members and development professionals have included subjects like: Women in Management; Gender Mainstreaming in Project Cycle Management; Engendering Work Environment; Training of Trainers on Gender Training with Communities; Theatre for Development; HIV & AIDS Training; Project Management; Self Growth; Life Skills and Communication Skills.

Bedari's particular strength is the work that it does together with and through its membership of a number of national and provincial level networks. It is a founding member of AASHA (the Alliance against Sexual Harassment at Work Place), the Child Rights Movement (CRM), and the Alliance Against Child Marriages (AACM), and a leading member of the Islamabad-based human rights network, Insaani Haqooq Ittehad (IHI), and the national level alliance Ending Violence Against Women and Girls (EVAW/G), of which Mumkin Alliance functions as the Punjab chapter. It has also been the secretariat of these networks at different points, heading CRM in 2009 and IHI in 2011. The focus of these networks is on creating a critical mass of support and pressure for changes in laws governing the rights of women and children by working with groups of policy makers and legislators.

3.5. SCOPE

3.5.1. SPO Profile

The Society for Conservation and Protection of Environment (SCOPE) is an UN accredited non-profit civil society organization which is working on land degradation and land governance issues since 1988. SCOPE was formed in order to rehabilitate the Malir valley in Karachi. SCOPE has since been striving to restore the greenbelt in the Malir valley by managing to halt quarrying in the valley and later to build small dams for water recharge. Currently SCOPE is an active player in the implementation of the UN Convention to Combat Desertification (UNCCD) and working in the drought affected areas of Pakistan for combating drought and desertification. SCOPE is also a member of International Land Coalition (ILC) and Land Watch Asia (LWA).

Most of SCOPE's work is in the nature of networking, capacity building, and advocacy, at national, regional and global scale. On the other hand, SCOPE also believes in concrete action and implements projects in the field. For the last decades, SCOPE has been focussing on four districts in Sindh province, Pakistan. SCOPE has expanded its outreach in drought and climate affected areas and is covering 11 districts in Sindh and 2 in Baluchistan through networking and linkages processes. Its vision is "Sustainable development based on clean environment and rich biodiversity leading to sustainable and socio-economically viable human settlements". SCOPE has specialised in the following thematic areas: 1) Combating drought and desertification, 2) Sustainable land management, 3) Renewable energy, 4) Water & Sanitation, 5) Natural resource management and conservation of biodiversity, 6) Climate adaptation, 7) Sustainable agriculture, and sustainable livelihoods and 8) Land governance and land reforms.

3.5.2. Project Description

SCOPE is cooperating with OXFAM Novib since 2011. From February 2011 to January 2012, OXFAM Novib supported the "Strengthening Grassroots Land Right Throughout Pakistan" project. The objective of the project was to build a national level coalition of peasants' organizations / movements and their support institutions (mid level NGOs), and individual experts, with the aim to revitalize agenda of land reforms in Pakistan and to develop a road map which could lead peasants and landless farmers towards the target of secure access to land and tenancy entitlements through ownership and legally secure tenure rights. The project ended in 2012, however, Oxfam Novib continued its support to the National Peasants Coalition of Pakistan (NPCP), which was conceived and established by SCOPE in February 2012 during the previous project and which can be seen as a coherent continuation of the same. The NPCP is a national platform of peasants' movements struggling for land reforms in Pakistan. NPCP aims to empower small and landless farmers in the country and to advocate for equitable land access and agrarian reforms in Pakistan. Oxfam Novib's support to the NPCP will end in 2015. The NPCP is also supported by the International Land Coalition and the Land Watch Asia.

The specific objectives of the project are:

- To build NPCP as a national platform of peasants' movements and land right activists who are struggling to secure access to land and land ownership rights under a comprehensive land and agrarian reforms in Pakistan.
- To build capacity and initiate institutional building of peasants' organizations
- To empower women farmers through securing their land right

3.6. Shirkat Gah

3.6.1. SPO Profile

Shirkat Gah - Women's Resource Centre (SG), which means "place of participation", was formed in Islamabad as a non-hierarchical Women's Collective in 1975 and formally registered in 1976 under the Societies Act, 1880 as a non-governmental organisation (NGO) by a group of young professional women inspired by activities around the International Women's Year. It represented a departure from existing women's organisations' charity approach. Viewing women's rights as inextricably linked with development, the aim was to highlight women's issues and realities and undertake consciousness raising.

Today, SG has evolved into a leading women's rights organisation that operates from its head office in Karachi, two documentation centres in Lahore and Peshawar, and six women friendly spaces (WFSs) operating as field stations across all four provinces of Pakistan: two WFSs in Swat in Khyber Pakhtunkhwa (KP) province; Bhakkar and Muzafargarh in Punjab province; Shahdadtown in Sindh province; and Usta Mohammad in Balochistan province. SG is currently working in 40 districts across the country: 15 districts in Punjab province; 10 districts in Sindh province; 13 districts in KP province; and 2 districts in Balochistan province.

A total of 89 persons are employed in the three offices, including 25 professional staff at managerial and executive level and 42 officers and assistants. The Executive Director is supported by Regional Directors responsible for programme planning, implementation and monitoring and the Research Unit to deepen the understanding of existing issues and fill knowledge gaps for policy development and future activities.

The mission of SG is to strive to: a) strengthen women as rights-holders to claim their rights and redefine existing parameters of State and society; b) advocate and mobilise for gender equality and social justice, promoting equitable policies and practices from the local to the global and back again; c) hold the State accountable for equal rights, security and dignity for all and the sustainable and equitable use of resources; d) promote a culture of peace, democracy and pluralism, and resist the use of culture and religion by State and non-State actors to deny women's rights; and e) flourish as an inclusive, vibrant, pro-active feminist organisation.

3.6.2. Project Description

The Women Empowerment and Social Justice Programme (WESJP) - Phase II started in 2011 and its overall goal is defined as "*build the capacity of women to exercise their rights, be included in decision-making, and make informed choices in a) personal status & citizenship matters; b) climate change, land & livelihood; c) sexual and reproductive health and rights (SRHR); and d) peace/violence*".

WESJP - Phase II is Shirkat Gah's overarching programme for women's empowerment within a framework of rights, governance and livelihoods. This programme is premised on working with CBOs for building the capacity of women to become rights claimants.

Intervention strategies include a) research to generate field base evidence on women's issues and challenges; b) building community capacity to understand and claim their rights; and c) advocacy for better services, programmes and laws.

During the second phase, WESJP aims to strengthen selected CBO partners to support their institutional strengthening and district level advocacy leadership in 12 districts. The programme works to:

- remove the lack of awareness of communities at large about their rights and entitlements within personal status laws (including access to inheritance and property rights under the law);
- address the denial of access to sexual and reproductive health and rights due to social pressures and customary practices;
- provide awareness of existing laws and measures to prevent violence against women and advocate for responsiveness as well as new laws and mechanisms;
- highlight the linkages between climate change, environmental degradation and globalisation and women's livelihoods and livelihood options and impact on their reproductive health;
- promote women's participation in and representation in decision making and governance structures; and
- emphasize linkages between obstacles to peace, democracy, cultural pluralism and women's rights and traditions of tolerance in Pakistan.

According to information provided by SG, 80% of the allocated budgets for WESJP - Phase II were earmarked for activities related to strengthening civil society, including policy advocacy. Under Outcome 1, DAGs and WFSs supported about 16,750 women to claim their rights in various fields, undertake actions and gain a voice. Under Outcome 2, SG advocated against early marriages and formulated recommendations related to operational procedures for government-managed women's shelters, domestic violence, and right to information. Under Outcome 3, SG was frequently invited to participate in commissions and to provide inputs to government initiatives related to domestic violence, early marriage and sexual harassment at national and national level. At international level, SG was invited to prepare papers and provide inputs and key notes on various topics related to women's rights and gender issues for international panels, forums and conferences. SG is member of various alliances and networks at provincial, national and international level as well as national and provincial government committees.

WESJP - Phase was designed for a period of 3 years (2011 - 2013), but the Norwegian Embassy decided to provide funds for 2014 as well. Oxfam Novib decided to provide MFS II funds for the first two project years (2011 and 2012).

3.7. Madadgaar

3.7.1. SPO Profile

Lawyers for Human Rights and Legal Aid (LHRLA) established Madadgaar – ‘Helper’ in 2001. Madadgaar is Pakistan's first Helpline for children and women to serve as the first point of contact for victims of violence, abuse and exploitation through guidance and referrals to 1,184 partners (including shelters, hospitals, lawyers, law enforcement agencies, media etc.). Madadgaar supports children and women with immediate assistance before, during and after crisis situations; and provides free legal aid to children and women with the help of LHRLA and other referral partners. Madadgaar also works with the missing persons department of the Police and tries to trace the victims through various sources – including local newspaper clippings and television shows.

The overall objective of Madadgaar is to empower women, youth and children in Pakistan. It does so by providing information, referral, guidance, counseling and crisis intervention services to women, youth and children in abusive situations. Madadgaar collects information about the human rights situation in Pakistan of women, youth and children. This information is used to advocate and to raise awareness of policy makers and high-level officials. It also means to empower youth and masses by arranging awareness raising campaigns.

Madadgaar is a member of several national networks (including the Child Rights Movement) and has developed its own national network comprising local focal point helpline organizations, such as Women Workers Helpline (WWHL), Sanjog and Aware Girls. Madadgaar is also a member of some international networks including the South Asian Alliance for Child Help Line (SAACHL), South Asia Alliance for Elimination of Child Abuse (SAAEVC), South Asian Initiative to End Violence against Children (SAIEVAC), South Asian Association of Child Helplines (SAACH), Asian Consortium for Human Rights Based Access to Justice and Child Helpline International (CHI). Major partners/donors of the organization include UNICEF, UNDP, UNESCAP, IOM, PLAN International, Asian Development Bank, CIDA, AUSAID, Federal Ombudsman, ACILS, CARAM Asia and Save the Children.

3.7.2. Project Description

Madadgaar is part of the Girl Power Program (GPP) coordinated by Plan International-Pakistan since 2011. The GPP is a five-year (2011 - 2015) international program. The main purpose of this program is to facilitate women to realize their full potential and to orchestrate innovative programming and educational campaigns to raise the profile of under privileged and economically insecure women. The Madadgaar National Helpline is one of its key interventions of the GPP that envisage protecting rights of children, youth and women suffering from violence, abuse and exploitation.

Under MFS II funding, Madadgaar has expanded its activities to three major cities of (Lahore, Peshawar, and Quetta) with the aim of setting set up a national help line to increase coverage of target populations across all four provinces of Pakistan. The project targets up to 50,000 contacts and 8,000 walk-in clients' (including women, children and youth). Indirect beneficiaries' include government departments, law enforcement agencies, media, relevant ministries, civil society organizations (CSOs), educational institutes and youth.

Madadgaar works on multiple fronts to strengthen civil society. Core objectives of the organization are to build the capacity of its partners (NGOs and government departments including shelters, legal aid provides, media, police stations, emergency services, educational institutes and others), lobby the government for positive changes to relevant policies, and to mobilize youth into Youth Advocate clubs in universities for raising awareness and combating the incidence of gender based violence (GBV).

The organisation aims to accomplish these objectives by actively participating in multiple national and international alliances, raising awareness of women and children's rights related issues by celebrating international days and issuing regular press releases, holding press conferences and media programs on related issues. Madadgaar has also established a systematic media database on coverage of women's and child's rights violation – that is widely quoted in several authoritative publications. Advocacy is however not the prime focus of Madadgaar, in contrast to service delivery toward women and children.

The implicit theory of change of Madadgaar for civil society strengthening and policy influencing is based, in the first place, on providing crisis intervention services via the Helpline to women, youth, and children. Second, on collecting information for development of a database on women's, youth, and child's rights violations in Pakistan. This information is subsequently used for advocacy and awareness programs through the referral partners, alliances and networks that Madadgaar actively participates in.

4. Summary of Results on Achieving Millenium Development Goals

4.1. Overall evaluation method

A mixed-methods evaluation approach was followed: we used a household survey administered to project beneficiaries and members of control groups, focus group discussions and key informant interviews, a review of relevant project documents, and meetings with staff involved in the implementation of the projects.

In order to assess the impact of the 3 projects on relevant MDG indicators, we need to compare the actual situation of beneficiaries at endline in the project units with what would have been the situation of these same beneficiaries in the same units but in the absence of the project. The latter is

called the counterfactual and is obviously not observed since households either are exposed to the programme or are not, but not both.⁹

A variety of experimental and quasi-experimental evaluation methods have been developed to circumvent the problem by relying on control groups which act as proxy for the counterfactual. To estimate the causal impact of a project, the control group needs to be similar in any way to the treatment group except for the access to the treatment itself. If this assumption is not met, then there exist systematic differences between the treatment and control groups even in the absence of the project, which is called selection bias. Selection bias is very common in practice and arises when, for instance, the project is not given at random to villages but instead to the most disadvantaged ones or when households which take up the project activities are either the most in need or those which would benefit most from these.

To correct for this likely selection bias, we rely on propensity score matching. Matching consists first in estimating the likelihood that eligible households (for LSF and PFF) and schoolchildren (for Awaz) receive the project. This likelihood is called the propensity score. Second, we identify for each household (schoolchildren) in the project villages (schools) the households (schoolchildren) among the control group which share the same (or a very similar) propensity score. The logic of matching analysis is that by comparing households (schoolchildren) in treatment and control groups with the same (or very similar) propensity score, observable characteristics that explain both selection into the programme and the outcome of interest are controlled for, and therefore any difference between these households can be attributed to the project.

When choosing which variables to control for, the main guiding principles are to incorporate all variables that are likely to be correlated with both access to the programme and the outcomes of interest but not to incorporate variables that are affected by the programme itself. For all 3 projects with a MDG component (LSF, Awaz, PFF) we have designed a control group, and assessed whether the key characteristics of beneficiaries and non-beneficiaries were balanced at baseline (as gauged through retrospective questions). In all three cases, the project and control observations turned out to be relatively similar, and the matching procedure was successful in balancing the key characteristics. The technical reports provide the details of the propensity score estimation, overlap and balance of covariates.

4.2. Lok Sanjh Foundation

4.2.1 Methods

The follow-up data collection process was significantly modified from the one followed at baseline. The survey instrument has been increased in length in order to capture exposure to activities from each of the project years and to provide more detailed information on household demographics, livelihoods and access to LSF and other development projects. The rationale for the revised instrument is to retrieve enough information to enable the evaluation team to use quasi-experimental techniques such as propensity score matching. A total of 15 individual household

⁹ This is referred to as the fundamental problem of causal inference (Holland 1986).

surveys were conducted in 20 project villages and 20 control villages, whereas one focus group interview with (male) key informants were carried out in six project villages and six control villages.

In order to have sufficient statistical power, the follow-up surveys were conducted in all 20 project villages situated in three districts in South Punjab. The 20 control villages were selected in consultation with LSF's zonal staff in Toba Tek Singh. The main criteria for the selection of the control villages were as follows: a) located within same district as the project villages; b) not further away than 5 to 10 km from the project villages; and c) more or less same size/number of inhabitants.

We initially opted to survey direct beneficiaries only, i.e. lead and link farmers in project villages alongside with the control observations. Given that the programme consists in asset transfers and trainings to selected farmers, the impact of the programme on these direct beneficiaries can be expected to be quite large. In contrast, spillovers from direct beneficiaries to other farmers in the project villages are likely to be limited given the short period of time during which the programme has been implemented. Simulations with a 10% intra-village coefficient, 20 villages and 15 observations per village, show that an effect size of 0.5 would be detected in more than 70% of cases (90% with a low intra-village correlation of 5%). However, the programme did not reach out to as many direct beneficiaries as intended. According to figures communicated to us by LSF, 183 lead and 688 link farmers were reached at the time of the follow-up survey. However, only a list of 133 lead and link farmers was given to us in the data collection preparation phase. Out of these, only 23 lead and 56 link farmers could be found and interviewed. As a consequence, the evaluation will probably not be able to detect any significant impact on direct beneficiaries alone (unless the effect size is unusually large). However, the evaluation will retrieve the Intent-to-Treat (ITT) which is the impact of the project on direct and indirect beneficiaries together. The evaluation also sheds light on the proportion of farmers that know about, and participated in, project activities.

4.2.2. Summary of main results

Results towards MDG1 are as follows:

- The overall impact of the project on food dietary diversity index, is positive, and statistically significant for two out of 3 matching specifications. The magnitude of the impact (between 0.24 and 0.33) is relatively modest, however, as it corresponds at most to 25% of the standard deviation of the food diversity variable. Looking specifically at the types of food consumed, the project seems to foster the consumption of chicken or meat (but only significant at usual levels of confidence with kernel matching), fish, beans and lentils (significant in 2 out of 3 specifications) and milk (with kernel matching only).
- There is no impact of the project on income, wage and livelihoods. The effects are usually very small in magnitude and statistically indistinguishable from 0. This is true for income levels in 2014, changes in income over the last 12 months, wages levels in 2014 and changes in wages over the last 12 months, as well as livelihood strategies in 2014.
- No impact on yields can be detected, irrespective of the crop. This is true when considering yields levels in 2014 or the changes in reported yields over the last 12 months. In fact, the difference in yields for cotton and rice over time turn out to be negative in project villages although the estimated coefficient is almost never statistically significant. The lack of impact

could be due to too short a time gap since the beginning of the project (which might also account for the possible negative impact on cotton yields if farmers used new seeds or techniques for the first time).

Results towards MDG7 are as follows:

- Chemical and organic fertilisers are equally widespread in project and control villages but biopesticides are more frequently used in the former (by 31% of households in project villages versus 21% in control villages).
- Whereas a sizable proportion of surveyed respondents heard about sisal cultivation training, actual planting is not significantly different between project and control villages. The extent of the practice is also very low. Just 5% of respondents did attend the training in project villages and 2% planted sisal afterwards. Clean cotton met greater interest from farmers: 18% of respondents attended the training and 12% cultivate clean cotton in project villages.

4.2.3. Relevance of results

The results show that LSF did effectively roll-out many activities in recent years in the project villages. This is especially true for advocacy and awareness programmes, as well as low carbon ecological agriculture. Some key activities, however, were not massively implemented by LSF, or at least not in recent years. This is true mostly for systems of crop intensification, improved varieties of cotton, sugarcane and maize or sisal cultivation training.

For the most part, LSF was successful in reaching out to lead and link farmers. However the rather modest proportion of other farmers than lead and link farmers which have heard of the project and have benefited from the conducted project activities suggest that the trained farmers have not been able (yet) to reach out to other farmers in their villages. There is no noticeable impact of the project on direct and indirect beneficiaries in terms of wages, yields or income. There seems to be a positive impact of the project on food dietary diversity.

Given the relatively low proportion of direct beneficiaries in the sample, the lack of impact of the project on wages, yields and income should not be surprising. However, despite the very small sample size, there is no real indication that lead and link farmers became more productive than the controls over the last year. The change in project activities and the subsequent short period of implementation also contributed to the lack of impact. In other words, projects aiming at improving income and yields should follow a consistent approach for a number of years. Since this was not the case with the LSF project, the lack of impact is not too surprising.

In contrast, there are reasons to believe that the project will usefully contribute, even in a more modest way, to the goal of food security and resilience to climate change. The take-up of kitchen gardening, biopesticide, clean cotton activities, improved varieties of wheat, among others, is far from negligible in project villages. If sustained over time, these practices may directly lead to better yields and adaptation to climate change through improved and better suited farming practices.

The take-up of advocacy and awareness activities is also indicative that knowledge of best farming practices and farmers rights will improve in the future. The fact that most farmers who heard about

training or advocacy activities have also participated in them show that these activities seem relevant to the farmers.

4.2.4. Efficiency

According to information provided by LSF, the costs for specific project outputs are as follows:

Project Output	Size	Items	# Beneficiaries	Cost (Rs)
Water harvesting pond	15 x 8 feet	Construction materials	20 to 25 households	23,100
Community seed bank	-	Seeds, storage materials, training	25 to 30 households	18,700
Green house	25 x 30 feet	Seeds, materials, labour	15 to 20 households	15,000
Kitchen garden	75 m ²	Seed, compost, ploughing, watering	1 household	3,500
Farmer research farm	1,500 to 2,000 m ²	Materials, labour	-	63,000
Farmers' training (one day)	-	Transport, refreshment, stationary, banner	25 farmers	6,200
Organic poultry farm	-	100 birds, transport, materials, vaccination, training	1 household	47,000
Local goat breeding	-	10 goats, transport, materials, vaccination, training	1 household	123,000
Producers' group	-	Travel, meeting, training	-	33,000

The actual cost per direct beneficiary of the Food Security in Changing Climate implemented by Lok Sanjh Foundation is PKR 40,339 (Euro 305), which is 1.7 times higher than the planned cost per direct beneficiary. The discrepancy between the planned and actual costs stem from the lower number of beneficiaries reached by the project than initially budgeted for.

The cost of training 25 farmers is estimated by LSF to be PKR 6,200, which translate into PKR 248 per farmer. This is considerably lower than the benchmark cost provided by Quizon, Feder and Murgai (2001) for training a model farmer which range between Int\$ 37.3 and Int\$49.20. Likewise, according to LSF budget, the construction of rainwater harvesting point is PKR 23,100 for 25 farmers, i.e. PKR 924 per farmer. The figure provided by Farreny et al. (2011) is considerably higher at between Int\$ 8536 and Int\$1151.

4.2.5. Conclusion

Evaluation Question 1: What are the changes under each MDG or theme at community/household level during the 2012–2014 period?

Wages of agricultural labourers were reported to go up by 8% for men and 3% for women between 2013 and 2014. Household incomes increased by 84,000 rupees over the period, which corresponds to a sizable 20% increase on average. Agricultural yields went up for rice, sugarcane and wheat but those of cotton went down. Hunger indicators remained mostly stable over the period.

Evaluation Question 2: To what degree are these changes at target group level attributable to the development interventions of Southern partners of the MFS II consortia (i.e. measuring effectiveness)?

Propensity score matching suggests that the programme caused food dietary diversity to be slightly higher in project villages than control villages in 2014. Consumption of fish was higher, as well as chicken and meat and beans (although the last two items are less robustly related to the project than the former). However, no impact of the project was found on hunger (whose prevalence is very low in the household survey), on wages and incomes (and thus on poverty), on yields and on access to credit.

Evaluation Question 3: What is the relevance of these changes?

The analysis uncovered an improvement on food dietary diversity, notably on increased consumption of fish, chicken and beans. Given that the baseline diversity of the consumed food was low, this is a very important result. However, we did not find any other significant changes due to the project. The lack of attributable impact of the project highlights the difficulty of positively affecting food security and poverty within a short period of time, and a reliance on activities not directly related to these goals.

Evaluation Question 4: Were the development interventions of the Southern partner organisations efficient?

As the project only reached 871 direct beneficiaries until October 2014 instead of the envisaged number of 1,500 direct beneficiaries, the actual cost related to field activities per direct beneficiary is PKR 40,339 (Euro 305) compared with the planned cost per direct beneficiary of PKR 23,423 (Euro 177). The total reported overhead costs for the MFS II funded project in 2012 and 2013, including all project staff salary costs and 50% of the head office staff costs was 46.5% and 37.2% of the total expenditures for 2012 and 2013 respectively.

As only 58% of the targeted number of 1,500 direct beneficiaries have been reached by the project, the cost per direct beneficiary is 1.7 times higher and makes the project less efficient. The reported overhead costs of 46.5% and 37.2% seem to be high, but it includes the salary cost for all project staff. It is debatable if the salary cost of field staff responsible for the planning and execution of project activities should be considered as overhead cost. As the successful implementation of the project largely depends on the input of qualified and experienced field staff, their salary costs should be considered as regular project cost similar as the cost related to the construction of infrastructure and the provision of training.

Evaluation Question 5: What factors explain the findings drawn from the questions above?

One factor that significantly affected the scope and impact of the MFS II-funded project is the 8-month gap between the end of the first project implementation year and the start of the second year. During this period, LSF did not only lose a few qualified and experience (field) staff but it was also decided to change the scope of the project itself significantly following discussions between LSF and Oxfam Novib. The change of project design resulted in a short implementation time for most project activities which then made it unlikely for the project to register impact on MDG I.

A second factor is the relatively low take-up of activities by non-lead and non-link farmers in project villages. Since attendance to trainings and dissemination of information as well as access to inputs and facilities turned out to be much lower among indirect beneficiaries than among lead and link farmers, it was difficult for the project to generate a significant impact of the project on all farmers in project villages.

A third factor is the discrepancy between the use of short term MDG I indicators and the focus of the project on activities not directly related to farming productivity and access to assets. Climate efficient cropping patterns, advocacy and awareness or low carbon farming activities are not directly and immediately addressing food security and income generation potential of farmers, although they surely do so on the long run.

Statement	Score
Project was well designed	5
Project was implemented as designed	6
Project reached all its objectives	4
Observed results are attributable to the project interventions	3
Observed results are relevant to the project beneficiaries	4
Project was implemented efficiently	5

4.3. Pakistan Fisherfolk Forum (PFF)

4.3.1. Methods

The follow-up data collection process was significantly modified from the one followed at baseline. The survey instrument has been increased in length in order to capture exposure to activities from each of the project years and to provide more detailed information on household demographics, livelihoods and access to PFF and other development projects. The rationale for the revised instrument is to retrieve enough information to enable the evaluation team to use quasi-experimental techniques such as propensity score matching.

The sample size has been substantially increased from the one used at baseline. In the face of the insufficient statistical power of the baseline evaluation and substantially revised instruments, we have decided not to trace back the initial respondents to constitute a panel dataset, but instead to

collect a new cross-sectional dataset with the use of retrospective questions to assess the situation before the implementation of the project.

In all questionnaires, the research team has incorporated questions related to various component of the theory of change for the project, including:

- Specific project activities to be undertaken by PFF in the project villages during the implementation of the 3-year Project;
- Expected results/outputs and outcomes of the Project;
- External factors that may affect the envisaged results /outputs and outcomes of the Project;
- Adopted/selected indicators;
- Household composition and socio-economic status of household members;
- Livelihoods, including detailed modules on fishing; and
- Housing, health and sanitation facilities.

A total of 10 individual household surveys were conducted in each project and control villages, whereas one focus group interview with (male) key informants were carried out in four project villages and four control villages. Four teams of one female and two male enumerators were recruited to conduct the surveys and interviews in the selected project and control villages. Prior to implementation of the surveys, the enumerators received extensive training during a 3-day session in Hyderabad. The follow-up survey was carried out between 21 June and 1 July 2014 and a total of 500 individual household surveys and 8 focus group interviews were conducted in 25 project villages and 25 control villages. Subsequently, the collected data and information were entered in the datasheets.

In order to have sufficient statistical power, the follow-up surveys were conducted in 25 project villages in four districts: Badin, Sanghar, Kashmore and Karachi. The 25 control villages were selected in consultation with PFF staff in each district. The main criteria for the selection of the control villages were as follows: a) located within same district as the project villages; b) not further away that 5 to 10 km from the project villages; and c) more or less same size/number of inhabitants.

The evaluation stems from the comparison of mostly PFF members with fisher(wo)men in control villages. We decided against systematically surveying non-PFF members in project villages for the sake of statistical power. On the one hand, studying potential spill-over effects from members to non-members in PFF villages would have been very relevant given the emphasis of the project on "public goods" type of actions, such as awareness activities and lobbying. On the other hand, aiming for the comparison between 3 groups of households (PFF members, non-PFF members in project villages and households in control villages) would require a very large sample that could not be afforded.

The sample size of 25 villages and 10 households per village would detect an effect size of 0.3 in 80% of cases with a low intra-village correlation coefficient (5%). Under the scenario of a much higher intra-village correlation of 15%, the evaluation will yield a statistical power of 80% for effect sizes no smaller than 0.4 standard deviation. Given that the selected villages are quite homogenous in terms of livelihood, and that PFF activities tend to affect whole communities, we believe the scenario of a high intra-village coefficient to be the most likely. Yet, even then, the study will be adequately

powered provided that the project exerts a meaningful impact and that contamination across villages is not too severe.

4.3.2. Summary of main results

PFF has been assessed on MDG 1: eradicating extreme poverty and hunger, MDG7: ensure environmental sustainability and the good governance theme. Overall, PFF did not register impact on MDG1, had some important results on MDG7 and good governance indicators.

MDG 1:

- Propensity matched comparisons suggest the absence of significant impact of PFF on general household welfare and poverty, measured by income, livelihood, assets and prevalence of illness.
- Neither unmatched nor matched comparisons suggest that actual quantity of fish caught differ between PFF and control households, which is consistent with the lack of impact on income.

MDG 7:

- PFF households are less likely to consider that the mangrove area is smaller than 5 years ago (but not than 1 year ago).
- PFF households are more likely to report that a disaster risk reduction plan is in place in their village and that the village is well prepared to face natural disasters.
- PSM comparisons reveal a strong effect of PFF in the form of lesser likelihood of catch decreasing over time (both measured with respect to last year and to the last 5 years). PFF households are also much more likely (about 30 percentage points) to report that PFF is acting against stock depletion
- PFF is positively and significantly associated with higher likelihood that drinking water is treated at the community level.
- PFF is also related to households being significantly more likely to filter and strain the water through a cloth before drinking it. The impact of the project on washing practices is positive, but only significant in unmatched comparisons. No impact of the project is recorded on bathing behaviours.

Good governance:

- No impact is recorded on access to preferred fishing grounds, (but a very large proportion of households in control and project villages considers that they have access to fishing grounds).
- Likewise PSM comparisons suggest that PFF was not effective at reducing the proportion of households which need a contract and/or a middleman to fish. The impact of PFF is, however, positive and significant when it comes to positive households' perceptions of the abolition of fishing contract on their livelihood.
- The impact of PFF is strong on the ownership of fishing licence, which is about 20 percentage points higher among project households than control households.

- The project does not significantly alter the willingness of fishers to change occupation or their reluctance to see their children take up or continue fishing.
- PFF households are 13 percentage points more likely to wish to stop fishing because of danger than control households. The impact is significant at 5% for the two specifications. In addition, PFF households are slightly less likely to report that they do not want their children to take up fishing because it is too uncertain an activity.
- PFF seems to have a modest impact on the proportion of respondents who are currently registered to vote (5 percentage point) although the effect does not carry over to actual voting behaviours. Yet, it must be said that respondents voted at a very high rate in both project and control villages limiting the scope for improvements.

4.3.3. Relevance of results

The analysis uncovered two main areas of positive change of PFF: (i) preservation of common resources (fish stock and mangroves) and (ii) abolition of contract system and aid to obtaining fishing licences. Two other areas where some results were also obtained, albeit more modest in magnitude, are the treatment of drinking water, and encouragement of hygiene practices and political participation.

The positive impacts of PFF are very relevant given the acute vulnerability of fisherfolk in the sampled area. Very high satisfaction rates with PFF among members and non-members and near-universal abandonment of the contract system are very strong achievements. Yet, these have not translated into quantified improvements in terms of income, fish caught, assets owned and other key components of rural vulnerability.

In light of these results, it seems timely to reflect on the main project goals and activities for the subsequent programming period now that the goals of abolition of the fishing contract and access to preferred fishing grounds are largely reached. There is still progress to be made regarding the fishing licences and middlemen, but more generally, a deeper work on what lobbying goals should be prioritised, and how to articulate these with other types of activities is necessary.

4.3.4. Efficiency

If the allocated budgets for JSL II and III are divided by the reached number of direct beneficiaries (18,687), the cost per beneficiary would be PKR 4003 (Euro 32).

According to information provided by PFF, the actual costs for specific project outputs are as follows:

Project activity	Items	No Beneficiaries	Unit Cost (PKR)	Unit Cost (EUR)
Fisher(wo)man training	Banner, Hall Charges, Stationary, Travel Expenses, Accommodation	Total Beneficiaries 23	57,500	517,5
Development of VDMP	Food, Stationery, Travel Expenses	20	3,000	27
Press conference (district level)	Press conference Fee, Refreshment, Banner, Travel	Total Beneficiaries 20	12,500	112,5

	Expenses ,			
Lobbying meeting (district level)	Banner, Vehicle Charges, Food & Refreshment, Stationary	Total Beneficiaries 13	13,750	123,75

The cost per reached beneficiary of the JSL project is estimated at PKR 4003 (Euro 32). Given that the benchmark cost for training fishermen/fisherwomen on livelihoods and fishing rights in Pakistan was estimated to be between Int\$ 521 and Int\$ 819 by Dohmen (2009) and World Bank (2006), the activities of JSL appear to be extremely cost-efficient.

4.3.5. Conclusion

Evaluation Question 1: What are the changes under each MDG or theme at community/household level during the 2012–2014 period?

Due to a lack of baseline, changes over time are difficult to ascertain. Retrospective questions suggest that fish stock and mangrove areas deteriorated slower in project areas. Improvements in livelihood due to the abolition of the fishing contract in project villages with respect to control villages were also recorded. Actual incomes, assets and fish quantity landed measured in 2014 were similar across the two types of villages. The fishing contract was almost non-existent in 2014 and about half of fisher owned a fishing licence.

Evaluation Question 2: To what degree are these changes at target group level attributable to the development interventions of Southern partners of the MFS II consortia (i.e. measuring effectiveness)?

The improvements in terms of fisher rights (contract and license) are undoubtedly due to the interventions of the SPO since the survey did not uncover meaningful activities by the government and other NGOs in the area. Furthermore, propensity score matching suggests that the project mitigated the depletion of fish stock and reduction of mangrove areas. The project also brought positive impact on some measures of hygiene, disaster risk reduction and political participation.

Evaluation Question 3: What is the relevance of these changes?

The analysis uncovered an improvement on common pool resources which is a very significant result given the lack of outside opportunities for the fisherfolk. The abolition of the contract and setting up of the fishing license are also key to ensure that fisher communities reap the just rewards of their efforts. Improvements on other areas such as hygiene, disaster risk reduction and political participation are also extremely relevant considering the socio-economic and political vulnerabilities of these communities.

Evaluation Question 5: What factors explain the findings drawn from the questions above?

The activities were very well targeted to the deep-rooted factors of fisher vulnerabilities, i.e. lack of access to fishing grounds, economic exploitation and dwindling environmental resources. By

focusing on mobilizing and organizing the fishing communities while lobbying the provincial authorities for setting up the right legal framework, the project strongly contributed to the findings described above.

Statement	Score
Project was well designed	9
Project was implemented as designed	9
Project reached all its objectives	7
Observed results are attributable to the project interventions	8
Observed results are relevant to the project beneficiaries	8
Project was implemented efficiently	8

4.4. Awaz CDS

4.4.1. Methods

In order to evaluate the MDG-related outcomes of Parwaan, we substantially changed the initial evaluation design between baseline and endline. At baseline, the MDG evaluation was carried out through a household survey. 110 households were interviewed on GBV and SRHR issues in 3 "project tehsils" and 1 "control tehsil". The information we gathered since baseline led us to substantially re-think the original approach. Specifically, there are two main limitations associated with the original design:

- Additional information since baseline revealed that the control tehsil is likely to be markedly distinct from the three project ones. Insecurity, in particular, is reported to be much more present in the control tehsil. In the face of uncertainty on the suitability of the control group, comparisons between project and control tehsils would thus be very hard to interpret.

- The small number of observations and the multifaceted nature of the Parwaan intervention conspire to give very little statistical power to the evaluation design. The main work of Awaz CDS works is done through schools – where the LSBE curriculum is taught – and through trainings to health care professionals and CSOs. Since Parwaan does not directly work with households, the probability that a given household in the project area has been meaningfully exposed to the project activities is unknown and potentially quite low. To mitigate this concern, the baseline sampling design consisted in selecting in each tehsil a) five households that have children attending schools that form part of the programme; b) five that were proximate to health centres (less than 20 minutes travel time); and c) five that were within the target communities of partner organizations and five chosen randomly that were within a given 1 km radius of the centre of the project area. On each dimension of the project, the sample is therefore comprised of 5 control observation and 15 project observations only, which is too small to detect reasonable effect sizes.

The revised design to evaluate the LSBE curriculum consists in surveying 12 pupils of the relevant grades and 1 teacher in each of the 38 schools where the project is present. Project schools tend to be small private schools servicing a middle-class population. Given the high sensitivity of teaching SRHR and SGBV to minors, the project schools are also very likely to be among the most liberal schools in Multan, which is already manifested through their longstanding partnership with Awaz. As a consequence, it is dubious that schools that are not part of Parwaan would be suitable control groups. These schools would mostly be larger public schools, servicing a poorer population, and have a more conservative mindset than project schools. Finally, it would be extremely difficult in the Multan context to obtain the agreement of non-project school principals to ask pupils sensitive questions on SRHR and SGBV, let alone for 38 schools.

The evaluation will instead exploit variations from within project schools, since there are pupils in project schools who have not yet been exposed to the LSBE curriculum. We targeted to survey 7 pupils exposed to the curriculum and 5 pupils not exposed to the curriculum in each school. We also stratified the sample to get an equal representation of students along the relevant grades.

In fact, we were able to survey 227 “control students” and 271 “project students” in 38 project schools. Such a sample size gives a statistical power of 80% for an effect size of 0.26. Given that the project will mostly be evaluated on knowledge and attitudes of students (as opposed to behaviors), being able to detect an effect size of 0.26 for a training program is a reasonable target.

The main difficulty with evaluating the LSBE program comes from the fact that sex is unlawful in Pakistan for unmarried youth. For ethical reasons we did not ask questions meant to reveal potentially unlawful behaviors. To ensure that we would not put students under emotional stress nor create potential troubles with parents, school authorities and Awaz due to the sensitivity of the questions, the questionnaire was screened by Awaz staff and subject to approval from school principals. Under these conditions it was challenging to assess the use of SRHR services since the youth would not want to disclose sexual activity before marriage. We relied therefore on hypothetical questions and questions on knowledge and attitudes.

We also administered a questionnaire to one teacher per school to assess the knowledge and attitudes towards SRHR and SGBV of teachers themselves. This was primarily meant to gauge whether the training of Awaz was successful to equip teachers with the necessary knowledge on SRHR and SGBV issues to, in turn, appropriately teach the students.

Finally, we surveyed 15 health care professionals (HCPs), one per health care centre working with Awaz, to collect information on the actual delivery of SRHR and SGBV services as well as attitudes and knowledge of HCPs.

4.4.2. Summary of main results

Parwaan was assessed on MDG3: promote gender equality and empower women, MDG5: improve maternal health and MDG6: combat HIV/AIDS, malaria and other diseases.

- The likelihood for boys and girls (13 to 17 years old) to go to a private doctor/health facility is about 16 and 10 percentage points larger, respectively, for pupils exposed to Parwan than for the control students. This is a very large effect as the base probability to visit a private doctor/facility to talk about body changes issues is 27% for boys and 16% for girls.
- The likelihood for pupils exposed to Parwan to be aware of the existence of youth-friendly healthcare services is 12 percentage point higher than for control pupils (PSM estimation).
- Both unmatched and matched comparisons indicate a very strong and significant effect of Parwan on HIV/AIDS knowledge. The estimated impact ranges from 0.72 standard deviation for boys to 1.06 standard deviations for children in private school.
- Unmatched comparisons suggest that Parwan exerts a strong positive effect on self-confidence (ranging between 0.34 and 0.5 standard deviations). Kernel matching estimations suggest that these effects are not robust for girls and students of public schools, however.
- There is no evidence that Parwan improves equitable attitudes towards gender roles or reduces tolerance towards SGBV. Overall attitudes towards gender equality are more favourable among students exposed to Parwan, but the effect is not significant once the matching estimator is used. In contrast, the matching analysis strongly suggest that within private schools Parwan was effective in increasing approvals of gender equality (by 0.34 standard deviation).

4.4.3. Relevance

Given the poor state of sexual and reproductive health and rights in Pakistan, the progress made by Parwaan are very relevant. The project was able to (i) enable teachers to transmit key knowledge to pupils on STIs, SRHR and SGBV, (ii) enable health care professionals to learn on an ongoing basis the practice of SRHR, (iii) improve students' knowledge of HIV/AIDS, (iv) make students more aware of the presence of youth-friendly services and more willing to go to a health facility to talk about body change issues, (v) slightly improve students' self-confidence and general attitudes towards gender equality.

These are important results that speak to the main planned outcomes of the project:

- The capacity of young people (boys and girls 13-17 yrs) to make safe and informed decisions on SRHR issues is increased
- The quality of youth-friendly SRH services is improved
- Young people and women increasingly use SRH and SGBV services
- Young people, women and marginalized groups can exercise their SRH in a more enabling environment

Nevertheless, there remains a considerable amount of work to be done. For instance, knowledge of HIV/AIDS, even if drastically improved, is still very low. Only 8% of pupils and 33% of teachers correctly answered the 5 basic questions used by UNAIDS to monitor knowledge of the virus. About half of interviewed health care professionals refuse to prescribe long-term contraceptive methods to unmarried youth and believe that access to SRHR will also encourage sexual activity before marriage.

In working with schools Awaz CDS had faced resistance from the government education department and hence has focused on private schools and Punjab Education Foundation (PEF) schools. The latter are run by entrepreneurs who are given funding by the government based on strict monitoring of performance, standard of facilities offered to students and enrolment and attendance of students. It is important here to outline first the general environment of the education sector in Multan as described by respondents from schools including school principals, school owners, male and female teachers, and civil society organization staff. Given the performance-based payments system used by PEF there is an intense competition between schools and many small private schools aim to receive PEF funding and increase their profits by enrolling more students. The situation described by respondents resembled more a business driven approach to schooling in these two types of schools, than one led purely by the goal of education.

4.4.4. Efficiency

According to information provided by Awaz, the actual costs for specific project outputs are as follows:

Project activity	Items	# of Beneficiaries	Unit Cost (PKR)
Two 2-day trainings for CSOs and volunteers to advocate for SRHR in each district	Hall charges, refreshment, stationary, certificates, DSA and banners	35	151865
Organize 2-day advanced training for CSO staff on SGBV in each district	Hall charges, refreshment, stationary, certificates and banners	20	75000
Two days training of CSOs to advocate for SGBV	Hall charges, refreshment, stationary, certificates and banners	20	121260
Annual 3-day Retreat for Master Trainer from each district (including incentives and refresher to MTs)	hall charges, refreshment, certificates, banners, DSA etc	6	432266

Training of 20 PITE and Elementary College trainers on SRHR/SGBV in Multan	Hall charges, refreshment, stationary, certificates, photocopy, banners	24	195024
2-days trainings for new HCPs and refresher for already trained HCPs in each district	Hall charges, refreshment, DSA, certificates, banners, stationary, photocopy etc	14	149173
A seminar on Youth Friendly services	Hall charges, refreshment, stationary, banner, vehicle charges etc	100	292696
Conduct two-day workshops with community leaders on community mobilization and advocacy on SRHR and SGBV	Hall charges, refreshment, stationary, banner, etc	40	142421

According to the first line in the above table, the cost of organising a training for CSO staff is PKR 4339, which correspond to about \$40. Alem, E. et al. (2013) & Norwegian Lutheran Mission (2010, 2012 & 2013) estimate that the cost of organising workshops in Pakistan range between Int\$ 30.61-Int\$ 53.30 per person. The cost of Awaz's trainings and workshops is thus fully in line with expectations, and given the positive results described above, the cost-efficient of the Parwan project is thus satisfactory.

4.4.5. Conclusion

Evaluation Question 1: What are the changes under each MDG or theme at community/household level during the 2012–2014 period?

Due to the changes in the evaluation design, it is difficult to assess temporal evolutions on key outcomes and MDG themes.

Evaluation Question 2: To what degree are these changes at target group level attributable to the development interventions of Southern partners of the MFS II consortia (i.e. measuring effectiveness)?

Despite a very difficult context, Parwan has achieved some important results. In particular, pupils exposed to the LSBE curriculum display more knowledge of HIV/AIDS, a greater stated readiness to

visit a health facility in case of issues with body changes, more awareness of the presence of youth-friendly health services, and more favorable attitudes to gender equality. Teachers who have been trained by Awaz to teach the curriculum also exhibit adequate knowledge of the key issues. Referrals and Monitoring systems for SGBV and SRHR are in place, although their efficacy could not be directly assessed.

A number of issues are present, however, it is unclear how attitudes of pupils and teachers translate into actual behaviors. Health care professionals also display a strong belief that SRHR encourages sexual activity, as well as a general reluctance to prescribe contraceptive methods to minors (especially to unmarried women).

Evaluation Question 3: What is the relevance of these changes?

Increased ability for school children to make informed decisions regarding sexual and reproductive health is extremely relevant given the poor state of SRHR in Pakistan. Likewise, improvements in knowledge of HIV/AIDS (by both teachers and pupils) and in the way gender equality is perceived are important inputs to improve sexual.

Evaluation Question 5: What factors explain the findings drawn from the questions above?

One factor that significantly affected the scope and impact of the Parwaan project is the resistance from the government education department and the overall hostile context to the development of SRHR in Pakistan. Staff at Awaz had to be very careful in designing the LSBE curriculum in ways that would not generate hostility from the school principals and parents.

Statement	Score
Project was well designed	8
Project was implemented as designed	9
Project reached all its objectives	8
Observed results are attributable to the project interventions	8
Observed results are relevant to the project beneficiaries	8
Project was implemented efficiently	

5. Capacity Development

5.1. Introduction

The pre-selected SPOs are as follows:

Name of SPO	Name of Alliance
Pakistan Fisherfolk Forum (PFF)	IMPACT Alliance
Lok Sanjh Foundation (LSF)	IMPACT Alliance
Society for Conservation and Protection of Environment (SCOPE)	IMPACT Alliance
Awaz CDS	SRHR Alliance

Theoretical framework for core capabilities¹⁰

Concept of Capacity: There is no broadly accepted definition of 'capacity', but it has been defined as follows:

- Ability of individuals, institutions and societies to perform functions, solve problems and set and achieve objectives in a sustainable manner;
- Capacity is the ability of people, organisations and society as a whole to manage their affairs successfully; and
- Capacity is the ability of an organisation to function as a resilient, strategic and autonomous entity. (Baser and Morgan; p.23)

The core idea underlying the concept of capacity is the ability of an organisation or group, large or small, to do something in a certain way at a certain time and at certain scale. Some definitions focus on the capacity of an organisation to deliver its mandate, but they do not specify what specific abilities might be involved or what the actors in question would actually do. To give the concept of capacity a more operational content, it is required to look at two interconnected aspects: Individual competencies and contributions; and collective capabilities.

Individual competencies and contributions: Many practitioners see capacity mainly as a human resource issue, to do with skills development and individual training. But to many 'macro' approaches to capacity development seem to ignore the human element in the quest for the latest strategic or technocratic intervention. Therefore, it is required to return to basics, namely that the mindsets, motivations and hopes of individuals remain crucial contributions to capacity, no matter how complex the system.

Collective Capabilities: Collective capabilities comprise the collective skill or aptitude of an organisation to carry out a particular function or process and they enable an organisation to do things and to sustain itself.

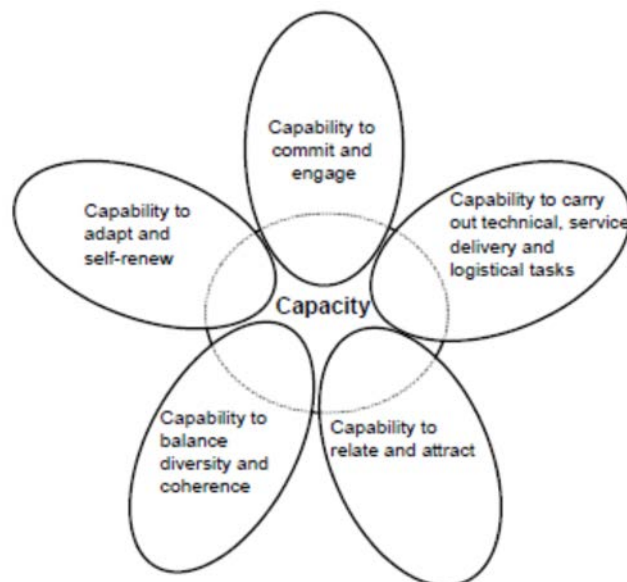
The term 'capacity' refers to the overall ability of an organisation to create public value. In order for an organisation to be able to create public value, it must have competent people committed to generating development results. The organisation must have the capabilities it needs to create the developmental value that outside groups want. It must have the support structure it needs to manage and sustain its capabilities. It must be able to find the resources and support in the wider context that allows the system to survive and grow. Finally, it must be able to pull these aspects together with some sort of integration, synthesis and coherence.

¹⁰ Source: Heather Baser and Peter Morgan - Capacity, Change and Performance, Study Report; 2008, ECDPM

As the organisation develops, it can handle more complexity with more effectiveness over a sustained period of time. Individual skills improve and become more diverse. Collective capabilities become more varied, more effective, more institutionalised and deeper. The assets and resources of the organisation also become more varied over time, including both tangible and intangible elements. Finally, the organisation puts in place relationships and partnerships with outside groups and pools of resources that allow it to develop its capacity. Capacity as an overall property of the organisation emerges through the interactions of all these elements. (Baser and Morgan; p.27)

Five Core Capabilities

The existence, effectiveness and interrelationships of collective capabilities are critical to capacity of any organisation. The following five core capabilities are seen as key and all of which, to a greater or lesser extent, can be found in all organisations: a) commit and engage; b) to carry out functions or tasks; c) to relate and attract resources and support; d) to adapt and self-renew; and e) to balance coherence and diversity. (Baser and Morgan; p.27)



Core capability to commit and engage: Organisations must be able to have volition, to choose, to empower and to create space for themselves. This is about the capability of an organisation to be conscious and aware of its place in the world, to configure itself, to develop its own motivation and commitment and then to act. It has a lot to do with attitude and self-perception. More specifically, this capability is about human, social, organisational and institutional energy. The capability to commit and engage is related to a complex blend of motivation, power, space, legitimacy, confidence, security, meaning, values and identity. It is connected to deeper patterns of behaviours that are partly structural, partly psychological, and usually deeply embedded. This core capability depends on a series of skills or abilities, including: a) the ability to encourage mindfulness; b) the ability and willingness to persevere; c) the ability to aspire; d) the ability to embed conviction; e) the ability to take ownership; and f) the ability to be determined.

Core capability to carry out technical, service delivery and logistical tasks: The second core capability underlies the most common way of thinking about capacity issues: organisations are in the performance and results business. In most circumstances, organisations are supposed to deliver services, carry out functions, formulate policies, regulate activities, provide security or create some other form of public value. To do these things, they must carry out technical or logistical tasks, such as programme analysis, financial management, project management, advocacy, community policing, vaccination campaigns, public communications and many others. The emphasis is on functional, instrumental ways of meeting a set of objectives and fulfilling a mandate. This core capability is focused on what many see as larger development results, whereby organisations are regarded as performance actors designed to act in accordance with technical and policy rationality. The core capability to carry out service delivery and logistical tasks includes the following capabilities: a) the ability to deliver services; b) the ability of strategic planning and management; and c) the ability of financial management.

Core capability to relate and to attract resources and support: The third core capability refers to a basic imperative of all human systems: to relate and survive within the context and in connection with other actors. From this perspective, capacity is not just about the capability to achieve results and carry out programme delivery. Capacity is also about being able to craft, manage and sustain key relationships needed for the organisation to survive. Organisations need to attract support and protection, and to enter into relationships that produce new sources of funding, staff and learning. Organisation could more effectively pursue their mandated goals provided they gain the legitimacy, operating space, control and buffering they need to sustain themselves in a difficult context. Organisations frequently have to compete for power, space, support and resources with a variety of other actors, including individuals, informal groups and networks and other formal actors. The core capability to relate includes the following capabilities: a) the ability to earn credibility and legitimacy; b) the ability to buffer the organisation from intrusions; c) the ability to earn the trust of others, such as donors and clients; and d) the ability to combine political neutrality and assertive advocacy.

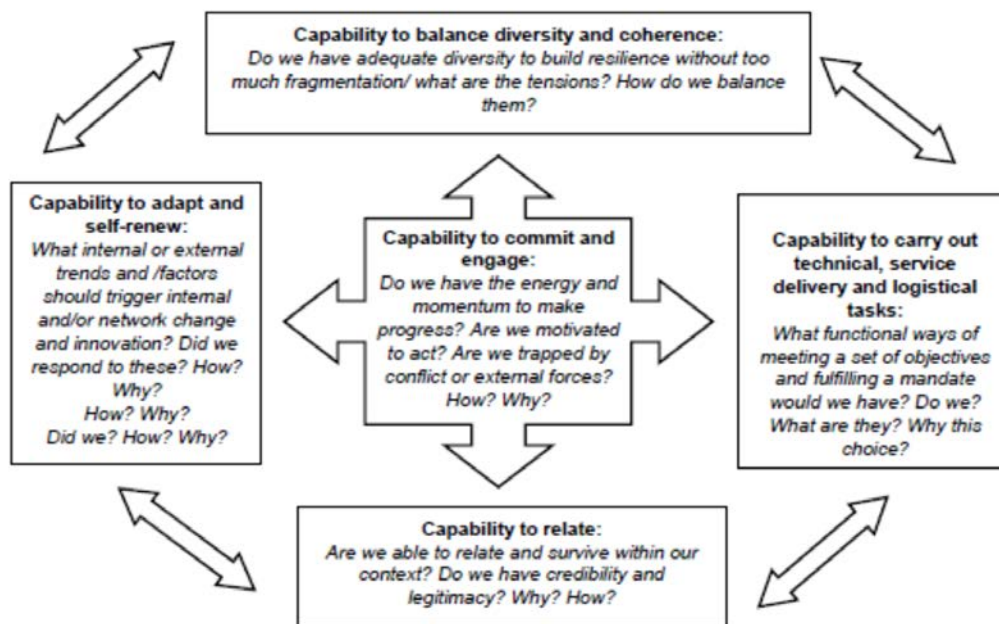
Core capability to adapt and self-renew: The fourth core capability stresses the need for organisation to adapt itself to rapidly changing conditions. The process of capacity development frequently takes place in a context of enormous institutional upheaval. Windows of opportunity for capacity development opened and then closed. The capabilities associated with adaptation and change included: a) the ability to improve individual and organisational learning; b) the ability to foster internal dialogue; c) the ability to reposition and reconfigure the organisation; d) the ability to incorporate new ideas; and e) the ability to map out a growth path.

Core capability to balance diversity and coherence: Organisations need different capabilities, interests and identities as well as a variety of perspectives and ways of thinking. At the same time, organisations have to find ways of reining in the fragmentation to prevent the system losing focus and at worst, breaking apart. Increasingly, the pressure on all organisations is on the side of greater complexity, diversity and fragmentation. Organisations need ways to balance diversity and coherence, and to encourage both stability and innovation. Organisations also struggle to balance their different capabilities. If they paid too little attention to the technical and the substantive, they would begin to lose a sense of themselves as human community. Too much attention to the 'soft' capabilities and they begin to lose the ability to deliver technical value and services. The core capability to balance diversity and coherence includes the following capabilities: a) the ability to

communicate; b) the ability to build connections; c) the ability to manage diversity; and d) the ability to manage paradox and tension. (Baser and Morgan; 28-35)

Monitoring of Core Capabilities

Over time, each organisation must look systematically at all the core capabilities as well as individual competencies. The following framework provides some basic questions for organisations to begin with and shows the interrelationships among the core capabilities. (Baser and Morgan; p.104)



Capacity development: Despite preoccupation with the concept of change in the form of capacity development, actors in international development programmes, both in the countries and in donor agencies, have paid little explicit attention to understanding its patterns and dynamics. The huge body of experience about change processes that has been built up in the private sector is largely missing in the field of international development. A lot of prescription – the ‘should’ and ‘must’ and ‘how to’ stuff – appears at the front end of most capacity development efforts, and a great deal of attention is paid to the back end – the results in the form of tracking outputs and outcomes. The space in between, the dynamics of change in complex systems, remains poorly understood.

Capacity development refers to a form of change that focuses on improvements to the ways in which things get done. Capacity development of organisation have various internally and externally driven processes.

Internally driven processes for capacity development: The internally driven processes relating to capacity development of organisations include: a) human and organisational development; b) incentives, rewards and sanctions; c) awareness, understanding and learning; d) values, meaning and

moral purpose; e) formal structure and systems; f) assets, resources and financial flows; g) ownership, commitment and motivation; h) leadership, management and entrepreneurship; i) readiness and absorptive capacity; j) coherence; and k) resilience.

Externally driven processes for capacity development: The externally driven processes related to capacity development of organisations are: a) institutions; b) demand and supply; c) power and control; e) legitimacy; and f) creation and protection of operating space. (Baser and Morgan; p. 52-77)

Explanation and Justification of Scoring System

The structure of the used questionnaire is such that Yes/No questions often are followed by "why (not), how (much) and/or when" questions. The scoring of each capability is mainly based on the proportion of questions answered with "yes" as well as the information related to "why (not), how (much) and/or when". In general, the following guidelines have been used to allocate scores:

Score	Qualification	% of "Yes" Answers
0	Absent	< 10%
1	Low	10 - 30%
2	Moderate	30 - 50%
3	Considerable	50 - 70%
4	High	70 - 90%
5	Fully/completely	> 90%

The concerned research team members have been responsible for providing the scores for each SPO capability based on an analysis of the completed questionnaires and other relevant documents related to the assessed SPOs, including progress reports, and using the aforementioned scoring system.

5.2. Lok Sanjh Foundation

5.2.1. Main results

Between 2012 and 2014, the capacity of LSF became stronger as it scored higher on all five core capabilities. The overall average score increased from 3.2 in 2012 to 3.8 in 2014. Specifically:

- The capability to "Commit and Act" increased from 3 to 3.7 between 2012 and 2014.

The preparation of the strategic plan 2013-2016, the recruitment of staff for the financial management positions in the zonal office, and the increased involvement of professional staff in planning and review of project activities explain the improvement.

- The capability to “Achieve Development Results” increased from 3.0 to 3.3 between 2012 and 2014

The active engagement of rural women in project activities, organisation of rural women in committees at village level to express their needs, active participation of rural women in meetings and conferences, improved access to productive assets and the involvement of universities and research institutes in the debate on climate change and food security are considered to be the major achievements of the last 2 years.

- The capability to Relate (Craft, Manage and Sustain Key Relationships) increased from 3.0 to 4.0 between 2012 and 2014.

The legitimacy of LSF activities to its target groups increased through the organisation on a yearly basis of Dehqan Assembly meetings aimed at presenting projects and receiving feedback from participants and representatives of project villages. LSF increased its collaboration with various organisations and universities, notably by establishing the Scientists for Sustainability Forum with members from different universities, research institutes and government agencies were invited. LSF also engaged with the Consumer Network and the National University of Science and Technology in Islamabad, the private sector regarding dairy, seeds and textile, the Pakistan Jute Mill Association and government staff are regularly invited for meetings, forums and conferences.

- The capability to Adapt and Self-Renew increased from 3.5 to 4.0 between 2012 and 2014.

The improvement of the PME system, training of field staff in research techniques and improved feedback from target groups through Dehqan Assemblies and regular meetings at village level are responsible for the improvement. The production of training manuals and videos related to organic farming produced as well as the organisation of two-weekly Dialogue for Development meetings, seminars and conferences also contributed to the strengthening of this core capability.

- The capability to Achieve (Retain) Coherence increased from 3.5 to 3.8 between 2012 and 2014.

The coherence in organisational structure improved through the inclusion the Head of the Financial Management Department and of a coordinator for each project at zonal level.

As part of the process tracing exercise, following a thorough review of the identified changes in core capability 1 and 4 together with the internal and external factors that contributed to these changes, the following two key capabilities were selected for process tracing:

- Capability to attract and retain qualified staff (Capability 1.2a: Human Resource Management and Qualifications); and
- Innovative capability (Capability 4.4: Innovation).

With regard to the capability to attract and retain qualified staff, the planned outcome was to have all necessary qualified and experienced staff required for the implementation of project activities. However, LSF has been unable to fully achieve the planned outcome as it still experienced a high

staff turnover and difficulties with recruiting qualified staff for specific positions. Based on a priority ranking carried out by the staff, the following four reasons are considered to be most important for explaining LSF's inability to attract and retain qualified staff:

- Higher salaries paid by other organisations;
- Better secondary labour conditions offered by other organisations;
- Better career options with other organisations; and
- Contract with longer duration offered by other organisations.

With regard to its innovative capability, LSF has become a highly innovative organisation that has identified and developed a significant number of new and improved technologies and practices that have been promoted and introduced among male and female farmers in the various project areas.

Staff also identified the following intervening activities that may have contributed to the improved innovative and learning capability of LSF: a) New/improved practices/technologies developed by senior staff of Lok Sanjh; b) New/improved practices/technologies developed by field staff of Lok Sanjh; c) New/improved practices/technologies developed by Lok Sanjh together with university/research institute; and d) New/improved practices/technologies identified during (field) visit to other areas in Pakistan and other countries.

5.2.2. Conclusion

Evaluation Question 2: To what degree are the changes identified in partner capacity attributable to development interventions undertaken by the MFS II consortia (i.e. measuring effectiveness)?

A number of identified changes in the five core capabilities of LSF can be attributed to the development interventions undertaken by the MFS II-funded project and the role played by the CFA. For instance, Oxfam Novib (together with other donors) requested for the preparation of strategic plan; encouraged LSF to establish linkage with the Pakistan Jute Mill Association; organised and funded the training on impact assessment using mobile phone questionnaires as well as the training of Faisalabad field staff in research techniques; provided funds for the procurement of video equipment a few years ago. Some of the CFA actions had a negative impact on LSF's core capability to "Commit and Act". For instance, Oxfam Novib's request to review the scope of the MFS II-funded project contributed to a gap of 8 months between the end of the first project year and start of second year, during which LSF lost a number of qualified and experienced staff. Oxfam Novib's demands to limit the amount of funds that can be spent on overhead and its decision to reduce the payment for senior management staff costs from 50% to 20% also had an impact on LSF's core capabilities.

By funding the organisation of conferences, workshops and annual Dehqan Assembly meetings, provision of training of professional (field) staff in various technical topics, establishment of linkages with universities, research institutes and private sector, and formation of groups and committees for male and female farmers, the MFS II-funded project contributed towards the capacity development of LSF.

Evaluation Question 4: What factors explain the findings drawn from the questions above?

The following main factors explain the findings drawn for the previous evaluation questions:

- Senior management staff with the support of professional staff is very committed to make LSF a leading organisation in the field of green economy in general and organic farming in particular. In order to achieve this, capacity development of its (field) staff is crucial so that they have the necessary knowledge and skills to provide training and advice to male and female farmers in the different project areas. Being an innovative and learning organisation is another precondition for LSF to become a leading organisation in the promotion of green economy and organic farming.
- Different donors, including Oxfam Novib, have supported the capacity development of LSF over the last few years by inviting LSF staff for training courses organised by these donor agencies and providing funds for staff training and institutional strengthening of LSF itself, including funds for the procurement of new financial management software and video equipment.
- Policy of donors, including Oxfam Novib, to limit the maximum amount for overhead cost has negatively affected the capability of LSF to attract and retain qualified staff as it has been unable to offer salaries and secondary labour conditions that are sufficient to compete with other organisations.
- Policy of Oxfam Novib and other donors to provide project funding on a one-year basis is another factor that negatively affects LSF's ability to attract and retain qualified staff as it is unable to offer a contract for a longer period and a career option, whereas other organisations, including Oxfam Novib, have the capability to do so.

Statement	Score
Project was well designed	n/a
Project was implemented as designed	n/a
Project reached all its objectives	n/a
<i>Observed results are attributable to the project interventions</i>	
- retain qualified staff	3
- innovative capability	4

n/a = non-applicable

5.3. PFF

5.3.1. Main results

Overall, the MFS-II funded Just and Sustainable Livelihood (JSL) project contributed positively to the capacity development of PFF. The JSL has been also the main budgetary contribution to the capacity development of the organization (98% of total CD budget in 2011, 85% in 2012 and 26% in 2013). The average score increased from 3.16 in 2012 to 3.44 in 2014.

- The capability to Commit and Act slightly decreased from 3.8 to 3.7 between 2012 and 2014.

Despite some efforts, the *leadership* capacity slightly decreased because of the centralisation of decision-making power around the figure of the Chairperson, Muhammad Ali Shah, and the absence of a secondary leadership is a major challenge for internal governance. In terms of *financial position*, the big challenge for PFF is to find funding for strategic planning, organizational development, and right-based interventions. If there will be no continuation to the JSL III, PFF will have to dismantle its staff in Punjab which will freeze, if not reverse, the important institutional achievements pursued in during the last year in Punjab.

- The capability to Achieve Development Results increased from 3.0 to 3.5 between 2012 and 2014.

PFF achieved strong results over the period. Women membership has been raised to 38%, in some areas even 45%, exceeding the target of JSL III. The objective to reach 25% women leadership at unit, district, and central governing body has also been achieved. Major work has been done by PFF to draft a sustainable fisheries policy for Sindh, which, after endorsement by the Fisheries Ministry, has been submitted to the Provincial Government and is currently in its final redaction phase. Thanks to its effective networking in Punjab, within 7 months from the beginning of JSL III, PFF could create 50 new membership units (3000 new members) and open two new offices in Punjab. Replicating its achievement in Sindh regarding the abolishment of the contract system for fishing, PFF carried out extensive advocacy and awareness activities with parliamentarians, media, fisher communities and CSOs to get the system abolished also in Punjab. In Sindh, 1500 new fishing licenses have been issued to genuine fishers since the beginning of JSL III in 2013, the target being 500.

- The capability to Relate (Craft, Manage and Sustain Key Relationships) increased from 3.25 to 3.5 between 2012 and 2014.

PFF has made efforts to include its constituency in planning and monitoring. During the last two years, PFF has also imparted trainings to unit and district level leaders in strategic planning to improve the inclusion of its target group in analysis and planning. PFF has recently introduced a Complaint Response Mechanism (CRM) headed by a Complaint Response Committee (CRC) formed by the district president and an associate member working on project. PFF has increased cooperation with a number of ministerial departments in Sindh thanks also to the credibility won through the abolishment of the contract system for fishing, supported by the JSL under MFS-II funding. However, there is a general perception among several leading CSOs that PFF is working in isolation and is not aligned with other organisations working for the rights of the fisher communities.

- The Capability to Adapt and Self-Renew increased from 2.5 to 3.0 between 2012 and 2014.

Since 2013, PFF has institutionalised Monitoring, Evaluation and Reporting (ME&R) within the organisation's systems and procedures and created a department with 6 members of which 2 are women. The contribution of the MFS-II is limited to covering 20-30% of the salary of ME&R officers. However, it did not revise its advocacy strategy to improve its capacity to influence policy making.

PFF realised the need to strengthen its institutional capacity and technical expertise in specific thematic areas addressed in its campaigns and advocacy work. For this, it has developed a capacity

building plan and training needs assessments for both project staff and community members. Reporting has also improved.

- The Capability to Achieve (Retain) Coherence increased from 2.5 to 3 between 2012 and 2014.

Since 2013, PFF has institutionalised Monitoring, Evaluation and Reporting (ME&R) within the organisation’s systems and procedures who shares the information with the Planning and Management Committee to inform planning and adaptation. In January 2014, there were elections of the national level governing body, although a real turn-over of leadership has not occurred and several members of the governing body belong to the family of the Chairperson. ON pressured to increase the number of fee-paying members who are entitled to vote in elections.

5.3.2. Conclusion

Evaluation Question 2: To what degree are the changes identified in partner capacity attributable to development interventions undertaken by the MFS II consortia (i.e. measuring effectiveness)?

The changes observed are to a large extent attributable to the MFS-II funded JSL project.

Oxfam Novib supported PFF in formulating its gender policy and facilitated gender mainstreaming learning trajectories trainings. Oxfam Novib also supported PFF in improving financial transparency and auditing system. Through mobilisation, capacity building, and advocacy activities, the JSL project contributed to PFF’s capacity to achieve relevant results. Through the JSL and its achievements, PFF could strengthen its collaboration and credibility vis a vis relevant ministerial departments (e.g. Fisheries and Forestry) and with parliamentarians and ministers.

Evaluation Question 4: What factors explain the findings drawn from the questions above?

Because of its strong focus on institutional development and advocacy, and because of the great match between the project’s and the organisation’s core themes of intervention, the JSL is regarded by PFF as the “organisational development program”. The JSL has been also the main budgetary contribution to the capacity development of the organization in the period 2010-2013 representing 98% of total CD costs in the financial year 2010- 2011, 85% in 2011-2012 and 26% in 2012-2013. The low percentage in the 2012-2013 financial year are due to the funding interruption from September 2012 (end of JSL II) and June 2013 (start of JSL III).

	Score*
The project was well designed	8
The project was implemented as designed	8
The project reached all its	7

objectives	
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5.4. Awaz

5.4.1. Main results

Overall, the capacity of Awaz CDS remained broadly stable over the last 2 years. The average score for all capabilities increased very slightly from 3.4 in 2012 to 3.5 in 2014. However there have been some notable changes in some sub-components.

- *The Capability to Commit and Act decreased from 4.2. to 3,5 between 2012 and 2014.*

This was primarily due to a decline in the human resource base of the organisation. While high turnover was identified as a key challenge in the baseline, over the last two years of implementation its effects have made the challenge much more salient. The most common reasons cited for this was the culture of job hopping in the development sector and the aspiration to work with INGOs that made it difficult to retain good staff. The organization also lacks in-house gender expertise, however much of staff (70%) has been trained on gender issues. The staff continues to show commendable commitment to development objectives of the SPO.

- The Capability to Achieve Development Results increased from 3.2 tri 3.5 between 2012 and 2014

There has been improvement in terms of sustainability of results, due to the organisation diversifying its income base, and the establishment of strategic partnerships with donors. The cost-efficiency of the results has also increased due to the scale-up of the interventions and absorption of the initial fixed costs.

- The Capability to Relate (Craft, Manage, Sustain Key Relationships) has increased from 3.0 to 3.5 between 2012 and 2014.

Awaz CDS has expanded its collaboration with like-minded organizations through more active participation in issue-based alliances and building partnerships with smaller CSOs working in the same regions. Awaz CDS has also increased its collaboration with international organizations through the SRHR alliance, the Ecosoc network, Humanitarian Accountability Network, Beyond 2015 and Civicus to mention a few. MFS II funds have made a key contribution by helping Awaz CDS connect to wider networks and actively participate in them at the national and international level; specifically through memberships of the SRHR alliance, the Parwan alliance, and 'Girls not Brides'. The organisation has improved its engagement with other actors by developing relationships with NGOs, the government and the private sector.

- The Capacity to Adapt and Self-Renew increased from 3.3 to 3.6 between 2012 and 2014.

The SPO has maintained a focus on improving as a learning organization through a number of initiatives such as the Information and Knowledge Management Unit (IKM) and investment in PME systems, complemented with regular program management team meetings and senior management team meetings to discuss progress, highlight challenges and evolve approaches. However, there remains room for improvement in the PME systems. It is pertinent to note that this is a priority that has been identified by the management to work on. The organization is in the process of integrating a new MIS and FIS to improve its performance. Some innovative initiatives include the production of a song with developmental messages, the web TV to raise awareness are positive developments in the right direction but these can't be solely attributed to Parwan or MFS II funds.

- The Capability to Achieve (Retain) Coherence remained stable at 3.3 between 2012 and 2014

Strategic Coherence and coherence of the organisational structure continued to be strong over the period. Likewise, consistency in financial management and in systems remained good and the governance largely open and transparent.

As part of the process tracing exercise, following a thorough review of the identified changes in pre-selected core capabilities 1 and 4, together with the internal and external factors that contributed to these changes, the following indicators were selected for study:

- Human Resources Management and Qualifications (1.2a)
- Staff Thematic expertise (C1.2c)
- Adaptation of Strategies (4.1)
- Learning Organization (4.3)
- Innovation (4.4)

Under core capability 1 the SPO registered a decline in its overall score. Currently the project has its fourth project manager – three having left during the course of implementation. This presents an issue not only related to staff retention but also of staff thematic expertise and capacity, since the investments made (directly through trainings and indirectly through involvement in project activities) in these staff have been lost. The key reasons identified through the exercise are:

- Salaries paid by the project were not competitive when compared to INGOs that paid significantly more and provided better perks.
- Salaries offered by donors are too low to attract subject specialists and hence the SPO depends on the CFA to provide thematic experts.
- A culture of frequent job-hopping in the development sector in Pakistan.
- A sense of prestige associated to working with INGOs that Awaz CDS cannot offer.
- Much professional staff with good experience and technical expertise, when given the opportunity chooses to move to Islamabad, making the pool from which Awaz CDS can hire in Multan much smaller.

For core capability 4 the SPO improved its score by showcasing its ability to adapt its approach in the face of religious and cultural sensitivities to planned interventions. A good example of improvement in these indicators is the allies the SPO has formed amongst schools, civil society organizations and health care professionals who had initially been resistant to advocating the causes of SGBV and

SRHR. The SPO has done this by working with the CFA and successfully adapting its strategies for implementation, changing the overt focus from SRHR and SGBV to Life Skill Based Education (LSBE) for youth and relating the themes to Women's wellbeing and Responsible Fatherhood to make them more accessible and locally appropriate. Similarly the SPO faced negative feedback and resistance from the government education department and has successfully worked with networks of private schools to enroll in its project and participate in planned activities. This reflects the SPO's ability to adapt its approaches based on its learning from implementation. Other examples of innovation include the launching of a web TV and the recording of a song with developmental messages to raise awareness in civil society and more generally in the masses. The SPO has also introduced an MIS that is used for performance monitoring of project staff and gauging progress of planned project activities.

5.4.2. Conclusion

Evaluation Question 2: To what degree are the changes identified in partner capacity attributable to development interventions undertaken by the MFS II consortia (i.e. measuring effectiveness)?

These changes hint towards a less comprehensive design of the capacity building component. This may have been due to restrictions in budget or need to showcase higher beneficiary numbers and dedicate funds to service delivery, but the very limited budget for staff and personnel, no allocations for specialized staff or PME has meant that the investment of the project in this component has not been optimized. While a small portion of these changes can be attributed to MFS II funds, it is pertinent to note that they have been catalyzed through the long experience of Awaz CDS in this context and theme, which predates the MFS II funding.

Evaluation Question 4: What is the relevance of these changes?

These changes are highly relevant to the context and needs of the development sector in Pakistan. The challenges of retaining staff and access to in-house thematic experts, while instituting systems of learning to help organizations adapt and innovate present ambitions ubiquitous to Pakistani NGOs. It is essential that these lessons are incorporated into future planning and for improving the effectiveness of project interventions.

5.5. SCOPE

5.5.1. Main results

Compared to the baseline, the organisation has experienced positive developments in its core capacities. The average score increased from 3.2 in 2012 to 3.5 in 2014. However, the observed changes are only to a small extent attributable to the MFS-II. This is due to the fact that while MFS did support civil society strengthening activities, it did not provide funding for capacity building of SCOPE within the evaluated intervention. The positive changes relative to SCOPE's strategic shifts

and reflexive process are attributable to its long experience, its national network and joint analyses with peer CSOs, and its international exposure.

- The Capacity to Commit and Act remained stable at 3.3 between 2012 and 2014

Strategic and operational planning slightly improved, notably through the 5 years strategy plan, but human resources management and qualification has decreased as there is a lack of funds to secure long-term contract and invest in capacity development.

- The Capacity to Achieve (retain) Development Results increased from 3.3. to 3.5 between 2012 and 2014

SCOPE has played an important catalysing role in bringing the land reforms back on the government's agenda. The creation of the NPCP has been a great achievement because it reunites for the first time many grass-root organisations around Pakistan. Moreover, the NPCP gathers 3 major labour parties around the table.

- The Capacity to Relate (Craft, Manage, Sustain Key Relationships) increased from 3 to 3.8 between 2012 and 2014.

SCOPE continues to use poverty score cards and participatory well-being analysis. In the face of high physical risk for staff and partners involved in challenging the feudal system (including murders), SCOPE has devised a strategy based on building large-scale organisations of farmers and limiting risks by keeping public rallies and processions to a minimum. Collaboration with other actors improved through the establishment of the NPCP and by becoming the regional coordinator for South Asia of the Global Environmental Facility. SCOPE is also working with the government on a food security policy and O-Hunger strategy, providing the CS perspective.

- The capacity to Adapt and Self-Renew increased from 3 to 3.5 between 2012 and 2014.

Critical reflexion led SCOPE to the inclusion of land rights and land governance into their core strategy, as well as planning for a M&E department. Within the NPCP, SCOPE is trying its best to facilitate knowledge and experience sharing among partner peasant organisations and CBOs.

- The capacity to Achieve (Retain) Coherence remained stable at 3.5 between 2012 and 2014

SCOPE relies on a clear and unchanged theory of change, which is reflected in its program-approach, instead of projects. The organisation structure remains coherent, although still lacking a M&E department. SCOPE still has a financial management system in place and an internal audit system. The staff is regularly informed on the financial situation as the financial reports are shared (via email). The Internal Audit System assures the effective internal control. Finally, the governance structure remained unchanged.

A negative evolution on human resource management and qualification has been recorded. We believe that this is related to insufficient long-term funding for the SPO to invest in its human

resources and its institutional development. Insufficient institutional funding is the consequence of both, short-term funding approach, focused more on service-delivery projects which drives international development cooperation, and the restrictions imposed on the non-for-profit sector to generate own revenue.

5.5.2. Conclusion

Evaluation Question 2: To what degree are the changes identified in partner capacity attributable to development interventions undertaken by the MFS II consortia (i.e. measuring effectiveness)?

The observed changes are only to a small extent attributable to the MFS-II. This is due to the fact that while MFS did support civil society strengthening activities, it did not provide funding for capacity building of SCOPE within the evaluated intervention. However, the support provided by MFS-II consortia is well aligned with SCOPE’s strategic choice to shift the focus on land governance and reforms. In this light it has opened windows of opportunities for SCOPE to strengthen its cooperation with like-minded CSOs and to seal important alliances to push forward the land reform agenda.

Evaluation Question 4: What is the relevance of these changes?

The positive changes relative to SCOPE’s strategic shifts and reflexive process are attributable to its long experience, its national network and joint analyses with peer CSOs, and its international exposure.

The negative changes regarding funding for institutional development, and human resources management are a consequence of both, short-term funding approach, focused more on service-delivery projects which drives international development cooperation, and the restrictions imposed to the non-for-profit sector to generate own revenues. A further concern is that INGOs are often competing with their partner organisations as their salaries are sometimes as much as fivefold those of their national counterparts. This provokes a drainage of qualified staff towards INGOs.

	Score*
The project was well designed	8
The project was implemented as designed	8
The project reached all its objectives	8

5.6. Discussion of results on capacity development

All SPOs registered an improvement of their capacity between the baseline and the follow-up assessment. The increasing modality amongst most SPOs to work through alliances has contributed positively to all five core capabilities. These alliances provide SPOs a vital opportunity for lessons and experience sharing, learning best practices and engaging with a host of other stakeholders including research institutes, universities and smaller CSOs. The growing emphasis on PME systems and measures to focus on learning within SPOs is also a key positive development that can improve their overall effectiveness and impact. However it is important to note that the SPOs are all relatively mature organisations and it is difficult to identify significant changes in institutional development within a 2 year period.

The link between the MFS2 funding and improvement in capacity is a very welcome result. Given the dependence of civil society organizations and NGOs in Pakistan on donors for their survival, the former have limited resources available for investment in capacity building. This lack of core unallocated funds means the organisations are solely dependent on donor agencies for providing funds for capacity building activities. These funds are essential to ensuring the evolution of these organisations to increase their effectiveness and impact, by improving the quality of the management and financial systems, and human resources available to them.

Hence institutional sustainability is a vital issue for the survival of CSOs in Pakistan. As most donor funding is short-term, project-based, and service delivery/output focused, access to funding for institutional strengthening is one of the main challenges for the sustainability of CSOs. Project funding generally covers salaries, project activities and other logistics needs; however, practically NGOs do not have extra resources for maintaining offices, core staff and other necessary facilities. In the face of this, there is increasing pressure from donors for a high quality of outputs that may require special thematic expertise to produce. NGOs and CSOs thus struggle to deliver the high quality while negotiating the varying priorities of donor agencies and their numerous requirements for financial, managerial and technical checks.

Increased competition for qualified and experienced (field) staff by a growing number of NGOs and INGOs in the country who are able to pay higher salaries can cause problems to smaller NGOs who have limited salary budgets. Moreover with the close of a project there might be a gap before a new project start and these organisations are unable to maintain their staff for these durations. The departure of experienced staff often has serious consequences for the capacity of the organisation given the tacit knowledge they have. Many NGOs and CSOs are also based out of secondary cities or rural areas where employees wish to move bigger cities and better jobs in search of an improved quality of life. The evaluation team has found these themes to be prevalent in one form or another as a key challenge to the goal of capacity building of partner SPOs.

6. Efforts to strengthen civil society

6.1. Introduction

6.1.1. Theoretical framework for civil society¹¹

Background: The lack of overall understanding of civil society's empirical manifestations, particularly in the developing world, has hampered both the advancement of scientific knowledge on the subject, as well as an appreciation by practitioners and the development community of civil society's actual role in governance and development. These knowledge limitations in turn hamper effective support for civil society in many countries.

Advocates of civil society need to produce sound arguments, supported by empirical evidence, that counter recent literature which question civil society's relevance. If this is not done, the concept is in danger of reverting to the same level of obscurity in which it has existed for the greater part of its historical trajectory. (Mati, Silva and Anderson; p.8-10)

Aim of Civil Society Index: The CIVICUS Civil Society Index (CSI) seeks to address the identified need for increased knowledge about civil society by providing a participatory needs assessment and action planning tool for civil society around the world. The ultimate aim of the CSI is to create a knowledge base and increased momentum for civil society strengthening initiatives.

In contrast to many academic-focussed research initiatives, the principal aim of the CSI is to generate information that is of practical use to civil society practitioners and other primary stakeholders. Therefore, the CSI conceptual framework had to identify aspects of civil society that can be changed as well as generate information and knowledge relevant to action-oriented goals. In doing this, the CSI was guided by the need to generate an assessment of civil society that would meet the basic criteria of scientific rigour and cross-country comparability as well as provide civil society stakeholders with practical knowledge and mechanisms for strengthening civil society.

The participatory nature that lies at the core of the CSI methodology is an important step in the attempt to link research with action, creating a diffused sense of awareness and ownerships. However, the theory of change that the CSI is based on goes one step further: coupling the participatory principle with the creation of evidence in the form of a comparable and contextually valid assessment of the state of civil society. It is this evidence, once shared and disseminated, that ultimately constitutes a resource for action. Thus, the CSI research component is not an end in itself, but rather an essential means for achieving more practical goals. (Mati, Silva and Anderson; p.8-10)

Concept of Civil Society: CSI realised that civil society does not exist on its own and that its existence should not be taken as a given. Moreover, it is generally acknowledged that civil society is a very fluid concept. Its reality is created spontaneously through organic civic action. As such, the CSI therefore continues to acknowledge that while there are theoretical and empirical boundaries between civil society, state, market and family, in reality these are 'fuzzy' and blurred boundaries. CSI adopts an inclusive and realistic view by acknowledging that civil society is not a homogenous and united entity, but rather a complex arena where diverse and often competing values, ideologies and interests interact and power struggles occur.

¹¹ Source: Jacob M. Mati, Federico Silva and Tracy Anderson (2010): Assessing and Strengthening Civil Society Worldwide; An updated programme description of the CIVICUS Civil Society Index: Phase 2008 to 2010

The CSI programme (CIVICUS CSI, 2008) redefined the concept of civil society as: *The arena, outside of the family, the state, and the market – which is created by individual and collective actions, organisations and institutions to advance shared interests.* (Mati, Silva and Anderson; p.17-21)

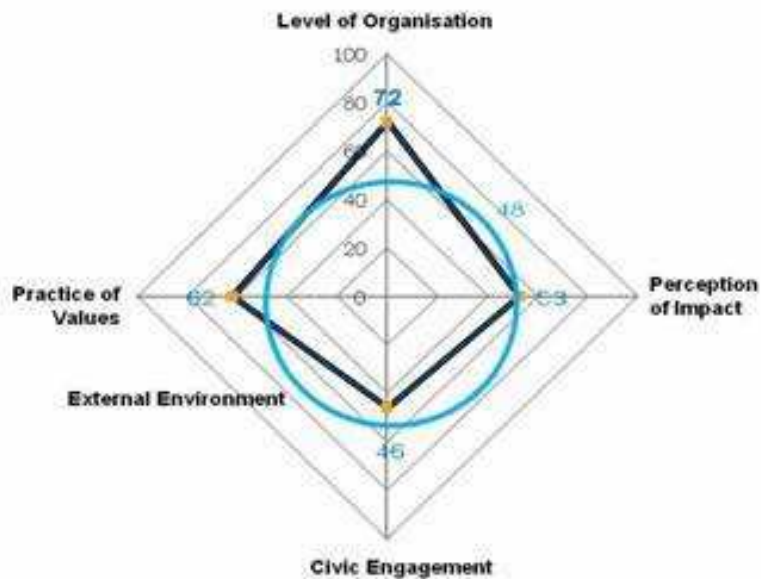
CSI Methodology

Since 1999, the CSI has significantly contributed to a greater collective understanding of civil society. This has been made possible through the utilisation of a rigorous, but flexible, methodology that accommodates the diversity and fluidity of civil society. Given the CSI's acknowledgement of the diverse manifestations of civil society, its methodology is flexible and adaptable to local needs. CSI is cognisant of tensions between seeking 'standardised' information that can be compared across countries, and that of maintaining adequate flexibility to ensure country-specific factors can be taken into account. Indeed, the CSI is specifically designed to achieve an appropriate balance between these two opposing demands. (Mati, Silva and Anderson; p.15 and 21)

CSI Analytical Framework: The specific goal of the CSI programme includes the generation of an accurate, comprehensive and comparable assessment of the state of civil society in a given country, which can be used to detect specific strengths and weaknesses, and eventually to design strategies and activities to improve the state of civil society.

To measure the current condition of civil society holistically, the CSI uses a set of indicators that covers the structural and normative manifestations of civil society. It also encompasses the conditions that support or inhibit civil society's development as well as the consequences of civil society's activities for society at large. The indicators are the heart of the CSI's attempt at generating an accurate, comprehensive and comparable assessment of the state of civil society in a given country. The indicators set are further aggregated into sub-dimensions and later these dimensions form the CSI diamond. CSI's conceptual framework aims to offer a universally applicable, comparative, inclusive, measurable and comprehensive tool for assessing civil society. (Mati, Silva and Anderson; p.22)

Dimensions and Sub-dimensions: The CSI consist of the following five dimensions: i) civic engagement; ii) level organisation; iii) perception of impact; iv) practice of values; and v) external environment. The first four dimensions form the four axes of the diamond. The fifth dimension, the environmental context in which civil society must operate, is now represented by a circle surrounding the diamond (see diagram below).



Civic Engagement: Civic engagement, or ‘active citizenship’, is a crucial defining factor of civil society. It is the hub of civil society and therefore one of the core components of the CSI’s definition. Civic engagement describes the formal and informal activities and participation undertaken by individuals to advance shared interests at different levels.

Participation within civil society is multi-faceted and encompasses socially-based and politically-based forms of engagement. Within each of these two areas of engagement, the CSI measures three specific aspects: a) extent of engagement of individuals, both as members and/or volunteers of organisations and associations; b) depth of engagement, which assesses the frequency and extent of people’s engagement in civil society activities; and c) diversity or inclusiveness of civil society.

In order to explore in detail these three levels of civic engagement, the dimension is further divided into the following six sub-dimensions: a) extent of socially-based engagement; b) depth of socially-based engagement; c) diversity of socially-based engagement; d) extent of political engagement; e) depth of political engagement; and f) diversity of political engagement. (Mati, Silva and Anderson; p.27)

Level of Organisation: This dimension assesses the organisational development, complexity and sophistication of civil society, by looking at the relationships among the institutional and organisational actors within the civil society arena. The dimension is composed of sub-dimensions and indicators that examine features of the infrastructure for civil society, its financial stability as well as its capacity for collective action. The indicators are grouped under the following seven sub-dimensions: a) internal governance; b) support infrastructure; c) self-regulation; d) peer-to-peer communication; e) human resources; f) financial and technological resources; and g) international linkages.

Practice of Values: An assessment of the state of civil society should also consider the internal practice of values within the civil society arena. Since the CSI does not assume that civil society is by definition made up of progressive groups, nor does it take for granted that civil society is able to practice what it preaches, it is therefore of paramount importance for this project to treat the practice of values as an empirical question that must be tested. As a consequence, the following five sub-dimensions are considered under values: a) democratic decision-making governance; b) labour regulations; c) code of conduct and transparency; d) environmental standards; and e) perception of values within civil society.

Perception of Impact: The fourth important measure of the state of civil society is the impact civil society actors have on politics and society as a whole. CSI analyses the issue of 'civil society impact' from the perspective of perceived impact, as recounted by both observers within civil society, namely the internal perception, as well as external stakeholders belonging to actors, such as the state, private sector, the media, academia, international governmental organisations or donor organisations, which covers the external perception. This dimension adopts a very broad notion of impact that encompasses policy results to change of social and cultural frameworks. Specifically the CSI covers the following four sub-dimensions: a) responsiveness (both internal and external); b) social impact (both internal and external); c) policy impact (both internal and external); and d) impact on attitudes.

Context Dimension: External Environment – In assessing the state of civil society, it is crucial to give consideration to the social, political and economic environments in which it exists, as the environment both directly and indirectly affects civil society. Three elements of the external environment are captured by the CSI: a) socio-economic context; b) socio-political context; and c) socio-cultural context. (Mati, Silva and Anderson; p.27-31)

Scoring for CSI Indicators

The indicator scoring process in the previous phase, which converted the scores into a four-point scale (0 to 3), was discarded in the current phase. The main reason for this change is to avoid a subjective scoring process in favour of a more scientifically objective, verifiable and valid process of constructing the diamond. Therefore, the quantitative and qualitative data have been separated for the current phase. The diamond is now constructed using only data from the quantitative analysis. As such, only raw percentages from the quantitative data feed into the diamond, where the higher the percentage, the better the civil society on the various indicators in a country. (p23)

All of the CSI indicators are grouped into 24 sub-dimensions. Individual indicators are each scored from 0 to 100. These scores are then aggregated into sub-dimension and dimension scores, which then provide each axis score for the CSI diamond. It is important to note that the CSI diamond represents the 'state of civil society' and therefore must not be turned into a one-dimensional index or a ranking as the methodology was never developed for such ranking.

Call for Proposals: With regard to efforts to strengthening civil society, the NWO-WOTRO's Call for Proposal specifies that: "*To monitor and evaluate the strengthening of civil society, the Ministry of Foreign Affairs (MoFA) has selected a number of sub-dimensions as priority result areas on which consortia must submit reports*". In other words, MoFA decided that not all 24 CSI sub-dimensions will

be used to assess the strengthening of the civil society under the MFS II evaluation. The 13 sub-dimensions as selected by MoFA are listed below:

Dimension	Sub-Dimensions (Priority Result Areas)
Civic Engagement	<ul style="list-style-type: none"> • Diversity of socially-based engagement • Diversity of political engagement
Level of organisation	<ul style="list-style-type: none"> • Support organisations • Peer-to-peer communication • Financial sustainability and sustainability of human resources
Practice of values	<ul style="list-style-type: none"> • Internal governance • Transparency
Perception of impact	<ul style="list-style-type: none"> • Responsiveness • Social impact • Policy impact
Environment	<ul style="list-style-type: none"> • Socio-economic context • Socio-political context • Socio-cultural context

Note: One of the comments of the Advisory Committee is as follows: *"Since CIVICUS has abandoned the old subjective CSI, why is the report persisting with it? It is clearly inferior to more objective measures of organisational capacity, which do exist."* It is correct that CIVICUS has abandoned the old scoring system with a four point scale (0 to 3) because it is too subjective and replaced with quantitative scoring system. However, the Baseline Report Format as prepared by the synthesis team still prescribes the use of the old, subjective scoring system using a four point scale. Furthermore, the NWO-WOTRO's Call for Proposal specifies that 13 of the 24 CSI sub-dimensions must be used to assess the efforts to strengthen civil society.

Use of CSI for Assessment of Individual Civil Society Organisations: The indicators developed for CSI by CIVICUS should refer to % of population and organisations in the country, which puts their use somewhat beyond the scope of this evaluation. CSI has been developed to assess the status of the entire civil society in a country and less so for the assessment of individual civil society organisations.

Explanation and Justification of Scoring: The structure of the used questionnaire is such that Yes/No questions often are followed by "why (not), how (much) and/or when" questions. The scoring of each CSI sub-dimension is mainly based on the proportion of questions answered with "yes" as well as the information related to "why (not), how (much) and/or when". In general, the following guidelines have been used to give scores:

Score	Qualification	% of "Yes" Answers
0	Absent/low	< 30%
1	Moderate	30 - 60%
2	Considerable	60 - 90%
3	Fully/completely	> 90%

The concerned research team members have been responsible for providing the scores for each project result area as selected by NWO-WOTRO based on an analysis of the completed questionnaires and other relevant documents related to the assessed SPOs and using the aforementioned scoring system .

6.2. Lok Sanjh Foundation

6.2.1. Main results

The overall average score for the five CSI dimensions dropped from 2.0 in 2012 to 1.8 in 2014.

- The CSI dimension 1: Civic Engagement remained stable at 2.0 between 2012 and 2014.

The diversity of socially-based engagement and political engagement remained stable. LSF continues to engage with male and female farmers through the Dehqan Assembly meetings and, since no new elections locally elected bodies were conducted since 2005 and the dissolution of Union Councils in 2009, the landscape of local political actors LSF can engage with remained broadly stable.

- The CSI dimension 2: Level of Organisation decreased from 2.2 to 1.6 between 2012 and 2014.

The SPO finds it difficult to recruit experts in the field of value chain development, certification and sisal as qualified and experienced candidates ask for much higher salaries than LSF can pay. High staff turnover continues to be a major problem. An 8 month gap between the end of the first year and the start of the second year of the project caused the SPO to lose some very experienced field staff as it was unable to pay the salaries during this period. As a result, LSF had to recruit new, less experienced staff, who needed a lot of training and support during the first few months; this adversely affected the implementation of project activities. The SPO's score also dropped due to lack of maintenance of its (new) website, and no use of social media. At the time of the baseline LSF had an up-to-date website and made active use of internet and social media.

- The CSI dimension 3: Practice of Values remained stable at 2.5 between 2012 and 2014

Internal governance remained organised around the organisation of Dehqan Assembly meetings and field staff reviews and planning meetings with representatives from project villages. In terms of transparency, LSF conducts quarterly review and planning meetings with all professional staff, during which all aspects of the ongoing projects are discussed, including budgets. All financial books and accounts are reviewed by an external auditor each year. Similar as in 2012, the follow-up survey in 2014 has revealed that LSF is fully transparent with regard to its financial affairs.

- The CSI dimension 4: Perception of Impact decreased from 2.3 to 1.7 between 2012 and 2014.

The changes in the scope of the MFS II-funded project, towards the Clean Cotton Initiative and Sisal Cultivation were incorporated in the new Project Proposal for the second project year, were not done in collaboration with the target groups. Farmers were not involved in the identification of project interventions and the relevance of a number of conducted project interventions for them was not always clear. In terms of policy impact, LSF conducted a number of campaigns to make farming communities, scientists and policy makers aware of the threats to the livelihood of (small) farmers. However, none of these campaigns successfully influenced government policies during last 2 years as changing government policies usually requires a (very) long time.

- The CSI dimension 4: Environment remained stable at 1 between 2012 and 2014

Through its membership of national alliances/networks, LSF is involved in context analysis to some extent. However, LSF did not participate in studies of the civil society in the country as it is not aware of any studies of the civil society that may have been carried out by other civil society organisation, national networks/alliances or donors. Furthermore, LSF did not feel the need to participate in such a study.

6.2.2. Conclusion

Evaluation Question 2: To what degree are the changes identified attributable to the development interventions of the Southern partners of the MFS II consortia (i.e. measuring effectiveness)?

The development interventions undertaken by LSF have contributed modestly to the aforementioned changes in civil society with regard to MDG 1. As founder of SAAG and Green Network, LSF continued to actively support both these national networks, whereas it also supported the formation of the Network "Women-Now" as a platform where urban and rural women can discuss their problems, share experiences and enhance knowledge as well as to share indigenous/traditional knowledge and to educate urban women on healthy/organic food, herbal medication and healthy food processing. LSF also supported capacity development of other CSOs involved in MDG 1-related activities through the provision of training and advice. Through the MFS II-funded project, LSF also supported male and female farmers to develop producers' groups and value chains for a number of organic farm products. The workshops, seminars, fora and conferences (co-)organised by LSF also contributed to more attention for organic farming among an increasing number of CSOs and other institutions, including universities and research institutes.

Evaluation Question 3: What is the relevance of these changes?

The relevance of the changes in the civil society in Pakistan with regard to MDG 1 as observed and reported by LSF are modest as the relative number of CSOs and national networks/alliances remain limited compared with the number of CSOs and their national networks/alliances related to other MDGs, especially health, women's rights and gender. With regard to the promotion of green economy in general and organic agriculture, the changes in civil society during last 2 to 3 years are very limited with very few CSOs explicitly focusing on these topics. Other CSOs may incorporate issues such as 'climate change' and 'environmental sustainability' in their project proposals with

main focus on other development objectives (i.e. gender, health, etc.) in order to meet the requirements of their donors.

Evaluation Question 5: What factors explain the findings drawn from the questions above?

Although there is an increasing interest among donors to support CSOs focusing on the promotion of green economy in general and organic farming in particular in Pakistan, most attention and funds are allocated to other MDGs focusing on (girls') education, health, gender equality and women's empowerment. CSOs working in the field of human rights, peace and conflict prevention also benefit from financial support provided by various donors, including the Netherlands Embassy.

The choice of many donors to focus their support towards CSOs focusing their project activities on education, health, gender and human rights is understandable when the socio-cultural and political situation in Pakistan is taken into account (see Section X.X in Narrative Report for more details). A significant amount of donor funds was allocated for emergency aid and reconstruction following a number of major natural disasters, including the earthquake in 2005 and 2013 as well as floods in 2010, 2011 and 2014, which affected millions of people.

Statement	Score
Project was well designed	8
Project was implemented as designed	8
Project reached all its objectives	5
Observed results are relevant to the project beneficiaries	5

6.3. PFF

6.3.1. Main results

The average score for all CSI dimensions increased from 2 to 2.3 between 2012 and 2014.

- The CSI dimension 1: Civic Engagement remained stable at 2 between 2012 and 2014

PFF has made efforts to include its constituency in planning and monitoring. During the last two years, PFF has also imparted trainings to unit and district level leaders in strategic planning to improve the inclusion of its target group in analysis and planning. PFF has recently introduced a Complaint Response Mechanism (CRM) headed by a Complaint Response Committee (CRC) formed by the district president and an associate member working on project. PFF members are not represented at the union council level at the moment. Initially, PFF members were represented in union councils (local level), yet these have been dissolved in 2009 and there have been no elections ever since

- The CSI dimension 2: Level of Organisation remained stable at 2 between 2012 and 2014

The organisational level of civil society decreased. There is a general perception among several leading CSOs that PFF is working in isolation and is not aligned with other organisations working for the rights of the fisher communities. It was pointed out by several interviewees that PFF is often

acting as a local political party using propaganda and rallies at opportune moments for the benefit of the media. This is undermining its credibility towards potential partners. Technical resources have increased, however. The website has been updated and there is a committee responsible for checking the quality of materials and updating the website. PFF has now facebook page and it is a very active user of the social media.

- The CSI dimension 3: Practice of Values increased from 2 to 2.5 between 2012 and 2014

The improvement is primarily due to considerable efforts to update and strengthen the organisation's policies, procedures and systems to improve transparency and accountability. With support from Oxfam Novib, PFF has reviewed its financial, gender, procurement, and human resources policies and hired a gender focal person.

- The CSI dimension 4: Perception of Impact increased from 2 to 3 between 2012 and 2014

This is due to increased cooperation with a number of ministerial departments in Sindh thanks also to the credibility won through the abolishment of the contract system for fishing, supported by the JSL under MFS-II funding. PFF has just finalised the draft policy for sustainable fishing at the provincial level in Sindh (not present in Pakistan) and is working intensively on a draft bill for the abolishment of contract system in Punjab. Moreover local PFF leadership is constantly taken on board to provide initial context analysis, highlighting needs and priorities.

- The CSI dimension 5: Environment remained stable at 2 between 2012 and 2014

In its strategic plan 2012-2017, PFF has included a socio-political and stakeholder analysis as well as an analysis of the organisation's strengths and weaknesses. PFF is actively involved in designing and planning of its donor funded interventions and discusses these intensively with the beneficiary communities in the course of proposal development.

6.3.2. Conclusion

Evaluation Question 2: To what degree are the changes identified attributable to the development interventions of the Southern partners of the MFS II consortia (i.e. measuring effectiveness)?

The MFS-II funded JSL project contributed considerably to the reported changes. JSL had major positive impacts on PFF core activities for CS strengthening (advocacy, awareness raising, activism, social mobilization, political education, leadership development). PFF community members are now vocal and aware about their rights and livelihood options, and trained about advocacy strategies.

Based on review of financial audits, both total MFS budget and MFS contribution to programme costs related in specific to civil society strengthening was considerably high compared to the contribution if other donor/projects. MFS budget was 15% of the total donor budget during the financial year 2010-2011, 42% in 2011-2012, and 36% in 2012-2013. With respect to programme costs related to civil society strengthening the MFS contributed 39% in 2010-2011, 41% in 2011-2012 and 23% in 2012-2013.

Evaluation Question 3: What is the relevance of these changes?

The abolition of the contract system and the replacement by a license system constitutes a milestone in PFF’s advocacy work. According to PFF, the contract system represented the main cause of exploitation and poverty of the fisherfolk. Thus, this outcome is very relevant to the livelihoods and rights of PFF’s constituency. The development by PFF of a draft sustainable fisheries policy will pave the way for sustainable fishing practices, environmental protection and the safeguard of livelihoods and rights of indigenous small-scale fisher communities.

Evaluation Question 5: What factors explain the findings drawn from the questions above?

MFS-II aligned with the longer term advocacy work of PFF. Thus, the MFS-II funded JSL project did not initiate the process that led to the abolition of the contract system and the implementation of the license system, but contributed with considerable budget to PFF’s advocacy strategy.

As part of the MFS-II funded JSL, PFF focused on the mobilisation and organisation of the fishing community in the first place, both through mobilisation meetings aiming at consolidating and expanding PFF’s units and members, and through trainings to enhance capacities in existing units. The idea was that strengthening the institutional capacity of PFF’s units was a prerequisite for inclusive and consultative policy-making.

Advocacy at provincial and national level and frequent meetings with the provincial fisheries department were crucial to sensitize and gain support from policy-makers and a collaborative disposition in officials of the fisheries department. The national elections of 2008 and the ascent to power of the Pakistan People’s Party (PPP) might have contributed to give additional thrust to the process. In specific, the role of the then Provincial Fisheries Minister, Zahid Ali Bhurgri, with whom PFF high representatives maintained a good and frequent relation, seems crucial in having accelerated the proposal of the bill for the abolition of the contract system to the provincial assembly.

The progress made since the baseline regarding the issuance of many new fishing licenses is mainly the outcome of a change in attitude in fisheries officials who started to treat PFF as a credible interlocutor after recognizing its role in the abolishment of the contract system.

Finally, the support of other CSOs and INGOs to the cause, and the important role played by the media in raising awareness around the issue were instrumental in augmenting public pressure on decision-makers.

	Score*
The project was well designed	9
The project was implemented as designed	9
The project reached all its	8

objectives	
<i>The observed results are attributable to the project interventions</i>	7
The observed results are relevant to the project beneficiaries	9

6.4. Awaz

6.4.1. Main results

The SPO has scored slightly better on all CSI dimensions compared to the baseline scenario. The average score for all CSIs increased from 2.1 to 2.4 between 2012 and 2014.

- The CSI dimension 1: Civic Engagement remained stable at 2 between 2012 and 2014

Awaz CDS staff has built strong relationships with stakeholders – this enables a more informal mechanism for reporting back and receiving feedback from communities on the work being undertaken. The SRHR focus had initially been challenging for Awaz CDS given its sensitive nature. This had led to a negative image of the NGO in certain political quarters. However, using this focus to highlight common challenges for youth and women in society, Awaz CDS has been able to mobilize support for its work in civil society.

- The CSI dimension 2: Level of Organisation increased from 2.2 to 2.6 between 2012 and 2014

The organization is well connected with other civil society actors, networks and alliances and collaborates through regular meetings to share information regarding best practices and lessons learnt. One of the key reasons Awaz CDS has been able to improve on this has been due to its growth and availability of funds to target these activities with the additional security of multiple donors and funding stability in the medium term. There is still room to expand this collaboration, primarily held back due to a lack of core funds to devote to these activities and a competitive atmosphere between civil society organizations to obtain limited funds from donors for similar work in overlapping geographic areas. However the grant disbursement component of the Parwan project has offered Awaz CDS a new opportunity for working with smaller CSOs and building their capacity. This has increased Awaz CDS's interaction with other CSOs and can lead to better collaboration and partnerships in the future.

- The CSI dimension 3: Practice if Values increased from 2 to 2.5 between 2012 and 2014

Awaz CDS has a code of ethics, project participants protection policy and conflict of interest policy, which is signed by everyone including vendors. These are very strictly enforced. The organization also has SOPs and financial policies in place to ensure compliance to high standards and avoid any risk of corruption. A complaint reporting mechanism is also open to partners and civil society to report any misuse of funds or unethical behaviour by staff through a helpline. With the aid of MFS funding Awaz CDS has introduced youth friendly policies while sensitizing the organization and board and re-visiting all policies and procedures to include SRHR goals.

- The CSI dimension 4: Perception of Impact has increased from 2.3 to 2.7 between 2012 and 2014

Policy impact improved. Awaz CDS continues to support the strategic planning of international and local NGOs by sharing its learning, best practices and experience. The organization has expanded its efforts to engage at a regional and global level such as through the SAARC platform for the Girls not Brides movement. With reference to the work in Parwan, Awaz CDS has campaigned for the early marriage bill and played an active role in sensitizing government officials to the MDGs and the importance of mainstreaming SRHR education and services. Influencing government policies can be a complex, long term and multi-stakeholder driven exercise where Awaz CDS has and continues to play a role on a number of pertinent issues including women's right to inheritance, gender based violence and supporting transparency and accountability in the electoral process in Pakistan etc.

- The CSI dimension 5: Environment remained stable at 2 between 2012 and 2014

There has been no change in this indicator since the baseline. The Parwan project is a continuation of a long relationship between Awaz CDS and Rutgers. The project proposal was a product of the cumulative learning of both organizations in the work they had undertaken prior to this round of funding. It is the strong relationship and trust between the CFA and SPO that continues to support the successful implementation of the project. However recent changes in the MFS funding have led to significant reductions in HR and administration expenses that have negatively affected work.

6.4.2. Conclusion

Evaluation Question 2: To what degree are the changes identified attributable to the development interventions of the Southern partners of the MFS II consortia (i.e. measuring effectiveness)?

These changes are a testament to the success of a comprehensively designed project that was a product of the partnership Awaz CDS and Rutgers-WPF have had since 2006 and prior to that the work of the organization with Oxfam-Novib in the same themes. While these changes can be attributed to MFS II funds, it is pertinent to note that they have been catalyzed through the long collaboration between these organizations, which predates the MFS II funding. However there are incremental changes with respect to the inclusion of new elements in the project design such as grants for smaller CSOs that can be traced to MFS II funding.

Evaluation Question 3: What is the relevance of these changes?

These changes are highly relevant to the context and needs of the Pakistani society and to improve the effectiveness and impact of the SRHR alliance. The Parwaan project has yielded considerable

learning for Awaz CDS in each of the three components it has implemented. It is essential that these lessons are incorporated into future planning and for improving the effectiveness of project interventions.

	Score*
The project was well designed	8
The project was implemented as designed	8
The project reached all its objectives	8 ¹²

6.5. SCOPE

6.5.1. Main results

The average score for all CSI dimensions increased from 1.8 to 2.1 between 2012 and 2014.

- The CSI dimension 1: Civic Engagement increased from 1 to 1.5 between 2012 and 2014

The constituency of SCOPE are small farmers with limited access to power, whereas grass-root peasant organisations are not represented in locally elected bodies, as the union councils were dissolved in 2009 and since then there have been no local elections. Nevertheless, within the NPCP, supported by MFS-II SCOPE is the leading organization in supporting the mobilization and organization of grass-root FOs into an institutionalised platform with capacity and power to influence local and national policy making. SCOPE organises trainings on advocacy on governmental issues to prepare representatives of farmer organisations (active members, office bearers) for their involvement in local governmental decision making.

- The CSI dimension 2: Level of Organisation remained stable at 2.4 between 2012 and 2014

SCOPE facilitated the creation of the NPCP in 2011, supported by Oxfam Novib under the MFS-II. The creation of the NPCP has been a great achievement because it reunites for the first time many grass-root organisations around Pakistan. Moreover, the NPCP gathers 3 major labour parties around the table. However, financial and human resources worsened over the period as there are no sufficient funds for capacity development, particularly of senior staff. Current short-term funding does not allow to guarantee long-term contracts to staff. SCOPE's current status as an NGO limits the scope to raise its own revenues.

- The CSI dimension 3: Practice of Values remained stable at 2.5 between 2012 and 2014

¹² Since the project is still underway it can only be said that based on its current progress the project is on track for achieving its objectives.

From project conception SCOPE seeks the inclusion of beneficiaries. SCOPE is reflexive on its past experience and tries to strengthen its understanding on problems affecting its target groups and the underlying causes. SCOPE is a mature organisation. It has Joint Discussions and Standard Operating Procedures to promote good ethical behaviour. At higher organisational levels members (general members and executive committee) are not very active. Three executive members have been replaced by interim members (in attendance of official elections every 5 years). At management level (CEO, program coordinator, financial management) procedures are quite efficient.

- The CSI dimension 4: Perception of Impact remained stable at 2 between 2012 and 2014

SCOPE became the regional coordinator for South Asia of the Global Environmental Facility. SCOPE is also working with the government on a food security policy and O-Hunger strategy, providing the CS perspective. SCOPE is reflexive on its past experience and tries to strengthen its understanding on problems affecting its target groups and the underlying causes in order to increase its social impact. Thanks to the advocacy work of SCOPE and other partner organisations, land reforms are again on the national agenda. The NPCP, guided by SCOPE is now working toward strengthening its provincial structure to be able to influence better provincial level decision making. However, it is too early to speak of policy impact. Land reform is a contested and long process.

- The CSI dimension 4: Environment increased from 1 to 2 between 2012 and 2014

The reflexive process SCOPE is undergoing which is guiding its current focus on improved land governance and livelihoods through land reforms and land access is mainly the consequence of its learning from past experience, its discussions and analysis with peer CSOs, and its international exposure.

6.5.2. Conclusion

Evaluation Question 2: To what degree are the changes identified attributable to the development interventions of the Southern partners of the MFS II consortia (i.e. measuring effectiveness)?

Peasants' organizations, despite all odds against them, have been active in resistance against feudal dominated agriculture system. They have been organizing demonstrations, rallies and marches on roads in cities, town, district or even provincial level; however, the impact of these activities on the policy process could not be seen considering a centralized governance structure in Pakistan and a lack of support from other stakeholders.

The small positive changes that we see today are the result of much wider discussions, analysis, cooperation between a number of CSOs, peasant organisations, activists, politicians etc.

The MFS-II supported NPCP represents the tip of the iceberg, but nonetheless a significant one. A one that reunites for the first time many different peasant organisations and NGOs, under the same umbrella. MFS-II funding for the NPCP represented 14% of SCOPE's total budget in 2012 and 37% in 2013. Besides funding for meetings and activities of the NPCP, however, the role of Oxfam Novib is perceived by SCOPE as ambiguous and back holding.

Evaluation Question 3: What is the relevance of these changes?

Although it is too early to see concrete changes in terms of policy reforms and social impact, the outcomes achieved are already significant because they pave the way for peasant organisations to get organised and get support from middle and high level CSOs and other stakeholders. This initiative has to be supported in the long run, as too often, as soon as international organizations stop their support, many of those platforms cease to exist.

Evaluation Question 5: What factors explain the findings drawn from the questions above?

The decentralisation process Pakistan is undergoing following the amendment 18 to the constitution (2010) which increasing power of Provinces establishes an opportunity for CSOs to work at the local/district level. The level of awareness within CSOs is also increasing thanks to the social media. There is a genuine search for alternative political powers. The rise of the social media and technology is also creating new spaces for the CS because of its potential to mould public opinion. However, the media is a double-bladed gun that is also instrumentalised by corporative forces for their vested interests.

	Score*
The project was well designed	8
The project was implemented as designed	8
The project reached all its objectives	8
The observed results are relevant to the project beneficiaries	6

6.6. Shirkat Gah

6.6.1. Main results

Compared with the baseline survey conducted in 2012, the overall score on the five CSI dimensions improved from 2.2 to 2.7 in 2014.

- The CSI dimension 1: Civic Engagement increased from 2 to 2.5 between 2012 and 2014

SG facilitated the formation and capacity building of 12 District Advisory Groups (DAGs) and 6 Women Friendly Spaces (WFSs) as well as number of youth groups after the Youth Conference, 4 networks on gender and peace together with Purple Women Movement, Groups for minorities and landless in marginalised communities, and local network on gender and environment. The extent to which SG is able to include preferences and needs of its target groups in the planning and execution of its project activities have improved considerably, mainly through the establishment and strengthening of the DAGs and WFSs. During the last two years, SG strengthened the representation of (rural) women in sectoral user groups, including the DAGs and various networks. However, the representation of women in locally elected bodies did not improve as they remain dissolved.

- The CSI dimension 2: Level of Organisation increased from 2.8 to 3 between 2012 and 2014

During the last two years, SG has also become member of a number of national and provincial networks/alliances, such as Alliance Against Child Marriage (Sindh and Punjab), Civil Society Network on Local Governance (Punjab), Ending Violence Against Women (national), Men Engagement Alliance (national). The rationale for SG to become members of these national networks/alliances is to have a stronger voice towards the government and to be collectively stronger to plan and implement collective actions, including advocacy and lobbying. SG organises meetings for CBOs, DAGs and youth groups at national, provincial and district level. Likewise Peer to peer communication remained very robust across the period. The financial resources of SG remains diversified with sound internal financial and human resource management.

- The CSI dimension 3: Practice of Values increased from 2 to 3 between 2012 and 2014

The extent to which SG involves its target groups in decision making increased considerably, mainly through the formation and capacity building of the DAGs, WFSs and other groups. The transparency on financial information has improved compared with the findings of the 2012. SG has a detailed code of conduct in its Administration and Finances Manual as well as Ethics Policy, including procedures for preventing all types of misconducts, such as fraud and embezzlement. During two-monthly meetings for each programme, all projects together with detailed budgets are reviewed by all concerned staff. The annual and financial report is shared with all staff as SG does not consider financial information to be confidential.

- The CSI dimension 4: Perception of Impact increased from 2 to 3 between 2012 and 2014

SG developed and extended relationships with the various government agencies, including ministries and departments of human rights, social welfare, population welfare, health, women development, agriculture, livestock and forestry. Furthermore, SG is a member of a number of government committees related to women's rights and gender issues. However it did not develop further cooperation with the private sector over the period. The DAGs have significantly increased women's access to rights and improved the responsiveness of government duty bearers. Through its involvement in various national networks and alliances as well as its membership of a significant number of government committees, SG has become more successful in influencing a number of government policies related to women's rights compared with the findings of the 2012 baseline survey.

- The CSI dimension 5: Environment remained stable at 2 between 2012 and 2014

MFS II funding stopped by the end of 2012, but SG continued to receive funding from Oxfam Novib from non-MFS II funds in 2013. In recent years, SG observed a shift by donors for project-based funding instead for programmatic support and this development is critical for advocacy and lobbying as SG's core activities requiring a longer period to show results and impacts. Through its membership of various national networks and alliances, SG is regularly involved in discussions with other CSOs about the role of the civil society in Pakistan as well as the role of donor agencies. The changing socio-political environment in Pakistan as well as the donor environment forced SG to review and update its existing strategic plan 2011-2015 and draft a new one.

For the purpose of process tracing the outcome of the Shirkat Gah programme activities funded by MFS II, we chose an area of the SPO's work that falls under Key Result Area 4.c, which deals with the extent of impact that the SPO's work has on policy. This covers one of Shirkat Gah's explicit planned outcomes, which is: 'government receptive to Shirkat Gah's inputs and critiques for women-friendly laws, policies and programs'. This outcome and key result area covers Shirkat Gah's work on putting issues of women's empowerment and rights on the agenda of policy makers, and is also closely connected to its work with various national and provincial level networks through which it works to increase its influence within policy circles.

We found sufficient evidence of Shirkat Gah's progress towards its planned outcome, and which is fairly convincing of the extent to which Shirkat Gah has increased its influence with state actors and within policy circles. We also found evidence that it is the increased strength and influence of CSOs like Shirkat Gah and various networks that can be credited with many positive recent policy changes on women's issues. Furthermore, we found links between the MFS-II funded WESJP-Phase II program and Shirkat Gah's growing profile within policy circles. Specifically, a number of Shirkat Gah recommendations and inputs that have been included in policies have come out of this project.

6.6.2. Conclusion

Evaluation Question 2: To what degree are the changes identified attributable to the development interventions of the Southern partners of the MFS II consortia (i.e. measuring effectiveness)?

The fact that national networks and alliances are more heard and have greater influence on government policies can be partly attributed to interventions undertaken by SG as it has been instrumental in the establishment and development of a significant number of national networks and alliances related to gender and women's rights. Section 6 has laid out in great detail how Shirkat Gah in particular, and its partner organisations in a number of civil society networks in general, have contributed to making civil society more influential and capable of affecting change in political and social frameworks, and of strengthening legal and political institutions left weak by decades under military rule. Shirkat Gah's role within the Mumkin Alliance, AACM, and EVAW, among others, has contributed to this change by leveraging its work through the WESJP-Phase II, which together with its budget for civil society strengthening, is funded entirely by MFS II.

SG is one of the CSOs that is frequently contacted and invited by the media to give its opinion and/or comments on gender and women rights issue as it is considered to be a knowledgeable and respected NGO.

Evaluation Question 3: What is the relevance of these changes?

As stated earlier, the changes traced in this paper from initial conditions defined by a lack of legal frameworks to a situation where strong, coordinated and cooperative CSOs are working together by pooling resources and engaging with political actors, specifically legislators, to achieve stronger legal and policy frameworks are extremely relevant in terms of strengthening both civil society and legal and political institutions in Pakistan. These changes are consistent with what Shirkat Gah’s target groups, various partner organisations and the country in general require.

Evaluation Question 5: What factors explain the findings drawn from the questions above?

During the last two to three decades, many national NGOs, other CSOs and their national networks/alliances have matured and better able to have their voices heard about issues related to women's rights and gender issues. Continuous (financial) support from international NGOs, bilateral donors, international organisations (i.e. UN) and international networks have contributed to the strengthening of the civil society focusing on women empowerment and more gender equality.

Statement	Score
Project was well designed	9
Project was implemented as designed	9
Project reached all its objectives	10
<i>Observed results are attributable to the project interventions</i>	7
Observed results are relevant to the project beneficiaries	10

6.7. Bedari

6.7.1. Main results

The overall average score for the five CSI dimensions for Bedari increased over the period 2012-2014 from 1.66 in 2012 to 1.97 in 2014. The score on almost all CSI dimensions recorded an increase.

- The score for CSI dimension 1: Civic Engagement increased from 0.5 to 1 between 2012 and 2014

The programme direction and targets are based on a consultative process involving staff and target communities with enough flexibility to allow learning and course correction. Target communities are not involved at the conceptual level but they are actively involved in implementation. The organisation has also built its capacity in the area of handling complaints from its target group, though this is still being developed and so is not yet systematic. However, while in 2012 the organisation was reporting back to its target groups on activities and results, this was no longer true in 2014.

- The score for CSI Dimension 2 increased from 2.0 to 2.2 between 2012 and 2014

Bedari is a member of the most important networks within civil society on women's empowerment in Pakistan, and is also the founding member of some of these, and the secretariat of others. Over the last two years there has been a change in the number of networks in which Bedari participates, as well as a qualitative increase in the role it plays within these. Technical resources have greatly improved. It has a website for sharing information with partners, and for facilitating contact by victims of violence in urban areas. Initially it was managed by external experts and it was a static website with about 1000-1500 visitors a month. Now they have in-house experts and the website has been upgraded. Consequently, in the last 5-6 months it has had over 8,000 visitors per month from up to 40 different countries. Bedari also actively uses other social media to spread awareness of available options for victims of violence, and to facilitate referrals and participate in TV talk shows on related issues.

- The score for CSI dimension 3: Practice of Values increased from 2 to 2.5 between 2012 and 2014

In terms of internal governance, as an organisation it is now much more focused on a constant process of reflection through the new Standard Operating Procedure (SOP) being created in Urdu for all staff, in response to various experiences and events over the last two years. Bedari now has a Code of Conduct for staff against sexual harassment and a Standard Operating Procedure (SOP) to cover other areas is currently under development. There are also training sessions on sexual harassment and ethical behaviour, and a set of 'Bedari values' are prominently displayed around the offices of the organisation.

- The score for CSI dimension 4: Perception of Impact increased from 2.3 to 2.67 between 2012 and 2014

Bedari's engagement has been particularly extensive with four departments at the district level – health, education, social welfare and police, with whom it has had regular consultations on child marriages and domestic violence, as well as some training activities. This engagement has led to positive responses and endorsements from district departments for the National Bill on Domestic Violence. Considerable improvements in terms of policy impact have been recorded. The organisation has been working with parliamentarians and government departments on drafting and passing the Child Marriage Prohibition Bill. This bill was debated by the Punjab provincial government for most of 2014 due to active pressure and advocacy by Bedari and its partner CSOs within the AACM network, and was finally passed as a resolution by the provincial legislature on 24th December 2014. Bedari's work on the Domestic Violence Bill is also noteworthy. This Bill has already been passed by the National Assembly in 2009 and the Senate in 2012, but was then time barred as

the relevant department was devolved from the centre to the province. Yet another draft law, the Child Protection Bill, is also stuck at the same stage. While it maintains its efforts to have these bills move forward, Bedari has started the consultation process on yet another law, the Acid Survivors Bill, which is currently being drafted. Bedari has worked extensively in this area of law and policy reform over the last two years, but its success has been restricted by a generally unfavourable attitude of the government at present.

- The score for CSI dimension 5: Environment remained stable at 1.5

Bedari rated its position in the local context provided by politics, government and media as fairly satisfactory. It is not overly influential but over the years it has developed leverage at both the district and provincial levels. This is despite the fact that the socio-political environment in which it functions has become worse over the last two years. This is for a number of reasons, including the current government's hostile attitude, the volatile security situation in the country, and the targeting of NGOs by the Punjab Education Department. Intelligence agencies have also increased their involvement and monitoring since the death of Osama bin Laden as a result of a campaign in which an international NGO is thought to have been involved. At the same time, parliament's attitude towards bills being lobbied for by Bedari and its network partners has not been forthcoming. The attitude of religious organisations has also deteriorated in general, but Bedari has had no major public relations issues or faced any major problems with these.

For the purpose of process tracing the outcome of the Bedari programme activities funded by MFS II, we chose an area of the SPO's work that falls across Dimensions 2 and 4 — networking, advocacy, responsiveness and policy impact. The specific outcome collectively defined by this sub-set of dimensions and activities is the following: 'policies and legal frameworks that are more supportive of the rights of women and children'. This outcome area encompasses Bedari's work on gaining recognition for the basic human rights of women and children, specifically by putting the issues of domestic violence, child marriages and violence against children on policy makers' agendas. We believe that it is in this area that Bedari has had the greatest success over the last two years, and where it has also recorded the most obvious change. Using process tracing we were able to confirm that Bedari has indeed contributed to the strengthening of national and provincial level civil society networks that have resulted in the passing of new laws that protect the rights of women and children.

Specifically, the causal mechanism we define in this paper traces the process from initial conditions defined by a lack of legal frameworks and by the inability or unwillingness of civil society groups to either work with one another or with the state, to a situation where strong, coordinated and cooperative CSOs are working together by pooling resources and engaging with political actors, specifically legislators, to achieve stronger legal and policy frameworks. This process has actually led to a strong recognition within policy circles of various issues connected to the rights of women and children. This change, and the interventions that made it possible, are extremely relevant in terms of strengthening both civil society and legal and political institutions in Pakistan, and they are consistent with what Bedari's target groups, various partner organisations and the country in general require. We believe that the causal mechanism traced here is valid and relevant beyond the most immediate case, given Pakistan's recent transition to democratic rule, and the consequent need to now

strengthen institutional frameworks left underdeveloped by long periods of intermittent military rule. It demonstrates how CSOs can build their influence and capacity to affect and strengthen these weak institutional frameworks.

We also found that there is a direct link between MFS II funding and the strengthening of Bedari's district and provincial capacity, networks and alliances. MFS II funding has enabled Bedari to expand its work beyond Islamabad and Chakwal over the last two years, which has in turn allowed it to expand its profile and role within provincial and national level networks and made it possible for Bedari to work more effectively with the provincial bureaucracy and legislature in changing political and social frameworks.

6.7.2. Conclusion

Evaluation Question 2: To what degree are the changes identified attributable to the development interventions of the Southern partners of the MFS II consortia (i.e. measuring effectiveness)?

The above section has laid out in great detail how Bedari in particular, and its partner organisations in a number of civil society networks in general, have contributed to making civil society more influential and capable of affecting change in political and social frameworks, and of strengthening legal and political institutions left weak by decades under military rule. Bedari's role within the AACM, CRM, ERAW and IHI, among others, has contributed to this change by leveraging its work through the GPP, which together with its budget for civil society strengthening, is funded entirely by MFS II.

Evaluation Question 3: What is the relevance of these changes?

The causal mechanisms traced the process from initial conditions defined by a lack of legal frameworks and by the inability or unwillingness of civil society groups to either work with one another or with the state, to a situation where strong, coordinated and cooperative CSOs are working together by pooling resources and engaging with political actors, specifically legislators, to achieve stronger legal and policy frameworks. This change, and the interventions that made it possible, are extremely relevant in terms of strengthening both civil society and legal and political institutions in Pakistan. These changes are consistent with what Bedari's target groups, various partner organisations and the country in general require.

Evaluation Question 5: What factors explain the findings drawn from the questions above?

A number of factors explain the greater strength and ability of civil society to affect policy change in Pakistan. This includes:

- Civil society's ability to learn lessons from past interventions. This includes the sector's ability to take lessons from past experiences, such as the coordination of rehabilitation efforts during the natural disasters that have affected Pakistan in the recent past, as well as its

ability to learn from new ways of working, such as the success of the AASHA network in affecting policy change.

- CSOs ability to leverage its work and strengths in one area to affect change in another, such as Bedari’s leveraging of its work through the GPP in three districts to increase its role and stature within various networks at the provincial and national levels.
- A growing recognition among donors of the value of coordination across different programme, projects and partners, and a real push from them towards more effective networking and coordination to improve the effectiveness of projects.
- CSOs’ and donors’ ability to change an increasing unfavourable and unsupportive political environment into an opportunity to pool resources to work together collectively, including with more receptive actors within the state.

	Scores
The project was well designed	9
The project was implemented as designed	9
The project reached all its objectives	9
<i>The observed results are attributable to the project interventions</i>	7
The observed results are relevant to the project beneficiaries	9

6.8. Madadgaar

6.8.1. Main results

Since the baseline the SPO has performed at the same level on most CSI dimensions with a slight decline in CSI 3 “Practice of Values”. The average score for all CSI dimensions decreased from 2.58 to 2.48 between 2012 and 2014.

- The score for CSI dimension 1: Civic Engagement remained stable at 2.5 between 2012 and 2014

Madadgaar continues to engage its constituents at every opportunity through discussions at different forums including conferences, meetings and local and national workshops. However there is little money in the planned activities and budget for outreach and consultative activities in the project. In terms of diversity of social engagement, there has been no change since the baseline. Madadgaar primarily targets women, children and youth for its activities. Of these the Youth

segment has been organized through 56 Youth Groups in universities across the country. Young women are represented well in these youth groups (70:30 ratio). Madadgaar continues to have leverage with local political parties and state institutions given its linkages through the LHRLA and the Bar Association. MFS II funding has been a primary force in aiding the organization of youth groups, but there is little budget for activities with these groups to strengthen them and enable them to have a greater voice.

- The score for CSI dimension 2: Level of Organisation remained stable at 2.4 between 2012 and 2014

With the aid of MFS funding Madadgaar has scaled up its collaboration with local, national and regional actors including the Child Rights Movement, ASK and with the provincial government to share its learning and best practices. Madadgaar has also increased its use of social media as a means of facilitating its target group to contact them, sharing information and for advocacy. The website is also updated and has relevant information on how to use the helpline and other helpful information. However, Madadgaar is primarily dependent on MFS funding. The organization has been unsuccessful in diversifying its funding sources or garnering domestic funds. The financial and human resource management procedures employed by the organization are weak and Madadgaar requires funding to enable any institutional strengthening (such as formulating SOPs, policy manuals etc.).

- The score for CSI dimension 3: Practice of Values decreased from 3 to 2.5 between 2012 and 2014

Madadgaar has maintained a good performance in terms of internal governance. Given the sensitive nature of the target group of Madadgaar, consultations are held with potential benefactors through general engagements and meetings with clients when they call or visit. However, there has been a decline in terms of transparency. While a code of conduct does exist, not every staff member is familiar with it, notably because of the high turnover. This is also because the organization views itself as an activist entity focusing on activities rather than organization building and strengthening. Consequently the majority of the staff is also focused on daily programmatic work and there is little staff time/resources to be devoted to organizational as opposed to project related activities.

- The score for CSI dimension 4: Perception of Impact remained stable at 3 between 2012 and 2014

Madadgaar has a very good working relationship with provincial and local government departments and works closely with the Police and has worked with the Sind Ombudsman's Child Protection Unit to launch a helpline and referral systems. The organization still needs to increase its cooperation with other CSOs. Regarding social impact, Madadgaar provides a critical service to a severely underserved target group in an area where few other organizations have the required skills, experience and linkages to make a lasting impact. MFS funding has supported the growth of Madadgaar's work to previously untargeted areas and thus led to greater social impact. Finally, in terms of policy impact, Madadgaar continues to work through LHRLA to influence government policy making. The passing of the early marriage bill had long been a campaigning goal of the organization and has re-energized the civil society in terms of what they can achieve. As yet Madadgaar has had a relatively small role in influencing international organizations, but with MFS funding the organization

has increased its participation in difference alliances and networks through which it can share information and learn and advocate best practices.

- The score for CSI dimension 5: Environment remained stable at 2 between 2012 and 2014

Madadgaar has been running the helpline prior to the collaboration with Plan – MFS funding thus has supported the maintenance and expansion of services already being provided by Madadgaar in line with the needs and requirements of target groups. Yet, the funding has enabled a stronger focus on youth and helped the organization expand its work. The subsequent cuts in funding have therefore reduced the project’s potential impact.

6.8.2. Conclusion

Evaluation Question 2: To what degree are the changes identified attributable to the development interventions of the Southern partners of the MFS II consortia (i.e. measuring effectiveness)?

MFS II funding has sustained Madadgaar through a time when this was the only major funding available to the SPO. Some of the new approaches including the mobilization of youth and increased participation in national and international networks can solely be attributed to the MFS II funds. However it is important to note that this is a well-established organization with functioning networks and systems, which have been in place prior to the MFS II funds being available to them. Thus their work with the government and other partners cannot solely be attributed to MFS. Nonetheless this funding has played a key role in aiding the sustenance of operations, expansion to new areas and improvements to the design of Madadgaar’s strategies and tactics.

Evaluation Question 3: What is the relevance of these changes?

These changes are highly relevant to the context and needs of the Pakistani society and to improve the effectiveness and impact of Madadgaar. The increase in services to Quetta, Peshawar and Lahore is a milestone for the organization and offers great opportunities for expansion, technical expertise sharing and scaling of impact. Moreover, the increased participation in national and international alliances will offer Madadgaar an opportunity to increase its own learning, diversify its funding sources while sharing its database with other actors working towards similar goals. These are lasting contributions to the overall strengthening of civil society and the well being of the target populations of Madadgaar.

	Score*
The project was well designed	8
The project was implemented as designed	8

The project reached all its objectives	8
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6.9. Discussion of results in terms of efforts to strengthen civil society

Civil society in Pakistan comprises of NGOs, community-based organisations, think tanks, trades unions, cultural groups, and informal citizen organisations. In the present day, powerful groups with a strong bargaining position towards the government are occupational/sector-based organisations, such as the Bar, Teachers and Media Associations and the Women’s Network. Religion also plays a major role in civil society in Pakistan. Though there is no insight in the scope of how many religious groups exist it is worth mentioning that it is an important source for mobilisation and service delivery. Religious leaders have a large influence on both public and private perceptions of societal issues such as the enrolment of girls in schools and sexual reproductive health rights.

At present, a major challenge is the credibility and image of CSOs as they become less accountable to their constituencies and are often viewed as ‘western agents’. The MFS II funded SPOs have positively contributed to enhancing the role of civil society in the targeted areas in numerous ways, while building a more positive image through increased engagement with their constituencies. By mainstreaming issues such as SRHR, low carbon agriculture and supporting women’s empowerment amongst others, these SPOs have engaged a wider network of CSOs while raising the profile of these issues in society. The modality of working in alliances and networks to build synergies and achieving greater impact has recently been initiated, but is currently limited to policy and campaigning initiatives. Scaling up this kind of cooperation could potentially improve practice through experience sharing and capacity building of smaller and newer NGOs/CSOs.

The inability of SPOs to generate revenue independently and their continued dependence on external donors as opposed to local ones is a threat to their sustainability and long term impact. However it should be noted that the period between the baseline survey and the follow-up survey was far too short to be able to assess and evaluate outcomes, far less impact. This is especially true when the subject being evaluated is the strengthening of civil society and changes in political and social frameworks, which are essentially long-term processes with a complex configuration of contributing factors. This explains to some extent the very small changes recorded in scores during the baseline and follow-up surveys. Evaluations should allow some time for the impact of intervention to become obvious beyond outputs before attempting to capture these. Therefore, an impact evaluation of the interventions undertaken by the evaluated SPOs aimed at strengthening the civil society should be carried out a few years after the implementation of these interventions are finished. The use of process tracing as a tool is also better geared to assessing longer-term change across a larger group of actors and events. Its full potential could not be realised given the short time frame under assessment.

PAKISTAN

FOLLOW-UP REPORT

MFS II JOINT EVALUATIONS

**AWAZ Foundation Pakistan: COMMUNITY Centre
for Development Services (AWAZ CDS)**

Compiled by IDS, MetaMeta and MDC

April 2015

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List of Acronyms

Awaz CDS	Awaz Foundation Pakistan: Centre for Development Services
CRM	Child Rights Movement
WWHL	Women Workers Helpline
SAACHL	South Asian Alliance for Child Help Line
SAAEVC	South Asia Alliance for Elimination of Child Abuse
SAIEVAC	South Asian Initiative to End Violence against Children
SAACH	South Asian Association of Child Helplines
ACHRAJ	Asian Consortium for Human Rights Based Access to Justice
CHI	Child Helpline International
UNICEF	United Nations Children's Fund
UNDP	United Nations Development Programme
UNESCAP	United Nations Economic and Social Commission for Asia and the Pacific
IOM	International Organization for Migration
ADB	Asian Development Bank
CIDA	Canadian International Development Agency
AUSAID	Australian Government Department of Foreign Affairs and Trade
ACILS	American Centre for International Labour Mobility
CARAM	Coordination of Action Research on AIDS and Mobility
SRHR	Sexual and Reproductive Health Rights

1 INTRODUCTION

The paper presents the main findings and conclusions of the follow-up survey undertaken for the southern partner organization (SPO) Awaz Centre for Development Services (CDS) which is part of the Sexual and Health Rights Alliance and receives MFS II funding from Rutgers-WPF as the responsible NGO from The Netherlands. The project was pre-selected for the assessment of the overall impact of its intervention on all three components of MDG goals, organizational capacity development and strengthening civil society in Pakistan.

Section 2 introduces the reader to the context of the intervention specifically related to the objectives of the project and the SPO. Section 3 describes the SPO and the project's main objectives and activities. Section 4 briefly presents the data collection methodology and the analytical approach. Section 5 provides a description and analysis of the main changes observed in the core capabilities of the organization. Section 6 provides a description and analysis of the five civil society dimensions and finally, Section 7 summarizes the main findings by answering the pre-defined evaluation questions.

2 CONTEXT

1) Poor SRHR: maternal mortality, early pregnancies, unsafe abortion, STIs, HIV/AIDS

To achieve MGDs 3, 4, and 6, focusing on women and engaging men is essential. Early marriages and resultant pregnancies coupled with the low socio-economic status of women put severe pressure on Pakistan's health system. This, in turn, serves as a primary impediment to achieving MDG 5. Despite an increase in the age of marriage, 40% of all women in Pakistan were still married before the age of 18 in 2007. By the age of 19, 30% of the females were either pregnant or already mothers.

Almost all married women have knowledge of modern contraceptives methods, yet only 22% use them. Access to contraceptives is low, and commodities are often out of stock (though in our survey this appeared not to be the case). It is estimated that 890,000 abortions were carried out in 2004. Almost 200,000 women are referred to hospitals due to complications from unsafe abortions. Only 34% of all births in Pakistan take place in a health facility, while traditional birth attendants assist with half of the deliveries. One in every 89 Pakistani women dies of childbirth-related problems compared to 1 in 8,000 in the developed world.

There are a number of additional factors affecting the poor health of women and children in Pakistan, including political instability, poor governance, rising religious conservatism and militancy, an under-resourced public sector, and a poorly functioning public sector health service delivery system at district level. Overall, the provision of Sexual and Reproductive (SRH) information and services to young people has been largely neglected. This is a significant oversight. Research has shown that poor knowledge of SRH issues, such as

changes experienced during puberty, loss of virginity, menstruation and pregnancy can lead to problems in later adult life. In addition, awareness of family planning, safer sex and STIs (including HIV/AIDS) among young people is limited. Since health service providers also lack understanding of the SRH needs and rights of young people, there is a general lack of appropriate information and services as well as limited access to such information and services as do exist.

At micro level: Sexuality is closely associated with marriage as there are strong social norms which discourage sexual activity outside marriage. An overwhelming majority of young people in Pakistan grow up without any SRHR education. The culture of silence on sexuality and young women's socialization into submissiveness lays the foundation for lack of control over their future reproductive health. Married young women in Pakistan are under great socio-cultural pressure to become mothers, causing family planning to be unpopular. Early and closely spaced pregnancies result in high levels of maternal mortality and morbidity.

At macro level: There is a lack of good quality, youth-friendly and accessible SRHR services. Educational institutions lack capacity and suffer from limited cultural/religious space to address SRHR issues from the perspective of young people. The causes at the **macro** level are directly related to a lack of political will and understanding of issues pertaining to social development, which results in limited funding for the social sector. Pakistan has a low rate in reported cases of HIV/AIDS, but there are concentrated epidemics among injecting drug users and Men having Sex with Men (MSM). Meaningful youth participation is needed in policy-making and implementation to ensure that their needs are being addressed. Achieving maximum outputs from desired projects is caught up in lack of transparent systems and mechanisms of governance at all administrative levels.

2) *Sexual and gender based violence (SGBV), including harmful traditional practices*

Most marriages are traditionally arranged by families, and only 11% of married Pakistani men and 4% of women aged 20-24 indicate they had a part in this decision-making process. Recent estimates indicate that 70-90% of women in Pakistan suffer from some form of (domestic) violence, which often goes unreported and unpunished. Moreover, 2,012 cases of child sexual abuse were reported in Pakistan in 2009, and an estimated 90% of cases go unreported. Most women in Pakistan accept verbal, physical and psychological abuse as a fact of life, and their lack of awareness of rights, including SRHR, worsens their situation. Males are brought up in the belief that they are superior to women and, therefore, have the right to control them. Females are prepared to play a subordinate and passive role in society. At the **macro** (institutional) level, young people are not educated about gender and SGBV, neither in the family nor in school or the community. Patriarchal norms are fully institutionalized, and police and other law enforcement agencies often obstruct the course of justice. At the **macro** level, the main cause is traditional gender norms. For a long time, the security situation in Pakistan has averted the attention of policy-makers from issues of social development while the overwhelming majority of feudal lords in the National and Provincial Assemblies further complicate the realization of this cause.

Over the last decade this situation has further worsened due to the mainstreaming of a more conservative brand of Islam. This has led to a polarization within Pakistani society whereby issues such as SRHR are seen as part of a western agenda being spread through NGOs in Pakistani society. This has required NGOs working on these issues to be very sensitive to different groups in society and how they perceive the work being undertaken with the very real threat of violence. In this environment Awaz CDS is playing a critical role in offering a much-needed service to a marginalized and highly vulnerable population.

3 PROJECT DESCRIPTION

Organizational Profile

Awaz CDS was founded in 1995 by Mr. Mohammad Zia-ur-Rehman, Mian Muahmmad Asim, Sultan Mehmood, Ikhlq Ahmed, Kamran Ahmed and Rubina Naz. "Awaz" is an Urdu word meaning 'voice', the idea being to provide a platform to 'facilitate and capacitate marginalized communities to raise their voice. The organization has on-going programs in the areas of Health, Education, Gender, Governance and Accountability, Food Security and Livelihood, Climate Justice and Water Sanitation and Hygiene.

AWAZ has special consultative status with UN-ECOSOC and also has membership several global development forums, such as Humanitarian Accountability Partnerships (HAP), CIVICUS, AGNA, Girls Not Brides, GCAP, ADA, ADN, RCEM, Regional Communication and Coordination Team on Sanitation in South Asia, South Asian Alliance on Budget & Accountability (SAABA). AWAZ is a lead agency for Beyond 2015, GCAP, Action/ 2015 campaigns in Pakistan. At National level AWAZ has been leading Pakistan Development Alliance (www.pda.net.pk) and GCAP-Pakistan (www.gcappakistan.net). AWAZ is the member of National Humanitarian Network (NHN), Pakistan Civil Society Network (PCSN), Human Resource Development Network (HRDN), SRHR-Alliance, Pakistan NGO Forum (PNF), SUN-CSA-Pakistan, Child Rights Social Movement (CRSM), Free and Fair Election Network (FAFEN), Local Council Association of Pakistan (LCAP), Inter University Consortium for Promotion of Social Sciences (IUCPSS) and many more.

Awaz CDS works through a head office in Multan and nine field offices. Its core programs are being implemented in 15 districts of Southern Punjab with the help of strategically established 4 field offices & 53 local community networks.

Cooperation between AWAZ CDS and Rutgers-WPF

The cooperation between Awaz CDS and Rutgers-WPF began in 2007. It is envisaged to draw to a close in 2015. Parwan works towards the attainment of MDGs 3, 4, 5 and 6 through addressing Gender-based violence and women's empowerment (Responding to MDG 3 on promotion of gender equality and empowering women); Sexual and Reproductive Health (Responding to MDG 4 on reducing child mortality, MDG 5 on improving maternal health and MDG 6 on combating HIV/AIDS and other diseases). To achieve MGDs 3, 4, and 6, focusing on women and engaging men is essential. Early marriages and resultant pregnancies coupled with the low socio-economic status of women put severe pressure on Pakistan's health system. This, in turn, serves as a primary impediment to achieving MDG 5.

The Parwan project started in 2011 as a continuation of the Life Skills Based Education Project, jointly initiated by Rutgers WPF, Awaz CDS and PIDS (from 2006 to 2010). The activities of the project are carried out in three towns of Multan District in Punjab Province (Shershah town, Bosan town and Shah Rukn-e-Alam town). The project has multidimensional objectives, to:

1. Increase quality of and access to comprehensive SRHR and SGBV services for young people, women and marginalized groups;
2. Increase capacity of young people, women and marginalized groups to make safe and informed decisions on issues concerning relationships and sexuality, to deal with gender power relations and to seek quality, comprehensive SRHR services and information;
3. Increase capacity of civil society organizations to manage SRHR education and services interventions;
4. Increase or maintain policy dialogue in favour of SRHR in civil society organizations, countries and/or across the region.

Anticipated outcomes of the project are that:

1. Civil Society sector is better able to individually and jointly implement interventions on SRH and SGBV and learn as well as carry out lobbying and advocacy activities to achieve sustainable results;
2. The capacity of young people (boys and girls 13-17 yrs) to make safe and informed decisions on SRHR issues is increased
3. The quality of youth-friendly SRH services is improved
4. Young people and women increasingly use SRH and SGBV services
5. Young people, women and marginalized groups can exercise their SRH in a more enabling environment
6. Capacity of partner organizations in SHR increased

Theory of change: The Parwan project is based on the following theory of change:

To improve the SRHR situation of young people, women and marginalized groups the UFBR program combines three strategies:

1. Improving access to and quality of SRHR education (increasing SRHR demand)
2. Improving access to and quality of SRH services (increasing SRHR services supply)
3. Increasing the enabling environment (increasing SRHR support)



Through the provision of in school SRHR education (strategy 1) the project is believed to empower young people to make healthy and well-informed decisions. As a result the young people’s demand for services will grow and as such the demand for youth friendly services will increase. The project strengthens the provision of quality public and private SRH services (accessible, acceptable and affordable for young people (strategy 2) to meet the increased demand. Community sensitization, participation and mobilization activities are implemented to create an environment that accepts adolescent SRHR and increase community support for sexuality education and youth friendly SRH services (strategy 3). The theory of change is based on the premise that the benefits of the project for the target groups will be maximized when all three strategies are addressed in one project.

Contribution to Capacity Building: The implementation of the project significantly contributes to the capacity development of Awaz CDS through supporting approaches to community mobilization and sensitization especially on culturally and religiously sensitive issues. It therefore acts as an invaluable learning experience for implementation and continuation of similar projects in the future.

Contribution to Strengthening Civil Society: The implementation of the project contributes highly to the strengthening of civil society as it includes activities focused on capacity building of other CSOs, alliance building and advocacy work focusing on the government. Awaz CDS has so far engaged 10 CSOs in the implementation of Parwan to carry out specific project activities, more than 16 health centres and 38 schools. This has been done with a view to developing the partner’s capacity to take independent initiatives in the future while nurturing an understanding for the importance and need of SRHR and SGBV related services.

These networks will ensure continued dissemination of the project's key messages even after project life.

4 ACHIEVEMENTS OF MILLENIUM DEVELOPMENT GOALS AND THEMES

4.1 Data Collection and Analytical Approach

4.1.1 Description of baseline and follow-up surveys

In order to evaluate the MDG-related outcomes of Parwan, we substantially changed the initial evaluation design between baseline and endline. At baseline, the MDG evaluation was carried out through a household survey. 110 households were interviewed on GBV and SRHR issues in 3 "project tehsils" and 1 "control tehsil". The information we gathered since baseline led us to substantially re-think the original approach. Specifically, there are two main limitations associated with the original design:

- Additional information since baseline revealed that the control tehsil is likely to be markedly distinct from the three project ones. Insecurity, in particular, is reported to be much more present in the control tehsil. In the face of uncertainty on the suitability of the control group, comparisons between project and control tehsils would thus be very hard to interpret.
- The small number of observations and the multifaceted nature of the Parwan intervention conspire to give very little statistical power to the evaluation design. The main work of Awaz CDS works is done through schools – where the LSBE curriculum is taught – and through trainings to health care professionals and CSOs. Since Parwan does not directly work with households, the probability that a given household in the project area has been meaningfully exposed to the project activities is unknown and potentially quite low. To mitigate this concern, the baseline sampling design consisted in selecting in each tehsil a) five households that have children attending schools that form part of the programme; b) five that were proximate to health centres (less than 20 minutes travel time); and c) five that were within the target communities of partner organizations and five chosen randomly that were within a given 1 km radius of the centre of the project area. On each dimension of the project, the sample is therefore comprised of 5 control observation and 15 project observations only, which is too small to detect reasonable effect sizes.

The revised design to evaluate the LSBE curriculum consists in surveying 12 pupils of the relevant grades and 1 teacher in each of the 38 schools where the project is present. Project schools tend to be small private schools servicing a middle-class population. Given the high sensitivity of teaching SRHR and SGBV to minors, the project schools are also very likely to be among the most liberal schools in Multan, which is already manifested through their

longstanding partnership with Awaz. As a consequence, it is dubious that schools that are not part of Parwan would be suitable control groups. These schools would mostly be larger public schools, servicing a poorer population with a more conservative frame of mind than in project schools. Finally, it would be extremely difficult in the Multan context to obtain the agreement of non-project school principals to ask pupils sensitive questions on SRHR and SGBV, let alone for 38 schools.

The evaluation will instead exploit variations from within project schools, since there are pupils in project schools who have not yet been exposed to the LSBE curriculum. We targeted to survey 7 pupils exposed to the curriculum and 5 pupils not exposed to the curriculum in each school. We also stratified the sample to get an equal representation of students along the relevant grades.

In fact, we were able to survey 227 “control students” and 271 “project students” in 38 project schools. Such a sample size gives a statistical power of 80% for an effect size of 0.26. Given that the project will mostly be evaluated on knowledge and attitudes of students (as opposed to behaviours), being able to detect an effect size of 0.26 for a training program is a reasonable target.

The main difficulty with evaluating the LSBE program comes from the fact that sex is unlawful in Pakistan for unmarried youth. For ethical reasons we did not ask questions meant to reveal potentially unlawful behaviours. To ensure that we would not put students under emotional stress nor create potential troubles with parents, school authorities and Awaz due to the sensitivity of the questions, the questionnaire was screened by Awaz staff and subject to approval from school principals. Under these conditions it was challenging to assess the use of SRHR services since the youth would not want to disclose sexual activity before marriage. We relied therefore on hypothetical questions and questions on knowledge and attitudes.

We also administered a questionnaire to one teacher per school to assess the knowledge and attitudes towards SRHR and SGBV of teachers themselves. This was primarily meant to gauge whether the training of Awaz was successful to equip teachers with the necessary knowledge on SRHR and SGBV issues to, in turn, appropriately teach the students.

Finally, we surveyed 15 health care professionals (HCPs), one per health care centre working with Awaz, to collect information on the actual delivery of SRHR and SGBV services as well as attitudes and knowledge of HCPs.

4.1.2 Descriptive analysis of key variables

Table 1 displays the basic characteristics of the interviewed pupils. 49% are girls, 15% are 16 years old, 24% are 15 years old, 34% are 14 years old, 24% are 13 years old, 34% are 12 years old and 23% are 11 years old. 3% are in 6th grade, 26% are in 7th grade, 28% in 8th grade,

26% in 9th grade and 17% in 10th grade. The sampling was then successful in establishing a balance sample of girls and boys, and of children from grade 7-10.

Most students consider their households to be similarly well-off than the median household (62%). Likewise, asked where their household stands on a 1-10 ladder in terms of wealth, the average score is close to the median, at 5.4. 32% of pupils, however, consider their household to be poorer than the median, and only 6% to be richer than the median. 40% of students have access to at least one computer at home, but only 20% have their own bedroom. 18% of students often or sometimes go to bed or school hungry.

The sample is well balanced in terms of fathers' education levels. 21% of fathers are illiterate, 12% are literate but did not complete primary school, 23% completed primary school, 35% completed secondary school, and 9% went to higher education. Education attainments of mothers. They are twice as likely to be illiterate as fathers (41% of mothers are illiterate) and half as likely to have completed secondary school (18% have completed secondary school).

The most common occupation of fathers are daily labourers (21%), government (13%) or private sector employees (17%), trader/shopkeeper (19%) and farmers (12%). Mothers are overwhelmingly housewives (89%).

More than three-quarters of households access water through a motor borehole and 71% of households have a flush toilet. Roofs, walls and floors are mostly made of permanent materials. TR Garder and RCC roofs are used by 90% of households; whereas brick and concrete make up the same proportion of walls. Mud floor are present in 14% of households.

Table 1: Summary statistics

	N	Mean	SD
Schooling:			
Girl	509	0.49	0.50
Born in 1997	509	0.04	0.20
Born in 1998	509	0.15	0.36
Born in 1999	509	0.24	0.43
Born in 2000	509	0.34	0.47
Born in 2001	509	0.23	0.42
6 th grade	509	0.03	0.16
7 th grade	509	0.26	0.44
8 th grade	509	0.28	0.45
9 th grade	509	0.26	0.44
10 th grade	509	0.17	0.38
Household welfare:			
Subjective welfare (max=10)	509	5.40	1.20
Household is well off	509	0.06	0.24
Household is median	509	0.62	0.49
Household is poor	509	0.32	0.47
Owens computer	509	0.40	0.49
Has own bedroom	509	0.21	0.41
Goes sometimes or often to bed or school hungry	509	0.18	0.38

Education:			
Father is illiterate	509	0.21	0.41
Father is literate but did not complete primary education	509	0.12	0.32
Father completed primary education	509	0.23	0.42
Father completed secondary education	509	0.35	0.48
Father went to higher education	509	0.09	0.29
Mother is illiterate	509	0.41	0.49
Mother is literate but did not complete primary education	509	0.13	0.34
Mother completed primary education	509	0.24	0.43
Mother completed secondary education	509	0.18	0.38
Mother went to higher education	509	0.04	0.19
Occupation:			
Father is a daily labourer	509	0.21	0.41
Father is a driver	509	0.06	0.24
Father is a trader/shopkeeper	509	0.19	0.39
Father is a government employee	509	0.13	0.34
Father is an employee	509	0.17	0.38
Father is farming	509	0.12	0.32
Father has another occupation	509	0.25	0.43
Mother is a housewife	509	0.89	0.31
Water and sanitation:			
Access to piped water	509	0.22	0.42
Uses motor borehole	509	0.71	0.46
Uses hand pump	509	0.13	0.33
Uses filtration plant	509	0.18	0.38
Uses flush piped sanitation	509	0.77	0.42
Housing:			
TR Garder roof	509	0.61	0.49
RCC roof	509	0.29	0.45
Other type of roof	509	0.10	0.30
Kiln bricks walls	509	0.74	0.44
Concrete walls	509	0.17	0.38
Other type of walls	509	0.09	0.28
Mud floor	509	0.14	0.35
Concrete floor	509	0.49	0.50
Wood floor	509	0.23	0.42
Tiles/marble floor	509	0.14	0.35

Table 2 presents descriptive statistics on the key outcomes of the Parwan project. 41% of pupils ignore if the health facility they usually go to has youth-friendly services whereas 31% declare that the facility has such service. In terms of health-seeking behaviours, 69% of school children report they would visit their GP or a private doctor in case of problem with body change. 24% would visit a health facility and 21% would talk about it with family members. On average, out of the 8 possibilities (public health facility, NGO health facility, private health facility, traditional healer, pharmacy, peers, family and community leaders), school children would consider to go to one of them (1.3) to talk about personal issues.

Table 2: Key outcomes of the project

	N	Mean	SD
SR Health-seeking behaviours:			
Ignore if health facility has youth-friendly services	509	0.41	0.49
Health facility has youth-friendly services	509	0.31	0.46
Would go to health facility to talk about body change issues	509	0.24	0.43
Would go to GP to talk about body change issues	509	0.69	0.46
Would talk to family member about body change issues	509	0.21	0.41
Number of people/facilities the student would talk to about body change issues	509	1.31	0.59
Knowledge of HIV/AIDS:			
Number of correct answers on HIV/AIDS (max=5)	509	2.08	1.74
Answered all 5 HIV/AIDS questions correctly	509	0.08	0.28
Self-confidence attitudes (Max=9):			
Self-confidence score	509	6.39	1.59
Self-confidence score (Boys)	260	6.10	1.43
Self-confidence score (Girls)	249	6.70	1.68
Gender roles attitudes (Max=4):			
Gender roles score	509	2.69	1.28
Gender roles score (Boys)	260	2.44	1.32
Gender roles score (Girls)	242	2.96	1.18
SGBV attitudes (Max=6):			
Tolerance to SGBV score	509	1.63	1.83
Tolerance to SGBV score (Boys)	260	2.07	1.93
Tolerance to SGBV score (Girls)	249	1.17	1.60
Gender equality attitudes (Max=16):			
Gender equality score	509	9.80	2.35
Gender equality score (Boys)	260	9.52	2.52
Gender equality score (girls)	249	10.08	2.13

Out of the 5 questions on HIV/AIDS, the average pupil is correct on 2.¹ Only 8% of pupils gave correct answers on all questions. Knowledge about HIV/AIDS are gauged through agreement and disagreement with the following statements:

Statement	Score 1 point if	Total category score
"Can a healthy-looking person has HIV?"	Agree	5
"Can a person get HIV from mosquito bites?"	Disagree	
"Can a person get HIV by sharing food with someone who is infected?"	Disagree	
"Can a person get HIV by touching the clothes of an infected person?"	Disagree	

¹ The questions follow the prescriptions of UNAIDS (2009).

"AIDS can be cured"	Disagree	
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Attitudes towards self-confidence, gender roles, SGBV and gender equality are gauged through the students' answers on various statements. We assigned one point for agreeing (disagreeing) to single item indicating (contradicting) self-confidence, gender roles equality, tolerance to SGBV and gender equality, thereby assigning a maximum total score for each category if all items within that category were agreed with.

Self-confidence is assessed through agreement and disagreement to the following statements:

Statement	Score 1 point if	Total category score
"I am confident speaking in class"	Agree	9
"I always feel compelled to say yes to whatever my friend ask of me"	Disagree	
" I never share my problems"	Disagree	
"I sometimes express my anger through hitting/aggression"	Disagree	
"I will be able to recognize abuse if it happens to me (good or bad touch)"	Agree	
"I know where to seek help in case of abuse"	Agree	
"If an adult caregiver hits me, I will protest against such an act"	Agree	
"I am comfortable approaching my teacher for any problem"	Agree	
"I feel confident about sharing questions about my bodily changes with anyone"	Agree	

On average, the self-confidence score is quite high at 6.39 (out of a maximum of 9). Girls tend to be more self-confident than boys (6.7 against 6.1). Attitudes towards gender roles are gauged through the agreement to the following statements:

Statement	Score 1 point if	Total category score
"Girls are as physically capable as boys."	Agree	4
"Girls are as mentally capable as boys."	Agree	
"Girls can earn as much as boys."	Agree	
"Girls can do the same jobs as boys."	Agree	

On average, pupils received a score of 2.69. Girls tend to display attitudes that are slightly more favourable towards equitable gender roles than boys (2.96 against 2.44).

Tolerance towards SGBV is assessed through agreement with the following statements:

Statement	Score 1 point if	Total category score
Is it justified for a man to hit his wife if she:		

"Talks with men outside the family."	Agree	6
"Spends money without her husband's permission."	Agree	
"Goes out without her husband's permission. "	Agree	
"Answers back to her husband."	Agree	
"Burns the food."	Agree	
"Neglects the children."	Agree	

On average, the score for tolerance to SGBV is 1.6 in the sample (on a scale going from 0 to 6). Boys tend to display higher tolerance to SGBV (score=2.1) than girls (score=1.2).

Overall attitudes towards gender equality are assessed through agreement or disagreement with the following statements:

Statement	Score 1 point if	Total category score
"If the wife works outside the home, the husband must help her in the housework and childcare."	Agree	16
"Women must be wives and mothers only and not work."	Disagree	
"Boys must help with housework just like girls."	Agree	
"A girl must obey her brother even if he is younger."	Disagree	
"Every family must have a son."	Disagree	
"It is necessary to give and receive dowry"	Disagree	
"The husband should decide how to spend money at home."	Disagree	
"A woman could undertake a man's duties outside the house."	Agree	
"A man may assume a woman's role in the house."	Agree	
"Bringing up children is the woman's responsibility alone."	Disagree	
"Consent of both boys and girls is important for marriage."	Agree	
"Girls should be married before the age of 18."	Disagree	
"If a boy cries, it means he is weak".	Disagree	
"Girls should never express their anger."	Disagree	
"Teenage girls should not play sports in public spaces".	Disagree	
" Is it ok for boys to stare at girls who step out of home"	Disagree	

The average score for attitudes towards gender equality is 9.8, with little difference between boys and girls (9.52 and 10.08, respectively).

Tables 1 and 2 in annex I compare the attitudes on self-confidence and gender equality displayed above with those found in the Outcome Measurement Report (OM) published in 2013 by Rutgers-WPF. All questions on self-confidence are the same in both reports and 4 questions on gender equality are common across both reports. The outcome measurement report surveyed 480 children of the grades 7-10 before they were exposed to the LSBE curriculum. Although the sample composition in both reports differ, which precludes using the outcome measurement as a baseline, it is still interesting to look at the commonalities and differences across the reports. The tables distinguish between boys and girls and private and public schools (only the latter are represented in the current report). The most dramatic improvements concern awareness of abuse, knowledge of where to go in case of abuse and willingness to protest against abuse. On all 3 metrics pupils in our sample appear much more self-confident than pupils in the OM report, especially for girls, thereby suggesting positive changes brought by Parwan. However, there is no noticeable difference across the reports on whether pupils think they would go to their teachers to talk about their problems (including on body changes). Finally, while boys appear more confident to speak in class and share their problems in the current report than boys of the private schools in the OM report, the opposite holds for girls.

Interviews with HCPs reveal that referral and monitoring systems are nominally in place in all facilities. More than three-quarter of facilities provide antenatal care, maternity care, postnatal care and sexual reproduction education. Two-third provide pregnancy testing and more than 60% of facilities provide HIV/AIDS and nutrition counselling. STI testing and treatment, gynaecological examination as well as SGBV services are in place in less than 40% of facilities. Three-quarter of health care professionals believe that female youth come to their facilities for pregnancy-related issues, while 90% believe that male youth come to their facilities for treatment or advice regarding SRHR. Two-third of the youth are reportedly accompanied by an adult during their visit.

Health care professionals are aware of most articles of the sexual rights as defined by the declaration of the International Planned Parenthood Federation. However, the right to education an information (article 8), the right to choose whether or not to marry and to found and plan a family, and to decide whether or not, how and when, to have children (article 9) and the right to accountability and redress (article 10) are only known by a minority of professionals.

There is also wide agreement among HCPs about the need for health care centres to provide SRHR and SGBV services, even to unmarried youth. Attitudes towards masturbation are however less positive: only one-third of professionals believe masturbation to be healthy and 40% believe it has negative effects.

Provision of contraception to youth also looks problematic. While almost all professionals declared having advised contraception to youth to avoid early pregnancy in the last month, none of them would prescribe contraceptive pills to female youth below 18 years old and 40% would prescribe condoms. This attitude is echoed when asked what a hypothetical 14 year old coming to them for contraception. Only one professional would prescribe the method of

choice of the client, 33% would advise sexual abstinence but still provide condoms and 47% of professionals would advise sexual abstinence and not provide any contraception. This widespread reluctance to provide contraception to unmarried youth is also manifested in the 47% of health care professionals who believe that access to SRHR services would encourage youth to get involved in sexual activity.

Focus group discussions with health care professionals confirmed that recommended methods of contraception for unmarried youth leaned towards condoms and not the longer-term methods. This is due to the perceived negative nature and impact of sexual promiscuity outside of marriage in Pakistani society. As one HCP noted, the easy availability of longer term contraceptive methods become an incentive to indulge in sexual behaviour outside of marriage.

HCPs tend to equate SGBV with rape and sexual harassment at the exclusion of other forms of violence such as incest, sexual manipulation or intimate partner violence/domestic violence.

Table 3: Knowledge and attitudes of health care professionals

	N	Mean	SD
IPPF declaration			
Knows article 1	15	0.87	0.35
Knows article 2	15	0.93	0.26
Knows article 3	15	0.67	0.48
Knows article 4	15	0.60	0.51
Knows article 5	15	0.80	0.41
Knows article 6	15	0.73	0.46
Knows article 7	15	0.53	0.52
Knows article 8	15	0.40	0.51
Knows article 9	15	0.47	0.52
Knows article 10	15	0.40	0.51
Provision of SRHR:			
Agrees that health care centres should focus on SRHR issues	15	1.00	0.00
Agrees that unmarried youth who are sexually active should be offered SRHR services	15	0.93	0.26
Agrees that unmarried women asking for abortion should be offered services:	15	0.73	0.46
Agrees that SRHR services to youth will encourage them to engage in sexual behaviour	15	0.47	0.52
Agrees that masturbation is healthy	15	0.33	0.49
Agrees that masturbation has no negative effect	15	0.60	0.51
Would provide contraceptive pills to youth below 18	15	0.00	0.00
Would provide condoms to youth below 18	15	0.40	0.51
Has advised youth on contraception to avoid pregnancy	15	0.93	0.26
Health care centre provides a separate space	15	1.00	0.00

for SRHR services			
Referral system in place for SRHR services	15	1.00	0.00
Referral system in place for SGBV	15	1.00	0.00
Monitoring system to track progress of SRHR services	15	1.00	0.00
Monitoring system to track progress of SGBV services	15	1.00	0.00
If a 14-year-old client who admits to being sexually active comes to you for contraception, what advice would you give her or him?	15	0.07	0.26
Prescribe the client's preferred contraceptive method			
Advise the client to abstain from having sex and do not prescribe any contraception	15	0.47	0.52
Advise the client to abstain from having sex, but give the client some condoms, just in case	15	0.33	0.49
SGBV			
Agrees that sexual abuse is SGBV	15	0.47	0.52
Agrees that incest is SGBV	15	0.13	0.35
Agrees that rape is SGBV	15	0.93	0.26
Agrees that sexual manipulation is SGBV	15	0.33	0.49
Agrees that sexual harassment is SGBV	15	0.73	0.46
Agrees that intimate partner violence or domestic violence is SGBV	15	0.40	0.51
Agrees that gender discrimination is SGBV	15	0.33	0.49
Agrees that health care centres should focus on providing services to SGBV survivors	15	0.80	0.41
Service provided:			
Contraceptive counselling	15	1.00	0.00
Antenatal care	15	0.87	0.35
Maternity care/Delivery services	15	0.80	0.41
Postnatal care	15	0.73	0.46
HIV/AIDS counselling	15	0.60	0.51
HIV/AIDS testing	15	0.07	0.26
Other STI counselling	15	0.33	0.49
Other STI diagnosis	15	0.20	0.41
Other STI treatment	15	0.40	0.51
Treatment of incomplete abortion	15	0.33	0.49
Nutrition counselling	15	0.60	0.51
Infertility counselling	15	0.47	0.52
Gynaecological examination	15	0.40	0.51
Pregnancy testing	15	0.67	0.49
Reproductive health education	15	0.73	0.46
Services for survivors of sexual, physical or emotional violence	15	0.33	0.49
Female youth come to this facility for advice on termination of pregnancies	15	0.73	0.46
Female youth come to this facility for medical treatment as a consequence of incomplete induced abortion	15	0.87	0.35

Male youth comes to this facility for medical treatment or advice regarding sexual and reproductive health	15	0.93	0.26
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4.2 Analyses and results

4.2.1 Description of approach to the analytical work, method(s) used

In order to assess the impact of the project on the ability of schoolchildren to make informed choices regarding their sexual and reproductive life, we need to compare the actual situation of school-children exposed to the project at endline with what would have been the situation of these same school-children in the same schools but in the absence of the project. The latter is called the counterfactual and is obviously not observed since pupils either are exposed to the project or are not, but not both.²

A variety of experimental and quasi-experimental evaluation methods have been developed to circumvent the problem by relying on control groups which act as proxy for the counterfactual. To estimate the causal impact of a project, the control group needs to be similar in any way to the treatment group except for the access to the treatment itself. If this assumption is not met, then there exist systematic differences between the treatment and control groups even in the absence of the project, which is called selection bias. Selection bias is very common in practice and arises when, for instance, the project is not given at random to villages but instead to the most disadvantaged ones or when households which take up the project activities are either the most in need or those which would benefit most from these.

As discussed in section 4.1.1, we have decided against the use of control schools in the main evaluation design. Schools part of Parwan tend to be small schools that service a lower middle class population. Schools not part of Parwan tend to be, in contrast, larger public schools that service a poorer population. In addition, given the extreme sensitivity of teaching any SRHR-related curriculum, the mere fact of accepting the project marks the project schools as fundamentally different to the average schools in Multan. Comparisons across the two sets of schools are then unlikely to be easily interpretable. The evaluation design is therefore based on within-project schools comparisons. We exploit the presence of pupils in project schools who have not yet been exposed to the Parwan curriculum, mostly because they just arrived in these schools. These pupils are less likely to hail from a markedly different household background compared to project students than pupils in public schools and therefore, can be used to build a suitable control group. Nevertheless, there remains a high likelihood that systematic differences exist in key pupils' characteristics in both groups. To correct for this likely selection bias, we will rely on propensity score matching. Matching consists first in estimating the likelihood that pupils were exposed to the project. This likelihood is called the propensity score. Second, we identify for each pupil in the project group the pupils among the control group which share the same (or a very

² This is referred to as the fundamental problem of causal inference (Holland 1986).

similar) propensity score. The logic of matching analysis is that by comparing pupils in treatment and control groups with the same (or very similar) propensity score, observable characteristics that explain both selection into the project and the outcome of interest are controlled for, and therefore any difference between these pupils can be attributed to the project.

When choosing which variables to control for, the main guiding principles are to incorporate all variables that are likely to be correlated with both exposure to the project and the outcomes of interest, but not to incorporate variables that are affected by the project itself. We control for a wide range of household variables covering households' socio-economic status, education and occupation of the parents, hunger and asset ownership, demographic composition, access to water and sanitation.³ We also proxy for the degree of religiosity of the students by asking how often they pray every day. These variables are not affected by the LSBE curriculum, but insofar as household environment shapes students' knowledge and attitudes regarding SRHR and SGBV, they need to be accounted for.

Table 4 shows that project students are not very different from control students. The main differences are that project students tend to see themselves as coming from better-off families, and are less likely to have mothers who completed primary school and beyond. When we restrict the sample to boys, the only difference is that fathers of project students are marginally more likely to have completed primary school than father of control students. Differences are more marked for girls. Girls who are part of Parwan are much less likely to have their fathers illiterate or below primary school level. Their fathers are also slightly less likely to be an employee. Finally, when looking at the sample of public schools only, mothers of project students are less likely to have received higher education but no other differences emerge.

Table 4: Estimation of the likelihood to receive the program (propensity score)

	(1)	(2)	(3)
Sample	Full	Boys	Girls
Private school	-0.049 (0.22)	-0.0047 (0.39)	-0.070 (0.33)
Girl	0.26 (0.24)		
Born in 1997	0.013 (0.56)	-0.63 (0.89)	0.95 (0.91)
Born in 1998	-0.090 (0.37)	0.13 (0.53)	-0.21 (0.60)
Born in 1999	-0.28	0.10	-0.56

³ Assessing the socio-economic status of households through a survey of children and adolescents is prone to numerous bias and errors. To mitigate these concerns, we have followed the Family Affluence Scale approach advocated by Currie et al (2008) which established a number of questions that adolescents were found apt at answering.

	(0.32)	(0.49)	(0.50)
Born in 2000	-0.14 (0.28)	-0.23 (0.42)	0.018 (0.43)
6th Grade	-0.68 (0.67)	-1.05 (0.88)	-0.56 (1.33)
7th Grade	0.19 (0.36)	0.40 (0.58)	-0.060 (0.53)
8th Grade	0.37 (0.34)	0.52 (0.56)	0.12 (0.50)
9th Grade	-0.034 (0.31)	-0.28 (0.53)	0.17 (0.45)
Was born here	-0.15 (0.30)	-0.74 (0.48)	0.43 (0.46)
Subjective welfare	0.23** (0.11)	0.20 (0.17)	0.31 (0.19)
Poorer than median	-0.074 (0.55)	-0.81 (0.92)	0.80 (0.92)
Median	-0.074 (0.50)	-0.65 (0.79)	0.39 (0.87)
Asset Index	0.068 (0.085)	0.21 (0.14)	-0.013 (0.14)
Hunger	0.22 (0.29)	0.22 (0.37)	0.10 (0.64)
Household size	0.021 (0.047)	0.0049 (0.080)	0.075 (0.073)
Mother is present	0.95 (1.23)	0.74 (1.51)	
Children to adults ratio	-0.71 (1.09)	-0.63 (1.61)	-1.12 (1.77)
Father is illiterate	-0.52 (0.51)	0.86 (0.77)	-2.50*** (0.91)
Father is literate but did not complete primary school	-0.42 (0.55)	1.11 (0.85)	-2.34** (0.95)

Father completed primary education	-0.0026 (0.48)	1.37* (0.73)	-1.53* (0.83)
Father completed secondary education	-0.17 (0.44)	0.54 (0.66)	-1.47* (0.78)
Mother is illiterate	1.45** (0.72)	1.17 (1.17)	0.77 (1.21)
Mother is literate but did not complete primary education	1.37* (0.74)	1.23 (1.21)	0.53 (1.25)
Mother completed primary education	1.32* (0.70)	1.15 (1.13)	0.40 (1.21)
Mother completed secondary education	1.07 (0.68)	1.45 (1.08)	-0.36 (1.21)
Father is a daily labourer	-0.30 (0.41)	0.14 (0.67)	-0.77 (0.64)
Father is a driver	-0.22 (0.51)	0.29 (0.78)	-1.09 (0.82)
Father is a trader/shopkeeper	-0.37 (0.38)	-0.16 (0.59)	-0.76 (0.64)
Father is a government employee	-0.23 (0.41)	0.19 (0.62)	-0.54 (0.72)
Father is an employee	-0.015 (0.39)	0.93 (0.60)	-1.19* (0.63)
Father is farming	-0.0020 (0.45)	0.42 (0.63)	0.053 (0.80)
Mother is a housewife	0.086 (0.31)	0.72 (0.49)	-0.61 (0.55)
Housing index	-0.015 (0.076)	-0.0036 (0.12)	0.15 (0.14)
Member of youth clubs	-0.10 (0.089)	-0.16 (0.11)	-0.17 (0.26)
Frequency of prayer	0.11 (0.071)	0.057 (0.11)	0.084 (0.11)
Observations	478	238	239

Consistent with the limited differences between project and control students, the matching process is very effective at achieving balance across all covariates. For all four samples, the standardized differences between each covariates are below 10% (standardized differences below 25% are usually considered acceptable) and the mean bias after matching is below 5%.

Table 5: Exposure to LSBE curriculum

	N	Mean	SD
Attended LSBE curriculum	263	0.63	0.51
LSBE curriculum was mandatory	263	0.92	0.31
Duration of curriculum (weeks)	263	7.59	7.04
Topic covered:			
Body change	263	0.69	0.46
Gender roles	263	0.32	0.47
HIV/AIDS	263	0.57	0.50
Substance abuse	263	0.35	0.48
Life skills	263	0.33	0.47
SGBV	263	0.29	0.45
Child abuse	263	0.31	0.46
Hepatitis A/B	263	0.33	0.47
Early pregnancy	263	0.00	0.00
Learned a lot through Parwan	263	0.54	0.50
Skit/drama/debates on risky behaviours, eve-teasing, gender roles or body changes			
Skit/drama/debates were held in school	262	0.45	0.50
Skit/drama/debates were mandatory	117	0.85	0.35
Attended skit/drama/debates	118	0.89	0.31
Learned a lot through skit/drama/debates	126	0.47	0.50

Table 6 displays the unmatched and matched comparisons across the range of key outcomes of the project. The estimator used for matching is the kernel matching.

To measure health-seeking behaviours, we first use the awareness of pupils of the existence of youth-friendly healthcare services. Being exposed to Parwan strongly improve the chance (by 16 and 12 percentage points for unmatched and matched comparisons, respectively) that students know that their healthcare facility has youth-friendly services. The effect is entirely concentrated on boys, however (19 percentage point, significant at 5%) as it is undistinguishable from 0 for girls. This strongly suggest that the curriculum was successful in raising awareness about the existence of such services for boys, more needs to be done to ensure that the positive effect reaches girls.

We also used the issue of body changes to measure health-seeking behaviours. This narrows down the scope of the evaluation on puberty-related issues, which are by far the type of issues most likely to be encountered by students of both sexes in this age range.

The project does not have a significant on the number of people/facilities students would be comfortable to go to when faced with problems with body change. This is true for girls as well as for boys. However, the project does significantly alter the type of institutions

students would consider to go to in order to talk about body changes issues. Propensity score matching comparisons suggest that pupils exposed to Parwan are less likely to go to a public health facility. This effect is concentrated on girls. Girls exposed to Parwan are 3.4 percentage points less likely to go to a public health facility about a problem with body change than control girls, and the effect is statistically significant at 1%. In contrast, the likelihood for boys and girls to go to a private doctor/health facility is about 16 and 10 percentage points larger, respectively, for pupils exposed to Parwan than for the control students. This is a very large effect as the base probability to visit a private doctor/facility to talk about body changes issues is 27% for boys and 16% for girls.

Results on stated likelihood to go to a family member to talk about body changes issues are mixed. Unmatched comparisons suggest that boys exposed to Parwan would be less likely to do so, while the opposite holds for girls. However, both effects disappear once matched comparisons are considered.

Both unmatched and matched comparisons indicate a very strong and significant effect of Parwan on HIV/AIDS knowledge. The estimated impact ranges from 0.72 standard deviation for boys to 0.87 standard deviations for girls. A same result is found when we look at the proportion of students who answered all 5 questions correctly. Across all specifications, the estimations consistently reveal that Parwan increases this proportion by 7 to 10 percentage points. Given that the base proportion of students who answered all questions correctly is 7% for girls and 10% for boys, the Parwan effect amounts to double the fraction of well-informed pupils in classes.

Unmatched comparisons suggest that Parwan exerts a strong positive effect on self-confidence (ranging between 0.34 and 0.5 standard deviations). With kernel matching estimations, the result is unchanged for boys but is no longer statistically significant for girls.

There is no evidence that Parwan improves equitable attitudes towards gender roles or reduces tolerance towards SGBV. Overall attitudes towards gender equality are more favourable among students exposed to Parwan, but the effect is not significant once the matching estimator is used.

<i>Sample</i> <i>Type of comparisons</i>	<i>Full</i>		<i>Boys</i>		<i>Girls</i>	
	<i>Unmatched</i>	<i>Matched</i>	<i>Unmatched</i>	<i>Matched</i>	<i>Unmatched</i>	<i>Matched</i>
<i>Health-seeking behaviours:</i>						
<i>Health facility has youth-friendly service</i>	0.162*** (0.043)	0.119** (0.059)	0.232*** (0.056)	0.189** (0.076)	0.087 (0.063)	-0.023 (0.107)
<i>Number of people/institutions the student would talk to about body changes issues</i>	-0.030 (0.054)	-0.032 (0.081)	-0.030 (0.070)	-0.057 (0.111)	0.021 (0.082)	-0.084 (0.154)
<i>The student would consider going to a government health facility about body changes issues</i>	-0.071* (0.039)	-0.020 (0.056)	0.006 (0.054)	-0.025 (0.081)	-0.155*** (0.057)	-0.339*** (0.105)
<i>The student would consider going to a private doctor/health facility about body changes issues</i>	0.138*** (0.042)	0.063 (0.060)	0.165*** (0.064)	0.164* (0.096)	0.096* (0.051)	0.160* (0.086)
<i>The student would consider going to a family member to talk about body changes issues</i>	-0.003 (0.037)	-0.008 (0.054)	-0.097* (0.057)	-0.049 (0.082)	0.106* (0.046)	0.092 (0.072)
<i>HIV/AIDS knowledge:</i>						
<i>Standardized score of HIV/AIDS knowledge</i>	0.917*** (0.081)	0.795*** (0.121)	0.924*** (0.119)	0.721*** (0.190)	0.910*** (0.868)	0.868*** (0.200)
<i>Correctly answered all questions</i>	0.099*** (0.025)	0.079*** (0.028)	0.096*** (0.037)	0.008 (0.053)	0.104*** (0.034)	0.099** (0.047)
<i>Attitudes:</i>						
<i>Standardized self-confidence score</i>	0.461*** (0.090)	0.179 (0.131)	0.489*** (0.114)	0.553*** (0.169)	0.410*** (0.135)	0.067 (0.222)
<i>Standardized equitable gender</i>	0.158*	0.062	0.152	0.045	0.184	-0.090

<i>roles score</i>	(0.091)	(0.138)	(0.134)	(0.199)	(0.120)	(0.206)
<i>Standardized tolerance to SGBV score</i>	-0.098	-0.078	0.089	0.148	-0.257**	-0.167
	(0.092)	(0.135)	(0.137)	(0.193)	(0.114)	(0.199)
<i>Standardized gender equality score</i>	0.164*	0.146	0.039	0.045	0.269**	0.117
	(0.091)	(0.128)	(0.137)	(0.177)	(0.118)	(0.181)

*** $p < 0.01$, ** $p < 0.05$, * $p < 0.1$

4.2.2 Research question 2: Did the project reach its objectives? Can the results be attributed to the project? If not, why not? Did other factors play a role?

Propensity score matching estimations indicate that the Parwan project was successful at imparting knowledge of HIV/AIDS to pupils, encouraging them to go to see a doctor if they face body changes issues, becoming more aware of the presence of youth-friendly services in health care facilities, increasing their self-confidence and, to a lower extent, fostering favourable attitudes towards gender equality. The propensity score matching method allows us to confer a causal meaning to the above findings, and thus to attribute these successes to Parwan.

We can also investigate whether the results are attributable to the project by assessing knowledge and attitudes of the teachers themselves. If we would find that the knowledge and attitudes of teachers trained by the project were not consistent with the project objectives, then doubts should be cast as to the causal chain of the project. We have interviewed one teacher per school, and administered them a questionnaire similar to the one given to students. Scores of teachers on knowledge of HIV/AIDS and attitudes are given in table 7.

One can see that on average teachers correctly answered 4 questions out of 5. The most troublesome questions proved to be “can AIDS be cured?” and “can a person get HIV through mosquito bites?” for which 50% and 75% of teachers, respectively, gave the wrong answer. Nevertheless the overall knowledge of teachers on the subject of HIV/AIDS appears adequate enough to allow pupils to learn the basics, especially given the widespread ignorance of pupils on HIV/AIDS. Attitudes of teachers on gender equitable roles, tolerance to SGBV and overall gender equality are mostly consistent with the objectives of the teaching materials and it is then quite clear that the project was successful at transmitting knowledge to SRHR, SGBV and life-skills to pupils through their teachers.

Table 7: Knowledge and attitudes of teachers

	N	Mean	SD
<i>HIV/AIDS knowledge:</i>			
<i>Standardized score of HIV/AIDS knowledge</i>	43	3.95	1.06
<i>Correctly answered all questions</i>	43	0.33	0.47
<i>Attitudes:</i>			
<i>Standardized equitable gender roles score</i>	43	3.84	0.37
<i>Standardized tolerance to SGBV score</i>	43	0.54	1.08
<i>Standardized gender equality score</i>	43	11.86	2.12
<i>Agrees that it is important to teach LSBE curriculum</i>	43	0.91	0.29

It is worth noting that teachers who participated in the FGDs specifically pointed out the benefits of the trainings not just in terms of their technical knowledge about the topic but also the different methodologies adopted by the trainers. The teachers appreciated these

pedagogical tools and approaches and noted they had adopted some of these in their classrooms. They also noted the significant changes in their attitudes to gender empowerment and rights outside the classroom and in their own homes.

Regarding health care professionals, we do not have a sample of control observations to draw causal inference from.⁴ Yet, focus group discussions with the practitioners revealed that little initiatives regarding SRGR and SGBV are ongoing besides Awaz-led Parwan. The extreme sensitivity surrounding these topics in Multan (and Pakistan generally) detracts from a more widespread tackling of the ignorance on sexual and reproductive health in the general population.

4.2.3 Research question 3: How relevant are the results?

Given the poor state of sexual and reproductive health and rights in Pakistan, the progress made by Parwan are very relevant. The project was able to (i) enable teachers to transmit key knowledge to pupils on STIs, SRHR and SGBV, (ii) enable health care professionals to learn on an ongoing basis the practice of SRHR, (iii) improve students' knowledge of HIV/AIDS, (iv) make students more aware of the presence of youth-friendly services and more willing to go to a health facility to talk about body change issues, (v) slightly improve students' self-confidence and general attitudes towards gender equality.

These are important results that speak to the main planned outcomes of the project:

- The capacity of young people (boys and girls 13-17 years old) to make safe and informed decisions on SRHR issues is increased
- The quality of youth-friendly SRH services is improved
- Young people and women increasingly use SRH and SGBV services
- Young people, women and marginalized groups can exercise their SRH in a more enabling environment

Nevertheless, there remains a considerable amount of work to be done. For instance, knowledge of HIV/AIDS, even if drastically improved, is still very low. Only 8% of pupils and 33% of teachers correctly answered the 5 basic questions used by UNAIDS to monitor knowledge of the virus. About half of interviewed health care professionals refuse to prescribe long-term contraceptive methods to unmarried youth and believe that access to SRHR will also encourage sexual activity before marriage.

In working with schools Awaz CDS had faced resistance from the government education department and hence has focused on private schools and Punjab Education Foundation (PEF) schools. The latter are run by entrepreneurs who are given funding by the government based on strict monitoring of performance, standard of facilities offered to students and enrolment and attendance of students. It is important here to outline first the general

⁴ Like for teachers, we did not have access to a reasonably similar control group of HCPs against which it would make sense to draw comparative perspectives.

environment of the education sector in Multan as described by respondents from schools including school principals, school owners, male and female teachers, and civil society organization staff. Given the performance-based payments system used by PEF there is an intense competition between schools and many small private schools aim to receive PEF funding and increase their profits by enrolling more students. The situation described by respondents resembled more a business driven approach to schooling in these two types of schools, than one led purely by the goal of education.

4.2.4 Research Question 4: How Efficient are the results?

According to information provided by Awaz, the actual costs for specific project outputs are as follows:

Project activity	Items	# of Beneficiaries	Unit Cost (PKR)
Two 2-day trainings for CSOs and volunteers to advocate for SRHR in each district	Hall charges, refreshment, stationary, certificates, DSA and banners	35	151865
Organize 2-day advanced training for CSO staff on SGBV in each district	Hall charges, refreshment, stationary, certificates and banners	20	75000
Two days training of CSOs to advocate for SGBV	Hall charges, refreshment, stationary, certificates and banners	20	121260
Annual 3-day Retreat for Master Trainer from each district (including incentives and refresher to MTs)	hall charges, refreshment, certificates, banners, DSA etc	6	432266
Training of 20 PITE and Elementary College trainers on SRHR/SGBV in Multan	Hall charges, refreshment, stationary, certificates, photocopy, banners	24	195024
2-days trainings for new HCPs and refresher for already trained HCPs in each district	Hall charges, refreshment, DSA, certificates, banners, stationary, photocopy etc	14	149173

A seminar on Youth Friendly services	Hall charges, refreshment, stationary, banner, vehicle charges etc	100	292696
Conduct two-day workshops with community leaders on community mobilization and advocacy on SRHR and SGBV	Hall charges, refreshment, stationary, banner, etc	40	142421

According to the first line in the above table, the cost of organising a training for CSO staff is PKR 4339, which correspond to about \$40. Alem, E. et al. (2013) & Norwegian Lutheran Mission (2010, 2012 & 2013) estimate that the cost of organising workshops in Pakistan range between Int\$ 30.61-Int\$ 53.30 per person. The cost of Awaz's trainings and workshops is thus fully in line with expectations, and given the positive results described above, the cost-efficient of the Parwan project is thus satisfactory.

4.3 Discussion

4.3.1 Project Design

The project is mostly well designed. Health care professionals and teachers we interviewed found the project to be very relevant since there were numerous misconceptions in society about SRH and the lack of counselling and widespread acceptance of quacks and traditional healers created further problems. The results found also suggest that the project is well designed.

However, Informal interviews with school principals of private schools not part of the project revealed that the process of obtaining consent from parents has posed a significant hurdle to them in introducing topics related to SRHR and SGBV. While discussions with school principals part of the project revealed that there was no formal consent obtained from parents – since many of the parents were illiterate and the school did not allow children to take the Parwan workbooks home the challenge of convincing parents had been circumvented. Some teachers argued that this was okay since the parents trusted the teachers and schools to make the best decision for their children. While this may not be true for all schools, this surreptitious way of incorporating sexual education into the curriculum, without due consent from parents may become a potential cause for concern for the project in the future.

Introducing more structure to the teaching of curriculum in terms of the period of time and number of lessons devoted to this exercise would be useful. While some schools have taken an interest and taught the curriculum of a period of a few months, others have only devoted a month. The difference in students' attitudes and understanding is believed by school staff to be a function of the amount of time and effort is dedicated to teaching this curriculum. A strong recommendation from the master trainers employed by Awaz to teach the school teachers is to include parents in training sessions and targeting them with behaviour change

communications to ensure a lasting impact of project activities. They noted that parents were often ignorant about basic SRH aspects and this proved very difficult.

They also noted that the 2-3 day trainings were not adequate to acquaint teachers with the complex and sensitive topics part of the workbooks and how to deal with students asking difficult questions. They added that some sensitive topics require a significant amount of work for the teachers themselves to talk about openly and therefore the duration and frequency of these trainings should be revised to offer more support to teachers.

HCPs also recommended that monitoring data be collected from private clinics since all of them also ran or worked in private set-ups along with their government jobs. The private clinics are where the bulk of patients with problems related to SGBV and SRHR go. Hence it is essential to partner with them. They also advised developing referral systems for support to victims of SGBV and providing printed information material such as brochures to keep in health centres. They would also like to see LHWs included in the project so they can meet with mothers and share knowledge.

4.3.2 Improvement of Impact Evaluation

The impact evaluation worked well. A major difficulty was that the baseline quantitative survey was focused on households whereas the project is targeting schools and health care professionals. This resulted in low statistical power and the need to change the design accordingly for the follow-up survey. In addition, the suitability of the control tehsil turned out to be questionable which spurred the need for establishing an alternative strategy to evaluate the impact of the project. Finally, the sensitive nature of the project meant we had to be careful in the design and implementation of the evaluation so as to not put respondents under stress and/or Awaz staff into a difficult situation with the personnel and direction of schools or health facilities as well as parents of interviewed pupils. To mitigate risks, we had to leave out of the evaluation some behavioural outcomes and obtain the consent of school principals.

4.4 Conclusion

4.4.1 Evaluation Questions

Evaluation Question 1: What are the changes under each MDG or theme at community/household level during the 2012–2014 period?

Due to the changes in the evaluation design, it is difficult to assess temporal evolutions on key outcomes and MDG themes.

Evaluation Question 2: To what degree are these changes at target group level attributable to the development interventions of Southern partners of the MFS II consortia (i.e. measuring effectiveness)?

Despite a very difficult context, Parwan has achieved some important results. In particular, pupils exposed to the LSBE curriculum display more knowledge of HIV/AIDS, a greater stated readiness to visit a health facility in case of issues with body changes, more awareness of the presence of youth-friendly health services, and more favourable attitudes to gender equality. Teachers who have been trained by Awaz to teach the curriculum also exhibits adequate knowledge of the key issues. Referrals and Monitoring systems for SGBV and SRHR are in place, although their efficacy could not be directly assessed.

A number of issues are present, however, it is unclear based on the evaluation alone whether the attitudes of pupils and teachers translate into actual behaviours. Health care professionals also display a strong belief that SRHR encourages sexual activity, as well as a general reluctance to prescribe contraceptive methods to minors (especially to unmarried women).

Evaluation Question 3: What is the relevance of these changes?

Increased ability for school children to make informed decisions regarding sexual and reproductive health is extremely relevant given the poor state of SRHR in Pakistan. Likewise, improvements in knowledge of HIV/AIDS (by both teachers and pupils) and in the way gender equality is perceived are important inputs to improve sexual.

Evaluation Question 4: Were the development interventions of the Southern partner organisations efficient?

The costs of organising workshop/trainings are perfectly in line with benchmark provided for similar activities in Pakistan. Given the positive results described above, it follows that the interventions of the SPO were cost-efficient.

Evaluation Question 5: What factors explain the findings drawn from the questions above?

One factor that significantly affected the scope and impact of the Parwan project is the resistance from the government education department and the overall hostile context to the development of SRHR in Pakistan. Staff at Awaz had to be very careful in designing the LSBE curriculum in ways that would not generate hostility from the school principals and parents.

4.4.2 Statement Scoring

Statement	Score
Project was well designed	8
Project was implemented as designed	9
Project reached all its objectives	8
Observed results are attributable to the project interventions	8
Observed results are relevant to the project beneficiaries	8
Project was implemented efficiently	8

5 CAPACITY DEVELOPMENT OF SOUTHERN PARTNER ORGANIZATION

5.1 Data collection and analytical approach

As a first step documentation related to the project and organization was collected from the SPO and CFA. These were reviewed to lay a foundation for the planning of fieldwork in early 2014. The fieldwork for the follow-up assessments was carried out in July 2014.

Starting with a literature review of background project documentation an inception meeting was held with the CFA and SPO Field teams used a structured questionnaire (see annex III) to gauge change relative to baseline levels in the targeted indicators. The structure of the used questionnaire is such that Yes/No questions often are followed by "why (not), how (much) and/or when" questions. The scoring of each capability is based on the proportion of questions answered with "yes" as well as the information related to "why (not), how (much) and/or when". In general, the following guidelines have been used to allocate scores:

Score	Qualification	% of "Yes" Answers
0	Absent	< 10%
1	Low	10 - 30%
2	Moderate	30 - 50%
3	Considerable	50 - 70%
4	High	70 - 90%
5	Fully/completely	> 90%

In order to enable a comprehensive and accurate assessment of Awaz CDS's capacities, data was collected from multiple sources on the same questionnaire to aid triangulation. The questionnaire was first administered with the staff in the Islamabad office including the Manager for Strategic Planning and Partnerships and the Chief Executive Officer of Awaz CDS. Subsequently each of the sections were completed again with relevant staff from the Finance and the Human Resources departments in the main operations office in Multan city. As part of the analytical approach, these scores were further complemented by more contextual information including, review of relevant documents (Organizational Policy Manuals, Standard Operating Procedures, Progress reports, etcetera) and interviews with key informants, providing the necessary scope for triangulation.

The questionnaire was further complemented by the use of Process Tracing for the pre-selected outcomes shared by the synthesis team. These pre-selected outcomes included the capability to commit and act (C1), which refers to the vision, plans, skills, attitudes and resources, that enable the SPO to operate; and the capability to adapt and self-renew (C4), which refers to the ability of the SPO to change when needed and to continue to act and perform in a context of changing internal and external influences. The purpose of the

Process tracing exercise was to identify the nature and extent of change in these capabilities from planned activities, explicate plausible causal links and find evidence to enable attribution for any changes in indicators from baseline levels.

The Process Tracing exercise included further interviews with staff from Rutgers-WPF to discern the theory of change employed by the CFA in designing the capacity building interventions. These were further complemented by field visits to project offices and a cross departmental workshop with Awaz CDS staff from Human Resources, Program teams, and the Information and Knowledge Management Departments. Subsequently interviews were also conducted with the MIS coordinator, Monitoring and Evaluation (M&E) staff, the Finance Manager and the overall Program Implementation Manager.

5.2 Results

A summary of the overall scores on the core capabilities and their sub-components is given in the table below followed by descriptive results for each of the indicators.

	Core Capabilities <i>(with sub-components)</i>	Baseline Score	Follow-up Score
1	Commit and Act	4.2	3.5
1.1	Strategic & Operational Planning	4	4
1.2a	Human Resource Management and Qualifications	3	2
1.2b	Staff Thematic Expertise	4	2
1.2c	Staff Commitment to Results	5	5
1.3	Leadership	3	3
1.4	Financial Position	4	4
2	Achieve Development Objectives	3.2	3.5
2.1	Results	4	4
2.2	Sustainability of Results	3	4
2.3	Relevance of Results	3	3
2.4	Cost-Effectiveness of Results	3	3
3	Relate	3	3.5
3.1	Use of Power Analysis and Strategic Positioning	3	3
3.2	Legitimacy	3	3
3.3	Collaboration	3	4
3.4	Engagement with Other Actors	3	4
4	Adapt and Self-Renew	3.3	3.6

4.1	Adaptation of Strategies	3	3.5
4.2	Involving Others in Learning	3	3
4.3	Learning Organization	4	4.5
4.4	Innovation	3	3.5
5	Achieve (Retain) Coherence	3.3	3.3
5.1	Strategic Coherence	3	3
5.2	Coherence in Organizational Structure	3	3
5.3	Consistency in Financial Management and Systems	3	3
5.4	Governance	4	4
	Average	3.4	3.5

Research Question 1

Core Capability 1: Commit and Act

The capability to commit and act refers to the vision, plans, skills, attitudes and resources, which enable the SPO to operate. Compared to the baseline, the overall score for capability 1 decreased slightly from 4.2 to 3.5 due to the relative changes reported below.

Strategic & operational planning: There has been no significant change in this indicator since the baseline. The overall strategic plan was originally drafted by the senior management in 2002 and is revised with the help of expert consultants and project staff every 3 years.

Human Resource Management and Qualifications: There has been a decline in this indicator since the baseline. There are currently (June 2014) a few important vacant positions (2-3).

Awaz continues to find it difficult to recruit suitably qualified staff and faces high turnover within the organization. This is due to non-competitive salaries offered by the organization compared to other larger INGOs operating in the country. Another reason is that the organization is based in Multan while most major NGOs and INGOs operate out of Islamabad. Hence much professional staff, when given the opportunity chooses to move to Islamabad making the pool from which Awaz can hire much smaller. Currently there is only one female in a management position in the organization since the others have left the organization for personal reasons. Professional staff is mostly engaged with ensuring smooth running of project activities and spends 3 – 4 days, as opposed to 15-20 days recorded in the baseline, a year in trainings.

Staff Thematic Expertise: There has been a significant decline in this indicator since the baseline. Awaz did not assess their staff as being ‘better’ compared to other NGO staff (as was the case in the baseline). They reasons they pointed out for this were: 1) that the

organization could not pay the high salaries good staff demanded; and 2) that the culture of job hopping in the development sector made it difficult to retain good staff. Also Awaz does not have in-house, dedicated, gender expertise even though much of staff (70%) has been received some training on gender issues.

It is pertinent to note here that the assessment at the baseline level was based on a general perception of SPO staff. However for the follow-up the assessment is based on the challenges encountered during implementation with a significant turnover of staff in key positions. Hence, though the planned capacity building interventions have benefitted staff, the overall turnover and unavailability of subject specialists such as gender experts in the SPO has highlighted this issue. The decline in the score therefore doesn't necessarily depict a decline in capacity, but identifies and highlights a critical challenge to building and maintaining staff thematic expertise for the SPO.

Staff Commitment to Results: There has been no change in this indicator. While the organization has dedicated staff that is committed to the objectives of the organization there remains a culture of working late into the evening. This implies understaffing and under-resourcing of projects. Moreover, while some employees didn't have a problem with staying late, others (especially women with families) need to go home to take care of their families (given the patriarchal set-up of Pakistani society working women are expected to go home and do chores, serve food for the entire family etc). This can create a situation where women unable to stay late due to their responsibilities at home maybe left out of management decisions made after work hours and may slowly lose their importance in their own work. This contributes to the overall stressful working environment.

While performance appraisal systems are in place, some staff noted that there are no merit-based awards and sometimes hard workers and slackers are rewarded the same way. This may affect staff morale in the long run and become a contributing cause to high turnover.

Leadership: There has been no change in this indicator. Management meeting minutes are not available for all staff, however key information is communicated by managers to their respective staff. The work plans and annual reports are shared with staff, but budgets are only shared with management staff. The financial statements were delayed (10 months) last year due to problems on the auditor's side. The infrastructure for an MIS has been laid in January this year, yet its functionality and usage remains limited.

Policies and mechanisms exist for staff appraisal, but staff expressed dissatisfaction with these mechanisms and insisted a more transparent and merit based system be employed (to not just reward good work, but also reprimand under performers).

Financial Position: There has been no change in this indicator since the baseline. Awaz is a donor-driven project based organization with limited reserves. They continue to have long term partnerships with some donor agencies that have been instrumental in their evolution into a more mature and effective organization. The organization remains dependent on donors for funds and has not been able to generate resources independently.

While Awaz has done very well to mobilise resources from a variety of donors the, questionnaire emphasises the ability to generate resources independently through a revenue stream from products or services offered by the NGO that would not be affected if a donor agency stopped funding. This is an area where the SPO is understandably weak.

Core Capability 2: Achieve Development Results

The capability to achieve development results refers to the relationships, skills, attitudes and resources, which enable the SPO to perform and achieve its objectives. Compared to the baseline, the overall score for capability 2 improved slightly from 3.2 to 3.5 due to the relative changes reported below.

Results: There has been no change in this indicator. The organization continues to have a strong track record of delivering results. Awaz has also been focusing on scaling its presence in international and national networks of civil society and raising its advocacy profile with the provincial and national government. During the evaluation period the organization has continued on track to achieve its objectives often in difficult circumstances given the sensitivity of the issues it is working with.

Sustainability of Results: There has been an improvement in this indicator. By expanding its participation in international networks the organization is aiming to diversify its funding base. Simultaneously Awaz has also moulded a strategic partnership with Care International and is working with the same objective with other donors to improve the sustainability of its interventions and results. With the new partnerships it has moulded with schools, CSOs and health centres Awaz CDS is building capacity and raising awareness. These networks can offer easy access to a range of stakeholders for future awareness campaigns or advocacy work. Moreover, by combining service-delivery, capacity building and advocacy the organization has contributed to civil society strengthening and nurturing a nuanced understanding of the developmental challenges faced by communities in Pakistan.

Relevance of Results: There is no change in this indicator. Awaz has been working in this region for almost two decades. This gives the organization insight in to the context and local dynamics of working in the area with target communities through numerous informal means. This has ensured that the interventions of the organization remain relevant to the local needs and context. However the organization has limited formalized ways of periodically conducting need assessments in the target populations.

Cost-effectiveness of Results: The total budget for the organization in 2013-2014 was PKR 137M of which 15M (11%) was provided by MFS II with an overhead of 7%. The organization has been able to reduce its per beneficiary cost as it has scaled its project to target a higher number of beneficiaries. In 2013-2014 the direct per beneficiary cost was PKR 338. This is also due to the set-up costs in the initial year and the full operationalisation of the project at the time of the survey.

Core Capability 3: Relate (Craft, Manage and Sustain Key Relationships)

The capability to relate refers to the ability of the SPO to manage relationships both internally and externally in ways which allow it to act and perform within a given context. The overall score for capability 3 improved from 3 to 3.5 due to the changes reported below.

Use of Power Analysis and Strategic Positioning: There has been no change in this indicator. Awaz continues to conduct on-going informal analysis of stakeholders and the local context (including socio-political and security situation) through presence in the field and engagement with communities. Through monthly community meetings the organization is updated and analysis is available for new or changing needs in different project areas. This analysis feeds into the strategies and project designs of the organization. However there is no formalized, written initiative to understand power relations within the community.

Legitimacy: There has been no change in this indicator. While there are other organizations that work on similar issues, Awaz CDS is the only major NGO in the region working on SRHR related issues. Awaz CDS works closely with the communities it targets and produces newsletters to share information regarding its activities. These are however published in English, making them inaccessible to the majority of the population. Moreover, the organization also has a working complaints mechanism in place for the community to feedback on its services and share any concerns or suggestions. However, in terms of reporting to their constituency, the organization only holds informal engagements and oral exchanges – no formalized approach to participatory planning and accountability to the constituency is in place.

Collaboration: There has been an improvement in this indicator since the baseline. The organization has expanded its collaboration with like-minded organizations through more active participation in issue-based alliances and building partnerships with smaller CSOs working in the same regions. Awaz CDS has also increased its collaboration with international organizations through the SRHR alliance, AWAZ has special consultative status with UN-ECOSOC and also has membership several global development forums, such as Humanitarian Accountability Partnerships (HAP), CIVICUS, AGNA, Girls Not Brides, GCAP, ADA, ADN, RCEM, Regional Communication and Coordination Team on Sanitation in South Asia, South Asian Alliance on Budget & Accountability (SAABA). AWAZ is a lead agency for Beyond 2015, GCAP, Action/ 2015 campaigns in Pakistan. These platforms provide an opportunity to the organization to share its best practices and learn from the experience of other organizations working in similar areas.

MFS II funds have made a key contribution to this indicator by helping Awaz CDS connect to wider networks and actively participate in them at the national and international level; specifically through memberships of the SRHR alliance, the Parwan alliance, and 'Girls not Brides'.

Engagement with other actors: The organization has improved its performance on this indicator. In terms of national actors Awaz CDS works with other NGOs by inviting them to its events to share learning and by engaging them for awareness raising campaigns. The

organization has successfully developed a relationship with NGOs like Bedari, Shirkat Gah, ActionAid and others who reciprocate these initiatives. Thus in the last two years the organization has conducted joint workshops and collaborated actively with other civil society actors on SGBV and SRHR related issues. This process has been aided by the improved visibility of the organization in international networks and alliances.

Working with the government continues to be a priority for Awaz CDS – the organization has been working with the provincial education and health departments with positive developments and has recruited government representatives for their district advisory panels.

The organization has also aimed to improve its partnership with the private sector and has worked with Telenor Easy Paisa to provide easy loans for women’s groups through mobile technology solutions.

A significant portion of the organization’s success in expanding its collaboration with civil society actors through networks and alliances and the government health department has been through the MFS II funds. Parwan has required Awaz CDS to work much closer and on a larger scale with the government given the work’s sensitivity – Awaz CDS has learned from this experience on how to best engage with the urban communities and government effectively on culturally sensitive topics. However it should be noted that the organization has multiple programs with other donors who work on issues that require similar liaising and relationship building. Hence singular attribution to MFS II is not feasible.

Core Capability 4: Adapt and self-renew

The capability to adapt and self-renew refers to the ability of the SPO to change when needed and to continue to act and perform in a context of changing internal and external influences. Compared to the baseline, the overall score for capability 4 improved slightly from 3.3 to 3.6 due to the relative changes reported below.

Adaptation of Strategies: There has been a slight improvement in this indicator since the baseline. The PME system for the organization is still being developed. While an M&E framework exists, the project staff was not familiar with it. Consequently it seems the PME system is at best partially functional; information is collected and shared through less systematic and rigorous methods. While some PME staff are employed by Awaz CDS on a cost-sharing basis with other projects the senior M&E position was vacant (and had been vacant for more than a year) at the time of this exercise.

Involving Others in Learning: There has been no change in this indicator. Awaz CDS has a strong presence in the target communities because of its long-term engagement in this region. There are formal and informal procedures to enable feedback and joint learning from target communities. However this needs to be scaled up by including more formalized procedures and reflection exercises. Nonetheless the organization demonstrates examples of adapting to contexts and unexpected situations to change its implementation strategy.

Much of this is due to the strong relationships Awaz CDS staff have built with their partners and communities.

Learning Organization: There has been a slight improvement in this indicator. The organization has a number of initiatives such as the Information and Knowledge Management Unit (IKM) and the PME systems, complemented with regular program management team meetings and senior management team meetings to discuss progress, highlight challenges and evolve approaches. However the PME is only partially operational due to hiring challenges, while the IKM unit is currently staffed by only one inexperienced (though highly motivated) individual. The Complaint Receipt Mechanism (CRM) is another good initiative but there remains room for systematic implementation of these initiatives. It is pertinent to note that this is a priority that has been identified by the management to work on.

Innovation: There has been a slight improvement in this indicator. While the organization endeavours to adapt its approach and adopt best practices and learning from other organizations, innovation is a much more complex process that the organization continues to aspire to. The organization is in the process of integrating a new MIS and FIS to improve its performance. Some innovative initiatives include the production of a song with developmental messages, the web TV to raise awareness are positive developments in the right direction but these can't be solely attributed to Parwan or MFS II funds.

Core Capability 5: Achieve (Retain) Coherence

The capability to achieve coherence refers to the ability of the SPO to find effective combinations or inter-relationships among different capabilities, organizational objectives and needs, and stakeholder interests. The overall score for this capability has remained constant at 3.3.

Strategic Coherence: There is no change in this indicator. Awaz CDS continues to have a strong strategy that is regularly updated in lieu of the context and priorities of communities. This strategy isn't specifically shared with communities but the organization aspires to do so in the future.

Coherence in Organizational Structure: The organization has a well thought out structure and growing functions as the organization itself continues to grow in size. Given the challenges Awaz CDS faces with respect to high turnover and hiring good resources, it is a key issue to sustain this growth and main coherence across the organization. There is a lack of thematic experts in the organization due to a lack of funds to support the high salaries they demand. The organization is aware of this and is lobbying donors to support their need for hiring such experts.

This project has provided Awaz CDS with numerous international and national learning opportunities where it has garnered lessons to improve its organizational structure and functions. The organization has also acquired new experience and is developing systems

from the grants management mechanisms Parwan has enabled them to focus on. However these require more time and attention from the organization.

Consistency in Financial Management and Systems: There is no change in this indicator. The organization has maintained a strong financial system with appropriate policies and SOPs in place.

Governance: There is no change in this indicator. The organization has a strong and open culture regarding transparency and maintains a zero tolerance policy on financial and moral fraud/mismanagement. The governance plays its role by setting the overall strategic direction, approves annual plans and external/internal audits and reports. It offers the necessary guidance and gives room to the management to implement using new approaches.

Research Question 2

Planned Capacity Building Activities and Expected Outcomes

The project was designed so as to comprehensively address the need to mainstream SRHR and SGBV services via focusing on the demand side by raising awareness and understanding; on the supply side by improving services and sensitizing health staff for youth friendly services; and by creating an enabling environment through partnering with civil society organizations and other stakeholders to advocate for reform and policy changes at the provincial and national level.

The primary focus of the project with respect to capacity development (in terms of the number of activities and budget) was on cascading trainings to schoolteachers, health care professionals and members of civil society organizations. This was complemented by a capacity building plan for the SPO that focused on key capabilities identified on the basis of an Organizational Capacity Assessment (OCA) of Awaz CDS carried out in 2011. This plan was kept in view while organizing trainings for staff members. The OCA identified seven key topics including:

- Alliance building;
- Involvement of the target group in the program;
- SRHR capacities in general;
- Sexual diversity;
- SGBV;
- Networking and advocacy; and
- Planning, monitoring and evaluation.

These capacity building activities focused on a range of core capabilities and their sub-indicators, however the Process Tracing exercise will only focus on the two pre-selected capabilities of C1 and C4. In most of these sub-indicators there has been little or no change. This is primarily due to the short duration of time between the baseline (and initiation of project activities) and the follow-up assessment, and the fact that the project activities are still in progress, planned for completion in December 2015. Nonetheless changes were

recorded in some indicators that warrant a closer examination of the plausible causal mechanisms responsible for catalysing these changes.

Theory of Change

While there was no explicit theory of change available for this component at the outset – discussions in meetings with CFA staff revealed an implicit theory of change whereby it was envisioned that the implementation of the project would contribute significantly to the capacity development of Awaz CDS through supporting approaches to community mobilization and sensitization especially on culturally and religiously sensitive issues. This would be complemented by a more focused approach towards capacity building of the SPO based on the recommendations of the OCA. It would therefore act as an invaluable learning experience for implementation and continuation of similar projects in the future for the SPO.

Hence the expected outcomes of these trainings related to C1 were to create capacity within the organization to continue to function smoothly and have in-house capacity to take up and lead initiatives on SRHR and SGBV, provide relevant services (including technical trainings and advocacy) and mobilize funds from other donors for further projects.

The expected outcomes of the trainings related to C4 were improved communications and advocacy skills to enable better management, and the creation of a well-functioning PME unit that enabled oversight, better implementation and course correction – thus improving the ability of the SPO learn, adapt and innovate in a systematic way.

Implemented Activities and Actual Outcomes

From the topics highlighted by the OCA it is possible to identify the planned activities focusing on improvements in capabilities C1 and C4 respectively. Besides these formal trainings, the Awaz CDS staff were able to expand their capacity via the implementation of the planned activities and via participation in formal meetings, sessions and other forums where they got ample opportunities to learn and to build their understanding on technical issues related to the project. These opportunities were complemented by interactions at the platform of the Parwan alliance where the SPO had the opportunity to engage in more reflective and learning focused meetings and exercises.

The table below summarizes by year the number of trainings and number of staff trained (disaggregated by gender) over the duration of the project.

Table: Summary of Trainings Conducted for Awaz CDS Staff 2011-2014

2011			
S. No	Title	Number of staff trained- Female	Number of staff trained- Male
1.	HCT Training	1	
2.	PMEL Workshop	4	
3.	Workshop on Advocacy	1	1
4.	Training on LSBE for MTs & Refresher	2	1

2012			
5.	Basics of SRHR and sexuality education	2	
6.	Proposal Writing Thematic Area (SRHR)	1	1
7.	Resource mobilization (PSO)	2	
8.	Planning, Monitoring & Evaluation Workshop	2	2
2013			
9.	Training on Sexual and Gender Base Violence	1	0
10.	Training of Trainers on SRHR, SGBV	2	1
11.	Training on advocacy skills for CSOs to advocate for SRHR and SGBV	1	
12.	Training of AWAZ on BCC material and Advocacy Skills	1	0
13.	Training of AWAZ staff on Communication Skills at community level on sensitive issues	1	0
14.	Outcome measurement workshop	1	1
15.	Post Outcome Measurement Workshop (Results)	1	1
16.	Meaningful Youth participation	3	3
17.	Regional Learning Forum Indonesia		1
2014 (up to July)			
18.	Advanced Training on SGBV	1	0
19.	Session on Visibility guidelines	1	1
20.	Capacity building Session on Gender Mainstreaming	3	1
21.	Financial reporting in UFBR	1	0
22.	Workshop on Proposal Writing	3	1
23.	Session on Online Reporting	2	1
24.	Session on Monitoring Tools under Green Ribbon Campaign	2	1
Total		39	17

Core Capability 1: Commit and Act

Chain of Events and Causal Inference

Compared to the baseline, the follow-up score for C1 decreased from 4.2 to 3.5 – while scores for four of the six sub-indicators of C1 remained constant, there was a decline in the indicators for Human Resource Management and Qualifications (C1.2b) and for Staff Thematic expertise (C1.2c). From this table it is possible to identify a focus of trainings on certain sub-indicators within the pre-selected core capabilities. Under C1 the plan specifically focuses on 1.2b *Staff Thematic Expertise* directly through technical trainings on SRHR and SGBV and 1.2a *Human Resources Management and Qualifications* indirectly through general program operations. It is pertinent to add here that indicator 1.2a had already been identified by Awaz CDS as an area of focus during the baseline assessment. Given the short duration between baseline and the follow-up assessment, it is not surprising to see a lack of significant change in most indicators. However the decline in the aforementioned indicators is of concern.

During the baseline Awaz CDS specifically stated that one of its challenges had been high turnover and the limited success with hiring suitably qualified individuals. Because of this the organization had subsequently revised its HR policies and introduced staff-friendly policies, better incentives through annual bonuses, best performance awards and religious excursions by lucky draw to improve staff satisfaction and retention. In fact the staff credited MFS II with assistance for introducing some of these measures during the interviews and discussions. However these intervening variables have had limited success at best as the project has experienced significant turnover of key individuals since inception. Currently the project has its fourth project manager – three having left during the course of implementation. This presents an issue not only related to staff retention but also of staff thematic expertise and capacity, since the investments made (directly through trainings and indirectly through involvement in project activities) in these staff have been lost. New staff are inducted or promoted from within and have to take on the job of learning while working with pressing activity deadlines.

To understand the possible reasons for their departure a workshop was organized with the HR manager (who has also now left) and project staff (including the last project manager). During the workshop the staff pointed out that the salaries being paid by the project were good, but were not competitive when compared to INGOs that paid significantly more and provided better perks. This was highlighted as a key reason for the high turnover. With reference to in-house expertise on technical issues, it was pointed out that the salaries offered by donors are too low to attract subject specialists and hence the SPO depends on the CFA to provide external trainers for its staff. Additionally it was also noted that since women formed a majority of the staff, often personal family reasons related to pregnancy and child birth led to them leaving.

The HR manager pointed out that there is a culture of frequent job-hopping in the development sector in Pakistan and shared the organization's strategy for dealing with the situation. She noted that the organization tries to hire the best candidates available to them, but sometimes ends up having to hire staff that was skilled but not 'seemingly impressive' in terms of their confidence, length of experience or communication skills, so they wouldn't leave the organization quickly. The rationale was that these staff who show promise are also more loyal to the organization and can be groomed for a long-term relationship.

Possible alternative explanations and conclusions

In addition to this workshop semi-formal interviews were conducted with key staff separately also, to avoid biased responses due to the presence of other staff. Interviews with project staff individually revealed that they were in fact unhappy with the performance of the HR function. One of the key reasons was a lack of defined working hours and days (the teams usually work late into evenings and regularly over weekends). Furthermore, the staff was frustrated at the inability of the HR department to hold lax staff accountable and the lack of merit based appraisals and rewards as opposed to periodic appraisals with standard increments across the board. While performance appraisal systems are in place, there are no merit-based awards and staff noted that sometimes hard workers and slackers

were rewarded the same way. This was articulated by a majority of the staff as a key reason for employee discontentment, low staff morale in the long run and a cause of the high turnover.

Conversations with other members of the organization revealed that there is also a sense of prestige associated to working with INGOs that Awaz CDS cannot offer. Hence many, if not all development practitioners aspire to climb the ladder of success and view a job with an INGO as being a rite of passage. Moreover, another reason cited by other staff over informal conversations was that Awaz CDS is based out of Multan, which is a secondary city. Many families hope to move to bigger cities in search of better opportunities and a better quality of life – the presence of Lahore and the capital city Islamabad so close provides an easy opportunity for these families to move. The capital also presents the hub of the development sector in the country and thus holds the promise of upward mobility and a job with prestigious INGOs and donor agencies. Hence much professional staff with good experience and technical expertise, when given the opportunity chooses to move to Islamabad, making the pool from which Awaz CDS can hire much smaller.

It is also important to note that Awaz CDS's vast portfolio of work and experienced staff offer valuable exposure and training to newly hired staff. These candidates, once trained and with a year or two of experience can easily move on to higher paying jobs with other organizations.

With reference to the senior management, conversations with staff revealed that the organization has grown at a very fast pace but lacks a strong middle management. While there continue to be staff consultations, the leadership is still delegating powers – given the organization was created as an individual led entity. The move towards a more hierarchical organization with delegated powers as opposed to an individual driven one is on-going and consciously being led by the senior management. Though there has been progress in this regard, the organization is still driven by senior management and lacks a second line or middle management that can also serve as a negative prospect for aspiring staff who might choose to go to another organization where they would have more independence or opportunities to feed into strategizing. It is also worth noting that while the SPO has grown substantially, only one person currently staffs its HR department. To improve performance on these indicators it is important that the SPO strengthen its staff size and capacity in the HR function to meet staff needs.

Given these multiple and complementing reasons it is not possible to isolate one reason for these changes. Hence, the environment within the development sector of seeing upward mobility as a job with INGOs based in a bigger city with prospects of a better quality of life, the SPO's policy of hiring less experienced individuals and investing in training and exposure, and the discontentment of staff from HR policies and long hours offer multiple reasons that (given the right opportunity to move) can combine to offer a plausible causal mechanism for the continued decrease in staff thematic expertise, capacity and high turnover in the last two years. This represents a causal mechanism that can partially be attributed to the

organization's own policies and HR function, and partially to the overall structure and dynamic of the aid industry in Pakistan.

Core Capability 4: Adapt and self-renew

Chain of Events and Causal Inference

Under C4 the related planned and implemented capacity building activities focused on providing trainings on Communication and Advocacy skills and on Planning, Monitoring and Evaluation to enable better oversight, implementation, course correction and an improved ability of the SPO to learn, adapt and innovate in a systematic way. Compared to the baseline, the overall score for capability 4 improved slightly from 3.3 to 3.6 due to similar small improvements in sub-indicators 4.1 - *Adaptation of Strategies*, 4.3 - *Learning Organization* and 4.4 - *Innovation*. This is due to a combination of improvement in some sub-indicators and poor performance in others.

Given the cultural and religious sensitivity of the project, the SPO initially encountered resistance from different stakeholders – this required Awaz CDS to adapt its approach and develop close relations with these stakeholders to convert them into allies. A good example of improvement in these indicators is the allies Awaz has formed amongst schools, civil society organizations and health care professionals who had initially been resistant to advocating the causes of SGBV and SRHR. The SPO has done this by working with the CFA and successfully adapting its strategies for implementation, changing the overt focus from SRHR and SGBV to Life Skill Based Education (LSBE) for youth and relating the themes to Women's wellbeing and Responsible Fatherhood to make them more accessible and locally appropriate. Similarly the SPO faced negative feedback and resistance from the government education department and has successfully worked with networks of private schools to enrol in its project and participate in planned activities. This reflects the staff's dedication and the organization's ability to adapt its approaches to suit local circumstances based on its learning from implementation. Other examples of innovation include the launching of a web TV and the recording of a song with developmental messages to raise awareness in civil society and more generally in the masses. The SPO has also introduced an MIS that is used for performance monitoring of project staff and gauging progress of planned project activities.

At the time of the baseline the SPO had a functioning and staffed PME department along with an Information Knowledge Management (IKM) unit to collectively enable learning, adaptation and innovation. However the performance and staffing of the PME has not scored well on the follow-up survey. Moreover the IKM unit too was staffed by only one individual who has also now left the organization and a new inductee is in place. Having said this it is pertinent to note that the CFA did fund one PME Officer for the project between 2011 and 2013 and contributed 10% for 2014 to the salary of the organizational MEAL manager. Hiring and maintaining staff in the PME position has also been a challenge. The trainings conducted, while essential for project staff have had little impact since the staff targeted held project activity implementation responsibilities and could at best keep PME as a peripheral priority given the already long hours being worked by them.

A workshop was conducted with project staff to discuss the reasons for improvements in this indicator. During the workshop the staff noted that there is a vibrant, reflective and self-critical attitude in the project staff so as to constructively question their methods and improve upon them. This is encouraged by the senior management to promote a culture of learning within the organization. They highlighted a number of organizational initiatives such as the Information and Knowledge Management Unit (IKM) and the PME systems, complemented with regular program management team meetings and senior management team meetings to discuss progress, highlight challenges and evolve approaches. The Complaint Receipt Mechanism (CRM) is another good initiative but there remains room for better implementation of these initiatives. Yet it was noted that the PME was only partially operational due to hiring challenges, while the IKM unit is currently comprised of only one individual. At the time of the follow-up survey in June 2014 there were only two staff in the PME function including one newly hired (one month old) M&E officer and the MIS coordinator. During the assessment it became clear that Awaz CDS had regularly used organizational resources to support the implementation of this project with non-project staff from IKM and PME contributing to project activities.

Possible Alternative Explanations and Conclusions

Awaz CDS's ability to learn, adapt and innovate has been influenced significantly by its long-term experience of working with these themes, having been a partner in the SRHR alliance since 2002. Added to this the SPO's experience of working with a multitude of different donors and projects, along with the alliances and networks it participates in have provided it with ample formal and informal learning opportunities. Through these experiences the senior management of the SPO has become aware of best practices and lessons learned in the industry from different organizations. It is also pertinent to note that all initiatives mentioned by staff including the IKM, PME, CRM and MIS had all been instituted prior to the Parwan project.

Based on the workshop and other conversations with staff it is clear that while the SPO has used learning from its experience to adapt its strategy, it is not necessarily based solely on the output of Parwan trainings or PME systems, but also a result of the general project implementation experience. While the team has a reflective and self-critical attitude, there is a need to formalize these learning systems within the organization and document the tacit knowledge and experience of the senior management.

While there is no formalized innovation policy, the positive culture of experimentation and evolving approaches encouraged by senior management showcases the SPO's commitment to constantly evolving its approaches and introducing new ways of doing things better. There is no clear plausible link here between the planned and implemented activities of the project and the observed changes in the indicators. This is because the investment in personnel has produced limited benefit due to the high turnover of trained staff – while the trainings on PME systems without a provision of funds to hire a dedicated and experienced resource has restricted the benefit of this activity. Hence the planned activities, while necessary are not sufficient to yield the expected outcomes. The examples of learning,

adaptation and innovation shared by the teams are more clearly attributed to the long-term experience and exposure of Awaz CDS management and their membership of the SRHR alliance over the last decade than to the Parwan project alone.

5.3 Discussion

Awaz CDS has been working on SRHR and SGBV for a long time. Women, children and youth have been the focus of the projects in SRHR rights, including awareness raising on HIV/AIDS. Awaz CDS has taken on the challenge of working in this area in spite of increasing sensitivity around SRHR in Pakistan. The SPO worked with Oxfam-Novib as a pioneer in the field of Life Skill Based Education (LSBE) in the country and has strived to scale up the projects gradually. Based on this learning and intimate knowledge of their context the project was designed in collaboration with Rutgers-WPF and is well suited to the needs of the target populations.

In addition to the service delivery component, the project has also played a positive role in improving the coordination between national and international organizations working on similar issues through its support for alliance building and consultations at the local and regional levels. The exposure and visibility from these forums has positively contributed to the capacity development of the organization and its staff. At the same time the service delivery component of the organization (given its extremely sensitive nature) has also challenged Awaz CDS to adapt its implementation approaches to achieve its targets – hence the project has increased the organization’s capacity directly through trainings and indirectly through the implementation of the planned activities themselves. However, there needs to be continued focus on the technical capacity building of Awaz CDS staff, specifically related to PME and measures to improve retention. The latter is especially important since staff trained in the past have left the organization in the midst of project implementation, removing the technical know-how and capacity they received from these trainings.

One of the key strengths of Awaz CDS is its staff, the relationships they have built with stakeholders and project partners and their dedication to the project goals and objectives. This is another reason why the issue of high turnover and improvement to the human resources function is of critical importance to the quality of the organization’s work. Key initiatives to improve the capacity and functionality of the organization include the introduction of the MIS and the HRIS which are both in their nascent stages of development. The successful development and integration of these tools can serve to improve the effectiveness and efficiency of the organization’s work. Moreover the strengthening of a second line management to support the senior team and the CEO specifically for project management should remain a focus for the organization.

Given the sensitivity of the project, the critical need for this intervention and the numerous challenges surrounding its implementation, Awaz CDS’s performance specifically in sensitizing its partners and building allies for the cause of improving the access of youth and women to SRHR and SGBV related services is commendable.

5.4 Conclusion

What are the changes in civil society in the 2012-2014 period, with particular focus on the relevant MDGs & themes in the selected country?

Given the dependence of civil society organizations and NGOs on donors for their survival, capacity building activities are essential to ensuring the evolution of these institutions to increase their effectiveness and impact. Under this project planned activities were well targeted to expand the SPO's capacity. However due to the short duration between the baseline (late 2012) and the follow-up assessment (mid-2014), it is not possible to identify major changes in the core capacities of Awaz CDS. The organization's work with Schools, Civil Society Organizations and Health Centres has helped sensitize these stakeholders to the needs for mainstreaming SRHR education and services.

To what degree are the changes identified attributable to the development interventions of the Southern partners of the MFS II consortia (i.e. measuring effectiveness)?

These changes hint towards a less comprehensive design of the capacity building component. This may have been due to restrictions in budget or need to showcase higher beneficiary numbers and dedicate funds to service delivery, but the very limited budget for staff and personnel, no allocations for specialized staff or senior PME (till 2014) has meant that the investment of the project in this component has not been optimized. While a small portion of these changes can be attributed to MFS II funds, it is pertinent to note that they have been catalysed through the long experience of Awaz CDS in this context and theme, which predates the MFS II funding.

What is the relevance of these changes?

These changes are highly relevant to the context and needs of the development sector in Pakistan. The challenges of retaining staff and access to in-house thematic experts, while instituting systems of learning to help organizations adapt and innovate present ambitions ubiquitous to Pakistani NGOs. It is essential that these lessons are incorporated into future planning and for improving the effectiveness of project interventions.

6 EFFORTS TO STRENGTHEN CIVIL SOCIETY

6.1 Data collection and analytical approach

Following a review of relevant documents fieldwork was initiated in July 2014. The study utilized a structured questionnaire to obtain detailed information on each of the five CSI dimensions targeted. The structure of the used questionnaire is such that Yes/No questions often are followed by "why (not), how (much) and/or when" questions. The scoring of each CSI sub-dimension is based on the proportion of questions answered with "yes" as well as the information related to "why (not), how (much) and/or when" collected from the conversations and workshop conducted with staff.

In general, the following guidelines have been used to give scores:

Score	Qualification	% of "Yes" Answers
0	Absent/low	< 30%
1	Moderate	30 - 60%
2	Considerable	60 - 90%
3	Fully/completely	> 90%

The key respondents for the questionnaire included the CEO, manager of Strategic Planning, core program staff including the Program Manager, the Database Coordinator, the Human Resources Officer, Monitoring and Evaluation Officer and the Finance Officer. These interviews were further supplemented with conversations with the field staff who were engaged in directly implementing the activities and interacting with clients. A workshop was also conducted with the program staff to enable a collective discussion on some of the CSI indicators and capture a comprehensive array of views and understanding of the state of civil society and role of Awaz. Further to this the team also conducted interviews and focus group discussions with school principals, teachers, health care professionals and members of partner CSOs to determine the extent of impact on their attitudes and agendas regarding SRHR and SGBV services for women and youth.

6.2 Results

The overall scores for the five CSI dimensions are as follows:

CSI Dimensions (with sub-components)		Baseline Score	Follow-up Score
1	Civic Engagement	2	2
1a	Diversity of socially-based engagement	2	2
1b	Diversity of political engagement	2	2

2	Level of Organization	2.2	2.6
2a	Organizational level of civil society	3	3
2b	Peer-to-peer communication	2	3
2c	Financial and human resources	2	2
2d	International linkages	2	3
2e	Technical resources	2	2
3	Practice of Values	2	2.5
3a	Internal governance	2	2
3b	Transparency	2	3
4	Perception of Impact	2.3	2.7
4a	Responsiveness	3	3
4b	Social impact	2	2
4c	Policy impact	2	3
5	Environment	2	2
5a	Socio-economic, socio-political and socio-cultural context	2	2
	Average	2.1	2.4

Dimension 1: Civic Engagement

1.a - Diversity of socially-based engagement: There has been no significant change in this indicator. In addition to the practices reflected in the baseline assessment, Awaz CDS staff has built strong relationships with stakeholders – this enables a more informal mechanism for reporting back and receiving feedback from communities on the work being undertaken. Additionally there are also more formalized mechanisms to facilitate feedback from more easily accessible target groups such as students and teachers at project review forums.

1.b - Diversity of political engagement: There has been no change in this indicator since the baseline. The SRHR focus had initially been challenging for Awaz CDS given its sensitive nature. This had led to a negative image of the NGO in certain political quarters. However, using this focus to highlight common challenges for youth and women in society, Awaz CDS has been able to mobilize support for its work in civil society.

CSI Dimension 2: Level of Organization

2.a - Organizational level of civil society (infrastructure CSI): There has been no change in this indicator. Along with its active role in numerous national and international networks/alliances, Awaz CDS has taken on an active role in the consultations with NGOs and civil society for proposing 2015 sustainable development goals. Awaz CDS has also successfully raised its international profile by using these alliances and networks to position

itself as an activist organization on a range of issues including girls rights and SRHR rights. MFS II funding has helped Awaz CDS collaborate with partners at the national and International levels. It has helped them gain global recognition through membership of 'Girls not Brides'. Moreover this funding has helped Awaz CDS structure its approach to interacting with schools and health centres, creating allies and developing new strategies and learning for fruitful engagement with these groups.

2.b - Peer-to-peer communication: Awaz CDS has improved its performance in this dimension. The organization is well connected with other civil society actors, networks and alliances and collaborates through regular meetings to share information regarding best practices and lessons learnt. One of the key reasons Awaz CDS has been able to improve on this has been due to its growth and availability of funds to target these activities with the additional security of multiple donors and funding stability in the medium term.

There is still room to expand this collaboration, primarily held back due to a lack of core funds to devote to these activities and a competitive atmosphere between civil society organizations to obtain limited funds from donors for similar work in overlapping geographic areas. However the grant disbursement component of the Parwan project has offered Awaz CDS a new opportunity for working with smaller CSOs and building their capacity. This has increased Awaz CDS's interaction with other CSOs and can lead to better collaboration and partnerships in the future.

2.c - Financial and human resources: There has been no change in this indicator. Awaz CDS continues to maintain strong financial systems with internal and external checks, which are continuously adapted and improved given the growth of the organization. SOPs and financial policies are in place to ensure integrity of systems. While the SPO has an impressive track record of mobilizing funds from a variety of donor organizations, the organization is still donor dependent for its financial sustainability and has been unable to generate resources on its own.

2.d - International linkages: There has been an improvement in the organization's performance in this area. Awaz CDS has expanded its participation in international networks and represents user groups and youth groups amongst other CBOs organized by them. Awaz CDS is actively working to highlight its work, learning with a focus on global agendas for policy advocacy. The organization participated in up to 20 global events in the last two years. A major portion of this work has come through MFS funding under Parwan.

2.e - Technical resources: Awaz CDS makes considerable use of internet and social media as part of its awareness campaigns, sharing learning and receiving feedback and suggestions from the communities they serve. However there is still room for improvement in this dimension.

CSI Dimension 3: Practice of Values

3.a - Internal governance (democratic decision-making and governance): Awaz CDS has maintained a good performance on this indicator. The organization continues to actively engage with communities and other stakeholders to adjust its strategies and design its programs based on the local needs and context. However the inherent power imbalance between the donor and Awaz CDS and its stakeholders means that Awaz CDS sometimes has to comply with donor strategies at the outset and negotiates these over the course of project implementation.

Moreover the rigid nature of projects means that suggested improvements cannot be immediately incorporated into project designs during implementation. These lessons and suggestions are then kept in mind for the next round of funding where improvements can be made to the project designs. This dynamic has to change to enable effective learning and inclusion of the voice of partner organizations and other stakeholders. The relationship between the CFA and SPO for Parwan is exemplary of the kind of collaborative approach required to enable course correction and active learning during project implementation. The ability of the SPO and CFA to nurture a relationship based on trust and mutual respect has enabled a partnership that has improved the overall quality of project design and implementation.

3.b – Transparency: Since the baseline there has been an improvement in this indicator. Awaz CDS has a code of ethics, project participants protection policy and conflict of interest policy, which is signed by everyone including vendors. These are very strictly enforced. The organization also has SOPs and financial policies in place to ensure compliance to high standards and avoid any risk of corruption.

A complaint reporting mechanism is also open to partners and civil society to report any misuse of funds or unethical behaviour by staff through a helpline. With the aid of MFS funding Awaz CDS has introduced youth friendly policies while sensitizing the organization and board and re-visiting all policies and procedures to include SRHR goals.

CSI Dimension 4: Perception of Impact

4.a - Responsiveness: Awaz CDS continues to enjoy a strong ability to engage and partner with government officials and departments. Currently the organization has 18 working MoUs with government line departments.

Awaz CDS already has a considerable presence in national networks and alliances of local and international NGOs – the organization has also been working with partners in the private sector to design new projects. However there continues to be room for expansion in their work with the private sector.

4.b - Social impact: There has been no change in this indicator since the baseline. Awaz CDS works in an area that is a critical need for the target group and remains severely underserved. The organization structures its interaction with target groups via formal and informal mechanisms to gain insight into challenges and get feedback, perspective and knowledge from the communities they aim to serve. Awaz CDS also employs more formalized mechanisms to gauge community needs and customize projects to the needs of target groups.

4.c - Policy impact: There has been an improvement in the organizations performance on this indicator. Awaz CDS continues to support the strategic planning of international and local NGOs by sharing its learning, best practices and experience. The organization has expanded its efforts to engage at a regional and global level such as through the SAARC platform for the Girls not Brides movement.

With reference to the work in Parwan, Awaz CDS has campaigned for the early marriage bill and played an active role in sensitizing government officials to the MDGs and the importance of mainstreaming SRHR education and services. Influencing government policies can be a complex, long term and multi-stakeholder driven exercise where Awaz CDS has and continues to play a role on a number of pertinent issues including women’s right to inheritance, gender based violence and supporting transparency and accountability in the electoral process in Pakistan etc.

CSI Dimension 5: Environment

5.a - Socio-economic, socio-political and socio-cultural context: There has been no change in this indicator since the baseline. The Parwan project is a continuation of a long relationship between Awaz CDS and Rutgers-WPF. The project proposal was a product of the cumulative learning of both organizations in the work they had undertaken prior to this round of funding. It is the strong relationship and trust between the CFA and SPO that continues to support the successful implementation of the project. However recent changes in the MFS funding have led to significant reductions in HR and administration expenses that have negatively affected work.

SWOT Analysis

<p>Strengths</p> <ul style="list-style-type: none"> • Strong grassroots links and expertise in working with communities • Dedicated staff • A renewed focus on quality assurance and accountability mechanisms 	<p>Weaknesses</p> <ul style="list-style-type: none"> • Lack of second line middle management • High turnover of staff • Weak human resources department • Lack of qualified technical expertise on gender and other priority areas
<p>Opportunities</p> <ul style="list-style-type: none"> • Given the organization’s experience in this work there is room for expansion to thus far less targeted areas in Southern Punjab and beyond • With the significant growth of the organization in the past few years there’s an opportunity to expand influence within civil society and in working with government departments 	<p>Threats</p> <ul style="list-style-type: none"> • NGOs are seen western agents spreading western culture and values which can become obstacles for implementation of programs on sensitive issues like SRHR and SGBV • There are active security concerns for the organization due to the nature of their work • Dependence on foreign donors for financial

6.3 Discussion

The post 9/11 radicalization of Pakistani society has caused polarization between the more conservative and liberal elements – NGOs have come to be seen as western agents spreading a foreign culture and values. In this backdrop a project on sexual and reproductive health rights (SRHR) targeting youth and women is a significant challenge to implement. Nonetheless Awaz CDS has done a commendable job of implementing it and nurturing an understanding in wider civil society for its need. The Parwan project is a continuation of a long relationship between Awaz CDS and Rutgers-WPF. The project proposal was a product of the cumulative learning of both organizations in the work they had undertaken prior to this round of funding. It is the strong relationship and trust between the CFA and SPO that enabled a well designed and implemented project.

The Parwan project has significantly contributed to enhancing the role of civil society in the targeted areas for the better provision and demand of SRHR related services. Through its focus on schools, health centres and civil society organizations working in the area, Awaz CDS has raised awareness and made key allies within each of these stakeholder groups to pursue the objectives of the project. This has been accomplished with the partnership and capacity building of grantee civil society organizations and through the capacity building of teachers, principals and health care professionals, to sensitize them of the SRHR related needs of youth in general and women in particular.

The project also initiated a grants component that was administered by the SPO and well received. Given the complexity of developing grant disbursement and monitoring systems and working with small grass root CSOs the component has been a valuable learning experience for the SPO and grantee CSOs. Though the component has had limited success given the high drop-out rate of CSOs since the first year and some feedback from partner CSOs, we believe it is a critical step in the right direction for empowering grass roots level organizations to grow and work on issues in their own communities. This has increased Awaz CDS's interaction with smaller CSOs and can lead to better collaboration and partnerships in the future. The limited success has also been due to a lack of availability of core funds for these CSOs, which makes them donor driven, and their staff capacities irregular. Nonetheless these organizations have adopted the SRHR related goals of Parwan into their policies and strategies. This is a significant achievement. However challenges around ensuring milestone based disbursement and better coordination between partners (see MDG section for details) reported by partner CSOs means that Parwan needs to continue to mould its approach for working with these small CSOs to develop a more synergistic and practicable model that does not require the bureaucratic machinery needed to negotiate the world of NGOs and Donor agencies. We believe that developing smaller projects and taking these CSOs on board as consortium members for implementation can give them the required experience, through more ownership of the project and a voice in the management structure. Moreover networks of these local CSOs need to be sustained through and beyond 2015 to ensure lasting impact of investments from MFS II.

While Awaz CDS continues to have a presence online through its website and facebook – there is considerable room for improvement in this dimension. Especially since the project targets youth who are very savvy with social media. This could offer another key awareness raising and advocacy window, while enabling more convenient contact with youth looking for SRHR related information.

Awaz CDS has also come a long way since the baseline when initial efforts to introduce SRHR and LSBE education had garnered a negative reaction from the government. Its evolving approach sensitive to the concerns of the government and general negative perceptions of NGO work has been successful in its work with the Government Health Department; however its relationship with the Government Education Department still requires investment.

Awaz CDS has campaigned for the early marriage bill and played an active role in sensitizing government officials to the MDGs and the importance of mainstreaming SRHR education and services. Influencing government policies can be a complex, long term and multi-stakeholder driven exercise where Awaz CDS has and continues to play a role on a number of pertinent issues including women’s right to inheritance, gender based violence and supporting transparency and accountability in the electoral process in Pakistan etc. This advocacy has been particularly strengthened by their participation in alliances and network with other civil society organizations.

While Awaz CDS has previously played an active role in promoting research and participating in studies of civil society; with no core funds and dependence on donors to define their direction through the availability of funds for specific activities, Awaz CDS has played at best a limited role in this sphere during the evaluation time period.

With the aid of MFS II funding the organization has continued its work on SRHR that was being funded through other windows in their ongoing partnership with Rutgers-WPF. This work remains very relevant and a critical need for the target population. Hence there is a need to continue to expand and consolidate this project to thus far less targeted urban and rural areas in the country.

Improvements to Impact Evaluation

The impact evaluation worked well in general but it had two major limitations: (a) the timeframe, and (b) the tools to assess civil society.

The period between the baseline survey and the follow-up survey was far too short to be able to assess and evaluate outcome, far less impact. This is especially true when the subject being evaluated is the strengthening of civil society and changes in political and social frameworks, which are essentially long-term processes with a complex configuration of contributing factors. This explains to some extent the very small changes recorded in scores during the baseline and follow-up surveys. Evaluations should allow some time for the

impact of intervention to become obvious beyond outputs before attempting to capture these.

Moreover the CSI methodology chosen to evaluate changes and outcomes in civil society strengthening might not be the most appropriate. It aims at drawing general conclusions on changes in civil society based on a very limited number of CSOs that certainly do not represent the whole range existing in Pakistan (e.g. student groups, labour groups, media, religious groups, women groups etc.). This was dealt with to some extent by key respondent interviews and workshops, but a more targeted tool would have been more useful.

6.4 Conclusion

What are the changes in civil society in the 2012-2014 period, with particular focus on the relevant MDGs & themes in the selected country?

Due to the short duration between the baseline and the follow-up assessment, it is not possible to identify major changes in civil society due to the efforts of Awaz CDS. Nonetheless, we were able to observe some positive changes in a number of CSI dimensions including the level of organization within civil society, practice of values and perception of impact. The organization's work with Schools, Civil Society Organizations and Health Centres has helped sensitize these stakeholders to the needs for mainstreaming SRHR education and services. Moreover local networks of partners willing to work on these issues have been created which can serve to scale impact and ensure sustainability of project interventions.

To what degree are the changes identified attributable to the development interventions of the Southern partners of the MFS II consortia (i.e. measuring effectiveness)?

These changes are a testament to the success of a comprehensively designed project that was a product of the partnership Awaz CDS and Rutgers-WPF have had since 2006 and prior to that the work of the organization with Oxfam-Novib in the same themes. While these changes can be attributed to MFS II funds, it is pertinent to note that they have been catalysed through the long collaboration between these organizations, which predates the MFS II funding. However there are incremental changes with respect to the inclusion of new elements in the project design such as grants for smaller CSOs that can be traced to MFS II funding.

What is the relevance of these changes?

These changes are highly relevant to the context and needs of the Pakistani society and to improve the effectiveness and impact of the SRHR alliance. The Parwan project has yielded considerable learning for Awaz CDS in each of the three components it has implemented. It is essential that these lessons are incorporated into future planning and for improving the effectiveness of project interventions.

	Score*
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The project was well designed	8
The project was implemented as designed	8
The project reached all its objectives	8 ⁵

⁵ Since the project is still underway it can only be said that based on its current progress the project is on track for achieving its objectives.

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ANNEX I. COMPARISONS BETWEEN ATTITUDES IN THE OUTCOME MEASUREMENT REPORT (2013) AND THE CURRENT SURVEY

Table1: Self-confidence scores in outcome measurement report (OM) and follow-up survey of MFS II evaluation.

School	Public	Public	Private	Private	Private	Private
Study	OM	OM	OM	OM	Follow up MFS II evaluation	Follow up MFS II evaluation
Sample	Boys	Girls	Boys	Girls	Boys	Girls
Measure	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree
I am confident speaking in class	89.2	90.0	92.5	92.5	96.5	74.3
I always feel compelled to say yes to whatever my friend ask of me	61.7	41.7	33.3	37.5	53.9	30.9
I never share my problems With anyone	40.8	49.2	41.7	49.2	58.1	34.1
I sometimes express my anger through hitting/aggression	26.7	30.8	17.5	25.8	24.2	14.9
I will be able to recognise abuse if it happens to me	70.8	70.0	93.3	50.0	90.0	90.0
I know where to seek help in case of abuse	80.0	65.8	78.2	40.0	91.5	90.4
If an adult caregiver hits me, I will protest against such an act	18.3	27.5	18.3	47.5	47.7	77.5
I am comfortable approaching my teacher for any problem	79.2	81.7	67.5	71.7	72.7	67.5
I feel confident about sharing	66.7	50.8	51.7	40.0	48.5	51.0

questions about my bodily changes with anyone						
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Table: Gender equality scores in outcome measurement report (OM) and follow-up survey of MFS II evaluation.

School	Public	Public	Private	Private	Private	Private
Study	OM	OM	OM	OM	Follow up MFS II evaluation	Follow up MFS II evaluation
Sample	Boys	Girls	Boys	Girls	Boys	Girls
Measure	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree
If a boy cries, it means he is weak	59.2	53.3	55.8	40.8	37.7	23.4
Girls should be never express their anger	57.5	49.2	53.3	49.2	55.0	46.2
Teenage girls should not play sports in public spaces	65.8	40.0	51.7	46.7	51.1	51.0
Is it ok for boys to stare at girls who step out of home	9.2	4.2	6.7	1.7	3.9	11.2

ANNEX II. DESCRIPTION OF CHANGES IN INDIVIDUAL INDICATORS OF FIVE CORE CAPABILITIES

The overall scores for the targeted core capabilities are as follows:

	Core Capabilities (with sub-components)	Baseline Score	Follow-up Score
1	Commit and Act	4.2	3.5
1.1	Strategic & Operational Planning	4	4
1.2a	Human Resource Management and Qualifications	3	2
1.2b	Staff Thematic Expertise	4	2
1.2c	Staff Commitment to Results	5	5
1.3	Leadership	3	3
1.4	Financial Position	4	4
2	Achieve Development Objectives	3.2	3.5
2.1	Results	4	4
2.2	Sustainability of Results	3	4
2.3	Relevance of Results	3	3
2.4	Cost-Effectiveness of Results	3	3
3	Relate	3	3.5
3.1	Use of Power Analysis and Strategic Positioning	3	3
3.2	Legitimacy	3	3
3.3	Collaboration	3	4
3.4	Engagement with Other Actors	3	4
4	Adapt and Self-Renew	3.3	3.6
4.1	Adaptation of Strategies	3	3.5
4.2	Involving Others in Learning	3	3
4.3	Learning Organization	4	4.5
4.4	Innovation	3	3.5
5	Achieve (Retain) Coherence	3.3	3.3
5.1	Strategic Coherence	3	3
5.2	Coherence in Organizational Structure	3	3

5.3	Consistency in Financial Management and Systems	3	3
5.4	Governance	4	4

Core Capability 1: Commit and Act

The capability to commit and act refers to the vision, plans, skills, attitudes and resources, which enable the SPO to operate.

Capability:	1.1 - Strategic & Operational Planning
Indicator:	To what extent does the organization use a strategic plan with longer term objectives to guide decisions and operations within the organization as a whole?
Score:	4
Assessment and Context 2012:	Awaz CDS has a 2008-2017 10-year Strategic Plan drafted by management and agreed by the BoD, which is to provide a range of services, to enhance literacy and education among girls and women, reduce poverty and increase income generation as well as many other goals and objectives on research, policy advocacy and improve social harmony. This plan is shared with staff through various means including the annual process of work planning by staff. It is regularly reviewed and updated every three years.
Reported Changes in Result Area (Outcome): (if no change, explore why not)	<p>There has been no significant change in this indicator since the baseline. The overall strategic plan originally drafted by the senior management in 2002, is revised with the help of expert consultants every 3 years.</p> <p>This plan has grown to accommodate all areas that have formed donor agency priorities in the region to cater to donor agency needs, and Awaz's needs to garner funds for ensuring its financial sustainability. The Parwan project is a prime example since the strategic plan of Awaz did not include Sexual and Reproductive Health as a target area. Nonetheless their cooperation with Rutgers-WPF gave them an opportunity to expand their understanding of this topic and how it is closely related to Women's wellbeing in the society.</p> <p>Another example is the early recovery, relief and rehabilitation work undertaken by Awaz in the aftermath of the 2010 and 2011 floods. The organization recognised a need to participate in the relief efforts, and a similar need for donors to engage in the region. Being one of the only major NGOs in South Punjab they expanded their scope of activities and worked with donor agencies to provide support to flood affected people in the region. As a result they have also revised their strategic plans to include disaster risk reduction as a cross cutting theme in all their work.</p> <p>Hence while the organization does have a Strategic Plan and long-term objectives, the manner in which these are targeted in the short run is influenced by the context, and Awaz's ability to adapt to changing social contexts and donor agency funding priorities.</p>
Specific activities that can be attributed to role of CFA/	

contribution from MFS2:	
Score 2014:	4

Capability:	1.2a - Human Resource Management and Qualifications
Indicator:	To what extent is the organization capable of attracting and retaining qualified staff?
Score:	3
Assessment and Context 2012:	<p>There are currently no vacant positions. Awaz CDS finds it difficult to find suitably qualified staff to fill its positions. Its recruitment policies are strongly in favour of supporting marginalized communities and the organization practice what it preaches, by employing the disabled, religious minorities. Awaz CDS has 34 female staff three of which are in management.</p> <p>Professional staff have annual performance reviews and spend some 15-20 days a year in training.</p> <p>There is an HIV/AIDS work place policy which is to provide information for prevention to staff, enables people with HIV/AIDS to work with them.</p>
Reported Changes in Result Area (Outcome): (if no change, explore why not)	<p>There has been a decline in this indicator since the baseline. There are currently (June 2014) a few vacant positions (2-3).</p> <p>Awaz continues to find it difficult to recruit suitably qualified staff and faces high turnover within the organization. This is due to non-competitive salaries offered by the organization compared to other larger INGOs operating in the country. Another reason is that the organization is based out of Multan while most major NGOs and INGOs operate out of Islamabad. Hence much professional staff, when given the opportunity chooses to move to Islamabad making the pool from which Awaz can hire much smaller. Currently there is only one female in a management position in the organization since the others have left the organization for personal reasons. Professional staff is mostly engaged with ensuring smooth running of project activities and spends 3 – 4 days, as opposed to 15-20 days recorded in the baseline, a year in trainings.</p>
Specific activities that can be attributed to role of CFA/ contribution from MFS2:	The recent revisions in MFS funding have had a negative impact on the competitiveness of the salaries offered to staff.
Score 2014:	2

Capability:	1.2b - Staff Thematic Expertise
Indicator:	To what extent is the staff knowledgeable and/or experienced on the thematic areas in which the organization is active?
Score:	4

Assessment and Context 2012:	Awaz CDS has skilled staff, including considerable in-house expertise on gender issues. All professional staff receives gender training.
Reported Changes in Result Area (Outcome): (if no change, explore why not)	<p>There has been a significant decline in this indicator since the baseline. Awaz did not assess their staff as being 'better' compared to other NGO staff (as was the case in the baseline). They pointed out the reasons for this as being firstly that the organization could not pay the high salaries good staff demanded; and secondly the culture of job hopping in the development sector made it difficult to retain good staff.</p> <p>Interestingly the HR person noted that it could recruit professional staff, but they consciously aimed to hire staff that was skilled but not 'seemingly impressive' so they wouldn't leave the organization. Their rationale was that the organization could then invest in the staff for a long term relationship.</p> <p>Awaz does not have in-house gender expertise, however much of staff (70%) has been trained on gender issues.</p>
Specific activities that can be attributed to role of CFA/ contribution from MFS2:	
Score 2014:	2

Capability:	1.2c - Staff Commitment to Results
Indicator:	To what extent are staff members motivated and committed to achieve the results?
Score:	5
Assessment and Context 2012:	Awaz CDS motivates and rewards through Best Performance awards, provides ten leave periods per year per staff member. There is also a religious excursion by lucky draw. Each year performance appraisal gauges commitment. Yet there is considerable working outside hours due to deadlines, the law and order situation and the nature of emergencies in the country.
Reported Changes in Result Area (Outcome): (if no change, explore why not)	There has been no change in this indicator. While the organization has dedicated staff that is committed to the objectives of the organization there remains a culture of working late into the evening. This implies understaffing and under-resourcing of projects, or a negative working culture. While performance appraisal systems are in place, there are no merit based awards and staff noted that sometimes hard workers and slackers are rewarded the same way.

Specific activities that can be attributed to role of CFA/ contribution from MFS2:	No contribution
Score 2014:	5

Capability:	1.3 -- Leadership
Indicator:	To what extent is management capable of taking decisions and ensuring timely follow up? (transparency, accountability)
Score:	3
Assessment and Context 2012:	<p>There is ongoing staff consultation including at an annual review meeting, but also in specific policy reviews and any staff members can input to a suggestion box and/or directly email the CEO or BoD. Every first Monday of the month staff meeting to provide feedback and input no decisions. Management minutes are made available to professional staff members through email and there is a formal policy of communicating clearly by email.</p> <p>A Quality Assurance Unit maintains management information consistency. There are by now established procedures for dealing with emergencies, including a Complaint Response Mechanism, and the establishment of District Advisory Panels.</p>
Reported Changes in Result Area (Outcome): (if no change, explore why not)	<p>There has been no change in this indicator. Management meeting minutes are not available for all staff, however key information is communicated by managers to their respective staff.</p> <p>While there continue to be staff consultations, the leadership is still delegating powers – given the organization was created as an individual led entity. The move towards a more hierarchical organization with delegated powers as opposed to an individual driven one is on-going.</p> <p>The work plans and annual reports are shared with staff, budgets are also shared with the Project Managers.</p> <p>The financial statements were delayed (10 months) last year due to problems on the auditor's side.</p> <p>The infrastructure for an MIS has been laid in January this year, yet its functionality and usage remains limited.</p>

	Policies and mechanisms exist for staff appraisal, but staff expressed dissatisfaction with these mechanisms and insisted a more transparent and merit based system be employed (to not just reward good work, but also reprimand under performers).
Specific activities that can be attributed to role of CFA/ contribution from MFS2:	No contribution
Score 2014:	3

Capability:	1.4 - Financial Position
Indicator:	To what extent does the organization have a healthy financial position to carry out the envisioned strategy?
Score:	4
Assessment and Context 2012:	Awaz CDS has a health financial buffer with a range of funding sources. There have been nearly 30 donors in the last two years. About 12% of funds come from MFS ½ sources. Some donors, e.g. VSO, have provided funds for 15 years, Oxfam Novib for 12 years. However, due to cash flow problems there have been difficulties at some points in paying salaries on time, but not to the extent of having to suspend operations.
Reported Changes in Result Area (Outcome): (if no change, explore why not)	<p>There has been no change in this indicator since the baseline. Awaz is a donor-driven project based organization with limited reserves. They continue to have long term partnerships with some donor agencies that have been instrumental in their evolution into a more mature and effective organization.</p> <p>The organization remains dependent on donors for funds and has not been able to generate resources independently.</p> <p>Awaz has negotiated with donors to allow them to use funds from different projects as bridge funding where donors delay disbursements (a common reason for cash flow issues and project activity delays) – this is a significant achievement and has led to the improvement of the organization’s work.</p>
Specific activities that can be attributed to	

role of CFA/ contribution from MFS2:	
Score 2014:	4

Capability 2: Achieve Development Results

The capability to achieve development results refers to the relationships, skills, attitudes and resources, which enable the SPO to perform and achieve its objectives.

Capability:	2.1 – Results
Indicator:	To what extent does the organization reach its objectives?
Score:	4
Assessment and Context 2012:	In the last two years Awaz CDS has mobilized and empowered communities, institutionalized CBOs, VDCs, Park networks, and influenced reform of law on violence against women, including acid attacks law. It has introduced LSBE in schools in Multan (though with some challenges). Awaz CDS has also taken issues on including married girl children being allowed access to school after campaigning with principals, and also campaigning on the benefits of water filtration. In addition, as part of land rights campaigns Awaz CDS unearthed issues around women and inheritance and are now initiating new projects to assist them in inheritance matters.
Reported Changes in Result Area (Outcome): (if no change, explore why not)	There has been no change in this indicator. The organization continues to have a strong track record of delivering results. Awaz has also been focussing on scaling its presence in international and national networks of civil society and raising its advocacy profile with the provincial and national government. During the evaluation period the organization has continued on track to achieve its objectives often in difficult circumstances given the sensitivity of the issues it is working with. A good example of this is the allies Awaz has formed amongst schools, civil society organizations and health care professionals who had initially been resistant to advocating the causes of SGBV and SRHR.
Specific activities that can be attributed to role of CFA/ contribution from MFS2:	
Score 2014:	4

Capability:	2.2 - Sustainability of Results
Indicator:	To what extent are the results sustainable?
Score:	3
Assessment and Context 2012:	Yes, on Haddod Ordinance and a range of other issues including inheritance rights law and acid attach laws Awaz CDS has had some successes in influencing outcomes. In terms of having impacts on attitudes, Awaz CDS has succeeded in empowering women through campaign on voter and CNIC registration for women

	leading to over 10,000 CNIC and voter registrations. There have also been some successes in securing gender justice through working at a policy level on these issues. Through working on PARWAN in Multan, Awaz CDS has succeeded in creating greater awareness on HIV/AIDS, increasing consciousness of the key issues amongst young people, in particular. This should enable some future sustainability of impact.
Reported Changes in Result Area (Outcome): (if no change, explore why not)	There has been an improvement in this indicator. By expanding its participation in international networks the organization is aiming to diversify its funding base. Simultaneously Awaz has also moulded a strategic partnership with Care International and is working with the same objective with other donors to improve the sustainability of its interventions and results. With the new partnerships it has moulded with schools, CSOs and health centres Awaz is building capacity and raising awareness. These networks can offer easy access to a range of stakeholders for future awareness campaigns or advocacy work. Moreover by combining service-delivery, capacity building and advocacy the organization has contributed to civil society strengthening and nurturing a nuanced understanding of the developmental challenges faced by communities in Pakistan.
Specific activities that can be attributed to role of CFA/ contribution from MFS2:	The well-suited and comprehensive design of the Parwan project has contributed to improving this indicator.
Score 2014:	4

Capability:	2.3 - Relevance of Results
Indicator:	To what extent are the results achieved by the organization relevant (to the target group)?
Score:	3
Assessment and Context 2012:	Communities are strongly engaged in advocacy strategies and sessions are regularly conducted with communities to address their needs and issues and to hare work place. Women have been very active in these processes, including direct participation in campaigns. Overall, project to community contribution is 80:20, where the latter is the community and usually in kind labour contributions.
Reported Changes in Result Area (Outcome): (if no change,	There is no change in this indicator. Awaz has been working in this region for almost two decades. This gives the organization insight in to the context and local dynamics of working in the area with target communities through numerous informal means. However the organization has limited formalized ways of periodically conducting need assessments in the target populations.

explore why not)	
Specific activities that can be attributed to role of CFA/ contribution from MFS2:	
Score 2014:	3

Capability:	2.4 - Cost-Effectiveness of Results
Indicator:	To what extent are the organization's resources used in an efficient way to reach its objectives?
Score:	3
Assessment and Context 2012:	The annual budget for 2011-2012 was 253,714,250 PKR, of which 15,216,871 PKR came from the MFS II budget. Reportedly overheads are 9%. The costs per member come out at about 504 PKR. This, Awaz CDS, argues is somewhat low and should be more in the region of 1,000 PKR per member.
Reported Changes in Result Area (Outcome): (if no change, explore why not)	There has been no change in this indicator. The total budget for the organization in 2013-2014 was PKR 137M of which 15M (11%) was provided by MFS II with an overhead of 7%. The organization has been able to reduce its per beneficiary cost as it has scaled its project to target a higher number of beneficiaries. In 2013-2014 the direct per beneficiary cost was PKR 338.

Specific activities that can be attributed to role of CFA/ contribution from MFS2:	
Score 2014:	3

Capability 3: Relate (Craft, Manage and Sustain Key Relationships)

The capability to relate refers to the ability of the SPO to manage relationships both internally and externally in ways which allow it to act and perform within a given context.

Capability:	3.1 - Use of Power Analysis and Strategic Positioning
Indicator:	To what extent does the organization make use of a form of context and stakeholder analysis, with attention paid to power relations, in strategy formulation?
Score:	3
Assessment and Context 2012:	Awaz CDS undertook stakeholder analysis in 2010 and keeps tabs on the socio-economic context through regular discussion. It has not undertaken regular analysis of the security context. In 2012 it undertook a baseline needs assessment in project areas and used these results to adjust its approaches.
Reported Changes in Result Area (Outcome): (if no change, explore why not)	There has been no change in this indicator. Awaz continues to conduct on-going informal analysis of stakeholders and the local context (including socio-political and security situation) through presence in the field and engagement with communities. Through monthly community meetings the organization is updated and analysis is available for new or changing needs in different project areas. This analysis feeds into the strategies and project designs of the organization. However there is no formalized, written initiative to understand power relations within the community.
Specific activities that can be attributed to role of CFA/ contribution from MFS2:	
Score 2014:	3

Capability:	3.2 – Legitimacy
Indicator:	To what extent is the organization legitimate and accountable to its constituency and/or target group?
Score:	3
Assessment and Context 2012:	Awaz CDS is one of several organizations working on similar issues in the target area. It has involved its constituency in design and development of projects through joint strategizing and meetings. It also shares case studies and undertakes awareness raising sessions.
Reported Changes in Result Area (Outcome): (if no change, explore why not)	<p>There has been no change in this indicator. While there are other organizations which work on similar issues, Awaz is the only major NGO in the region working on SRHR related issues. Awaz works closely with the communities it targets and produces newsletters to share information regarding its activities. These are however published in English, making them inaccessible to the majority of the population. Moreover the organization also has a complaints mechanism in place for the community.</p> <p>However in terms of reporting to their constituency, the organization only holds informal engagements and oral exchanges – no formalized approach to participatory planning and accountability to the constituency is in place.</p>
Specific activities that can be attributed to role of CFA/ contribution from MFS2:	
Score 2014:	3

Capability:	3.3 – Collaboration
Indicator:	To what extent does the organization collaborate with like-minded organizations?
Score:	3
Assessment and Context 2012:	Awaz CDS collaborates with CSOs in designing and implementing its projects. They participate in different activities and engage in trainings. Awaz CDS is a member of several national and international alliances and networks and brings its specific agenda for change to these networks. They share their database information with partners and disseminate through reports, quarterly reflections, newsletters, stories of change, and annual reports.
Reported Changes in	There has been an improvement in this indicator since the baseline. The organization has expanded its collaboration with like-minded organizations

Result Area (Outcome): (if no change, explore why not)	through more active participation in issue-based alliances and building partnerships with smaller CSOs working in the same regions. Awaz has also increased its collaboration with international organizations through the SRHR alliance, the Ecosoc network, Humanitarian Accountability Network, Beyond 2015 and Civicus to mention a few. These platforms provide an opportunity to the organization share its best practices and learn from the experience of other organizations working in similar areas.
Specific activities that can be attributed to role of CFA/ contribution from MFS2:	MFS II funds have made a key contribution to this indicator by helping Awaz connect to wider networks and actively participate in them at the national and international level. Specifically through memberships of the SRHR alliance, the Parwan alliance, and 'Girls not Brides'.
Score 2014:	4

Capability:	3.4 - Engagement with Other Actors
Indicator:	To what extent does the organization engage with other types of actors in its surroundings (such as policy makers or the business sector at local, national, regional and international level)?
Score:	3
Assessment and Context 2012:	Awaz CDS is closely engaged with other actors, including sharing the development of seminars, awareness session and fora. One example is an invitation by Shirkat Gah to engage in their strategic planning. In terms of engagement with government, engagement success has been achieved over issues of water rights, SRHR and voter rights. Private sector engagement has included working with P&G in providing sanitary napkins for free to school girls.
Reported Changes in Result Area (Outcome): (if no change, explore why not)	The organization has improved its performance on this indicator. In terms of national actors Awaz works with other NGOs by inviting them to their events to share their learning and engaging them for awareness raising campaigns. The organization has successfully developed a relationship with NGOs like Bedari, Shirkat Gah, ActionAid and others who reciprocate these initiatives. Thus in the last two years the organization has conducted joint workshops and collaborated actively with other civil society actors on SGBV and SRHR related issues. This process has been aided by the improved visibility of the organization in international networks and alliances. Working with the government continues to be a priority for Awaz – the organization has been working with the provincial education and health departments with positive developments and has recruited government

	<p>representatives for their district advisory panels.</p> <p>The organization has also aiming to improve its partnership with the private sector and has worked with Telenor Easy Paisa to provide easy loans for women’s groups through mobile technology solutions.</p>
Specific activities that can be attributed to role of CFA/ contribution from MFS2:	<p>A significant portion of the organization’s success in expanding its collaboration with civil society actors through networks and alliances and the government health department has been through the MFS II funds. Parwan has required Awaz to work much closer and on a larger scale with the government given its sensitivity – Awaz has learned from this experience on how to best engage with the urban communities and government effectively on culturally sensitive topics.</p> <p>However it should be noted that the organization has multiple programs with other donors who work on issues that require similar liaising and relationship building. Hence singular attribution to MFS II is not feasible.</p>
Score 2014:	4

Capability 4: Adapt and Self-Renew

The capability to adapt and self-renew refers to the ability of the SPO to change when needed and to continue to act and perform in a context of changing internal and external influences.

Capability:	4.1 - Adaptation of Strategies
Indicator:	To what extent does the organization use its Planning, Monitoring and Evaluation (PME) system to check its performance and adapt its strategies?
Score:	3
Assessment and Context 2012:	During the floods in 2010 there were abrupt decisions made about putting the strategic plan to one side and assisting directly. There are six PME members in Awaz CDS. Seven monitoring officers are led by one monitoring manager.
Reported Changes in Result Area (Outcome): (if no change, explore why not)	<p>The PME system for the organization is still being developed. While an M&E framework exists, the project staff were not familiar with it. Consequently the PME system isn’t currently being operationalized and information is collected and shared through less systematic and rigorous methods. While the program does adapt its strategy, it is not based on the output of PME systems but of general project implementation experience. While some PME staff are employed on a sharing basis with other projects the senior M&E position was vacant (and had been vacant for more than a year) at the time of this exercise.</p> <p>A newly hired (one month old) M&E officer and the MIS coordinator were interviewed for lack of any other M&E personnel. While they exhibited great enthusiasm and dedication there was a lack of experience and expertise. The staff noted that this was due to the relatively low salaries and a trend for more experienced and technical personnel to leave the city for more lucrative jobs in the capital with international organizations (due to higher monetary benefits and prestige).</p> <p>Awaz has introduced an MIS which currently has limited functionality and is not</p>

	well integrated into the organizational working systems. It is still being developed and requires better integration and adoption across the organization. However this is a complex and lengthy process and takes time. It should be noted that the organization is aware of the critical need for these systems and has made it a primary focus and is investing in this area.
Specific activities that can be attributed to role of CFA/ contribution from MFS2:	MFS needed us to collect a lot of data, which has helped the organization strengthen its team and focus on establishing PME systems and processes. Moreover the data collected under Parwan is also helping Awaz mobilize more resources for the organization.
Score 2014:	3.5

Capability:	4.2 - Involving Others in Learning
Indicator:	To what extent does the organization involve its target group, constituency and other external stakeholders to check its performance and adapt its strategies?
Score:	3
Assessment and Context 2012:	There is some engagement with others in learning, including joint learning with target communities and use of this material as feedback into projects. The Park network is in 53 Tehsils.
Reported Changes in Result Area (Outcome): (if no change, explore why not)	There has been no change in this indicator. Awaz has a strong presence in the target communities because of its long-term engagement in this region. There are formal and informal procedures to enable feedback and joint learning from target communities. However this needs to be scaled up by including more formalised procedures and reflection exercises. Nonetheless the organization demonstrates examples of adapting to contexts and unexpected situations to change its implementation strategy. Much of this is due to the strong relationships Awaz staff have built with their partners and communities.
Specific activities that can be attributed to role of CFA/ contribution from MFS2:	
Score 2014:	3

Capability:	4.3 - Learning Organization
Indicator:	To what extent is a culture and system of learning facilitated in the organization?
Score:	4
Assessment and Context 2012:	Awaz CDS has a IKM – Information and Knowledge Management unit. This unit helps in capturing successes, numbers for people to phone in with ideas and also convenes community meetings to share knowledge and understanding of processes and impacts.
Reported Changes in Result Area (Outcome): (if no change, explore why not)	There has been a slight improvement in this indicator. Awaz CDS has a strong culture of learning and improvement in the implementation of project activities. However systems to support this culture are still in their formative stages and require investment and focus from the management. The organization has a number of initiatives such as the Information and Knowledge Management Unit (IKM) and the PME systems, complemented with regular program management team meetings and senior management team meetings to discuss progress, highlight challenges and evolve approaches. Yet the PME is only partially operational due to hiring challenges, while the IKM unit is currently comprised of only one individual. The Complaint Receipt Mechanism (CRM) is another good initiative but there remains room better implementation of these initiatives. While the team has a reflective and self-critical attitude, there is a need to operationalize and implement a number of good policies and initiatives to formalize these learning systems within the organization. It is pertinent to note that this is a priority that has been identified by the management.
Specific activities that can be attributed to role of CFA/ contribution from MFS2:	
Score 2014:	4.5

Capability:	4.4 - Innovation
Indicator:	To what extent is the organization innovative?
Score:	3
Assessment and Context 2012:	SRHR education of school-age children, provision of community infrastructure are noted as the most important innovations contributed by Awaz CDS. However, there is constant attempting of more innovation through work with communities the research and documentation unit.

Reported Changes in Result Area (Outcome): (if no change, explore why not)	There has been no change in this indicator. While the organization endeavours to adapt its approach and adopt best practices and learning from other organizations, innovation is a much more complex process that the organization continues to aspire to. In this vein the organization is in the process of integrating a new MIS and FIS to improve its performance. Some new initiatives including the production of a song with developmental messages, the web TV to raise awareness are positive developments in the right direction but these cannot be solely attributed to Parwan or MFS II funds.
Specific activities that can be attributed to role of CFA/ contribution from MFS2:	Awaz is also working as lead organization with different INGOs to go into grant management role and this learning has come from the experience with Parwan of working with youth.
Score 2014:	3.5

Capability 5: Achieve (Retain) Coherence

The capability to achieve coherence refers to the ability of the SPO to find effective combinations or inter-relationships among different capabilities, organizational objectives and needs, and stakeholder interests.

Capability:	5.1 - Strategic Coherence
Indicator:	To what extent is the organization strategically coherent?
Score:	3
Assessment and Context:	Awaz CDS has clear strategic directions and good managerial support in order to retain coherence.
Reported Changes in Result Area (Outcome): (if no change, explore why not)	There is no change in this indicator. Awaz continues to have a strong strategy that is regularly updated in lieu of the context and priorities of communities. This strategy isn't specifically shared with communities but the organization aspires to do so in the future.
Role of CFA/ Contribution	No contribution

from MFS II:	
Score 2014:	3

Capability:	5.2 - Coherence in Organizational Structure
Indicator:	To what extent does the balance between the organizational functions contribute to coherence?
Score:	3
Assessment and Context:	There is quite high balance between functions within the institution, with a strong emphasis on institutional learning and professional development.
Reported Changes in Result Area (Outcome): (if no change, explore why not)	The organization has a well thought out structure and growing functions as the organization itself continues to grow in size. Given the challenges Awaz faces with respect to high turnover and hiring good resources, it is a key issue to sustain this growth and main coherence across the organization. There is a lack of thematic experts in the organization due to a lack of funds to support the high salaries they demand. The organization is aware of this and is lobbying donors to support their need for hiring such experts.
Role of CFA/ Contribution from MFS II:	This project has provided Awaz with numerous international and national learning opportunities where it has garnered lessons to improve its organizational structure and functions. The organization has also acquired new experience and is developing systems from the grants management mechanisms Parwan has enabled them to focus on. However these require more time and attention from the organization.
Score 2014:	3

Capability:	5.3 - Consistency in Financial Management and Systems
Indicator:	To what extent is the organization consistent in its financial management and systems?
Score:	3
Assessment and Context:	There is a strong financial management system with financial policies and internal audits in place. The financial situation is regularly presented in staff meetings.
Reported Changes in Result Area (Outcome): (if no change, explore why not)	There is no change in this indicator. The organization has maintained a strong financial system with appropriate policies and SOPs in place.
Role of CFA/ Contribution from MFS II:	No contribution
Score 2014:	3

Capability:	5.4 - Governance
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Indicator:	To what extent does the governance function contribute to coherence with the organization's core values?
Score:	4
Assessment and Context:	Awaz CDS has a written Code of Conduct, and has an internal Quality Assurance Unit which, with the help of HR, ensures procedures are applied. The BoD plays an oversight role in policy making and includes a range of disciplines – academics, consultants, and other professionals. Selection is through recommendation by existing members.
Reported Changes in Result Area (Outcome): (if no change, explore why not)	There is no change in this indicator. The organization has a strong and open culture regarding transparency and maintains a zero tolerance policy on financial and moral fraud/mismanagement. The governance plays its role by setting the overall strategic direction, approves annual plans and external/internal audits and reports. It offers the necessary guidance and gives room to the management to improve.
Role of CFA/ Contribution from MFS II:	No contribution
Score 2014:	4

ANNEX III. DESCRIPTION OF CHANGES IN INDIVIDUAL INDICATORS OF THE CIVIL SOCIETY INDEX (CSI) DIMENSIONS

CSI Dimension 1: Civic Engagement

Priority Result Area:	1.a - Diversity of socially-based engagement
Key Question:	To what extent do partner organizations act on behalf of their constituency (legitimacy) and do they include social target groups in their analysis and planning and take the needs of the poor/marginalized into account?
Score:	2
Assessment and Context:	<p>Carries out annual review and planning meeting and donor review meetings to look back (last year) and look forward, setting programmatic targets against strategic plan. Involves target groups in planning through baseline or needs assessments. Also, input via Board of Directors (some of which are representative of communities and target areas where Awaz CDS works). No explicit report back mentioned, but clearly there is feedback through director membership of board from communities. There is also a quarterly newsletter 'Reflection' which reports on project achievements and is disseminated to stakeholders, community members and Awaz VDCs and PARCs. Also, monthly community meetings with staff enable discussion and feedback on activities. There is also joint annual reviewing and planning at an annual meeting during which the PARWAN results chain was jointly developed.</p> <p>There is a specific complaints policy operationalised through a complaints 'cell', which is implemented.</p>
Reported Changes:	There has been no significant change in this indicator. In addition to the practices reflected in the baseline assessment, Awaz staff has built strong relationships with stakeholders – this enables a more informal mechanism for reporting back and receiving feedback from communities on the work being undertaken. Additionally there are also more formalized mechanisms to facilitate feedback from more accessible target groups such as students and teachers at project review forums.
Specific activities that can be attributed to role of CFA/ contribution from MFS2:	
Score 2014:	2

Priority Result Area:	1.b - Diversity of political engagement
Key Question:	To what extent is a diverse segment of the target group of partner organizations represented in locally elected bodies of government and/or in sectorial user groups?

Score:	2
Assessment and Context:	<p>There has been strong commitment to voice under Awaz CDS, though project activities that support community empowerment and the facilitation and assistance to the development of alliances and networks, through which relations are established with district government, in particular.</p> <p>Representation exists at UC Secretary, councillor and district-councillor levels, with more than 200 such representatives engaged in project activities, including women. There are also target groups represented in Park networks and District Governance Groups. Women representation includes professional, home makers and other, more 'marginalized' women. MFS II under Parwan has played an important role in strengthening this linkage through its explicit gender focus.</p>
Reported Changes:	<p>There has been no change in this indicator since the baseline. The SRHR focus had initially been challenging for Awaz given its sensitive nature. This had led to a negative image of the NGO in certain political quarters. However using this focus to highlight common challenges for youth and women in society, Awaz has been able to mobilize support for its work in the political sphere and more generally in civil society.</p>
Specific activities that can be attributed to role of CFA/ contribution from MFS2:	
Score 2014:	2

CSI Dimension 2: Level of Organization

Priority Result Area:	2.a - Organizational level of civil society (infrastructure CSI)
Key Question:	To what extent are partner organizations and alliances organized in national network/umbrella organizations and do they represent CBO's and other actors?
Score:	3
Assessment and Context:	<p>Awaz CDS is a member of at least 14 national and international networks, including Global Call to Action Against Poverty, Girls Not Brides Network, SRHR Alliance, PARWAN Alliance and the South Asian Budget Accountability Network. Awaz CDS enjoys special consultative status by UN-ECOSOC and is the Pakistan lead organization for BEYOND 2015.</p> <p>Awaz CDS takes a lead role as National Coordinator in GCAP (and is also the regional secretariat for South Asia). Leading roles are taken in many of the other networks.</p>
Reported Changes in Result Area:	<p>There has been no change in this indicator. Along with these memberships Awaz has taken on an active role in the consultations with NGOs and civil society for proposing 2015 sustainable development goals. Awaz has also successfully</p>

	raised its international profile by using these alliances and networks to position itself as an activist organization on a range of issues including girls rights and SRHR rights. MFS funding has helped Awaz collaborate with partners at the national and International levels. It has helped them gain global recognition through membership of 'Girls not Brides', which happened through MFS.
Specific activities that can be attributed to role of CFA/ contribution from MFS2:	MFS II funding has helped Awaz collaborate with partners at the national and International levels. It has helped them gain global recognition through membership of 'Girls not Brides'. Moreover this funding has helped Awaz structure its approach to interacting with schools and health centres, creating allies and developing new strategies and learning for fruitful engagement with these groups.
Score 2014:	3

Priority Result Area:	2.b - Peer-to-peer communication
Key Question:	To what extent do partner organizations, networks and alliances share information and do they collaborate in joint analysis in order to function effectively?
Score:	2
Assessment and Context:	Awaz CDS has participated in meetings and workshops in which knowledge is shared. It produces an impressive range of research reports and publications. However there is less structure, research and knowledge development with peer organizations in analysing political and social issues. They are currently working on internal capacity to develop these activities.
Reported Changes in Result Area:	<p>Awaz has improved its performance in this dimension. The organization is well connected with other civil society actors, networks and alliances and collaborates through regular meetings to share information regarding best practices and lessons learnt. One of the key reasons Awaz has been able to improve on this has been due to its growth and availability of funds to target these activities with the additional security of multiple donors and funding stability in the medium term.</p> <p>There is still room to expand this collaboration, primarily held back due to a lack of core funds to devote to these activities and a competitive atmosphere between civil society organizations to obtain limited funds from donors for similar work in overlapping geographic areas.</p>

Specific activities that can be attributed to role of CFA/ contribution from MFS2:	However the grant disbursement component of the Parwan project has offered Awaz a new role for working with smaller CSOs and building their capacity. This has increased Awaz's interaction with other CSOs and can lead to better collaboration and partnerships in the future.
Score 2014:	3

Priority Result Area:	2.c - Financial and human resources
Key Question:	To what extent are financial resources of partner organizations and alliances diversified with sound internal financial and human resource management?
Score:	3
Assessment and Context:	<p>Awaz CDS is well-resourced and receives funds from over 10 donor sources. However, there are challenges as open funding calls dry up and core funds are becoming unavailable. There are procedures in place to reduce fiduciary risk and the MFS II program delivers a first tranche on receipt of approved work plan, risk assessment, LFA and budget. There have been funding delays in the past.</p> <p>Staff training and capacity building is provided, including areas such as report writing, financial management, IT, media and advocacy. This is provided by both the Awaz CDS Training Unit and partner organizations.</p> <p>There is an HIV/AIDS policy and no discrimination is reported. There is a zero tolerance for sexual harassment policy and the MFS II program has availed an opportunity to review its policies on these issues. These policies are now entering a 4th version (2012).</p> <p>Internal controls are maintained through Awaz's ARM (Administration and Risk Management). A Quality Assurance Unit also ensures and monitors progress in implementation of work and shared any key lessons emerging with relevant stakeholders.</p> <p>Audits are carried out annually by the Awaz's external auditor and ad hoc project/program audits by relevant partner organizations. The last formal audit was in December 2011.</p> <p>Awaz CDS runs a performance-based salary system with annual increments. Respective managers and quality assurance staff of Awaz CDS apply the performance-based salary system with annual 360 degree appraisals</p>
Reported Changes in Result Area:	There has been no change in this indicator. Awaz continues to maintain strong financial systems with internal and external checks which are continuously adapted and improved given the growth of the organization. SOPs and financial policies are in place to ensure integrity of systems. However the organization is still donor dependent for its financial sustainability and has been unable to generate resources on its own.

Specific activities that can be attributed to role of CFA/ contribution from MFS2:	
Score 2014:	3

Priority Result Area:	2.d - International linkages
Key Question:	To what extent are partner organizations and alliances organized in international network/umbrella organizations and do they represent CBO's and other actors?
Score:	2
Assessment and Context:	International network as mentioned above. Awaz CDS owes its initial set up and support to Dutch NGO funding. It is very 'connected' internationally and attended between 7-10 global events in the last two years, courtesy of partner organization support.
Reported Changes in Result Area:	There has been an improvement in the organizations performance in this area. Awaz has expanded its participation in international networks and represents user groups and youth groups amongst other CBOs organized by them. Awaz is actively working to highlight its work, learning and focus on global agendas for policy advocacy. The organization participated in up to 20 global events in the last two years.
Specific activities that can be attributed to role of CFA/ contribution from MFS2:	A major portion of this work has come through MFS II funding under Parwan including the active participation in more international networks and global events.
Score 2014:	3

Priority Result Area:	2.e - Technical resources
Key Question:	To what extent are partner organizations using the internet and social media?
Score:	2
Assessment and Context:	This is used extensively for dissemination, marketing the organization, and for openness and transparency (though it is notable that there is no financial data on the organization available through its website). In 2010 and 2011, visitors to the site numbered 51,637 which is on the low side. Other social media such as Facebook and Twitter are also used.
Reported Changes in Result Area:	Awaz makes considerable use of internet and social media as part of its awareness campaigns, sharing learning and receiving feedback and suggestions from the communities they serve. However there is still room for improvement in this dimension.
Specific activities that can be attributed to role of CFA/ contribution from MFS2:	No contribution
Score 2014:	2

CSI Dimension 3: Practice of Values

Priority Result Area:	3.a - Internal governance (democratic decision-making and governance)
Key Question:	To what extent do partner organizations and the CSO's they support involve their target group in decision making?
Score:	2
Assessment and Context:	Awaz CDS was the only organization taking the lead in opposing the NOC introduced by the NDMA after the Pakistan floods to allow NGOs/INGOs to work in affected areas. Awaz CDS undertakes regular situation and needs analyses at community level amongst its target group and uses the results to make changes including, for instance, in working hours and safety and security policies. The overall Strategic Plan for Awaz CDS has also been made more 'disaster-sensitive' as a result.
Reported Changes in	There has been no change in this indicator. Awaz continues to actively engage

Result Area:	<p>with communities and other stakeholders to adjust its strategies and design its programs based on the local needs and context. However the inherent power imbalance between the donor and Awaz and its stakeholders means that Awaz sometimes has to comply with donor strategies at the outset and negotiates these over the course of project implementation.</p> <p>Moreover the rigid nature of projects means that suggested improvements cannot be immediately incorporated into project designs during implementation. These lessons and suggestions are then kept in mind for the next round of funding where improvements can be made to the project designs. This dynamic has to change to enable effective learning and inclusion of the voice of partner organizations and other stakeholders.</p>
Specific activities that can be attributed to role of CFA/ contribution from MFS2:	No contribution
Score 2014:	2

Priority Result Area:	3.b - Transparency
Key Question:	To what extent are partner organizations and CSO supporting transparency on financial information and do staff members respect internal procedures (code of conduct)?
Score:	2
Assessment and Context:	<p>Awaz CDS has a complaint cell which collects complaints and takes appropriate action, assisting in the avoidance of fraud or other activities. Overall the organization orients new staff on Awaz SOPs and policies, and provides for an equal opportunities environment in the work place. All staff and BODs sign a code of conduct and conflict of interest policy at the time of joining the organization.</p> <p>MFSII funding helped Awaz CDS revise its policies after the 2010 floods, with the latest version include CRM.</p>
Reported Changes in Result Area:	<p>There has been an improvement in this indicator. Awaz has a code of ethics, programme participants protection policy and conflict of interest policy, which is signed by everyone including vendors. These are very strictly enforced. The organization also has SOPs and financial policies in place to ensure compliance to high standards and avoid any risk of corruption.</p> <p>A complaint reporting mechanism is also open to partners and civil society to report any misuse of funds or unethical behaviour by staff.</p>
Specific activities that can be	With the aid of MFS funding Awaz has introduced youth friendly policies while sensitizing the organization and board and re-visiting all policies and procedures

attributed to role of CFA/ contribution from MFS2:	to include SRHR goals.
Score 2014:	3

CSI Dimension 4: Perception of Impact

Priority Result Area:	4.a - Responsiveness
Key Question:	To what extent are partner organizations and the CSO's they support considered as counterparts by (local) government and private sector?
Score:	4
Assessment and Context:	<p>Awaz CDS has been invited to be part of CARE International's strategic planning, as well as Oxfam Novib and Shirkat Gah. Awaz CDS has been part of or led other similar policy review meetings and has organized the same for issues from budgeting to MDGs, inheritance rights for women, and early age marriages. Results have included the take up of suggestions provided by Awaz CDS. Awaz CDS has taken the initiative with government through EDO health, a member of the PARWAN Alliance. An MOU was signed with district governments and government officials are part of different project steering committees.</p> <p>Working with Adamjee Insurance and Care Insurance as well as P&G (Free sanitary napkins for school girls in Multan), Awaz CDS has launched community health insurance for the poorest communities post 2010 floods, and has also engaged commercial banks in serving the 'unbanked' at their doorsteps. This has supported savings for small-scale business and development initiatives.</p>
Reported Changes in Result Area:	<p>Awaz continues to enjoy a strong ability to engage and partner with government officials and departments. Currently the organization has 18 working MoUs with government line departments.</p> <p>Awaz already has a considerable presence in national networks and alliances of local and international NGOs – the organization has also been working with partners in the private sector to design new projects. However there continues to be more room for expansion in their work with the private sector.</p>
Specific activities that can be attributed to role of CFA/ contribution	

from MFS2:	
Score 2014:	3

Priority Result Area:	4.b - Social impact
Key Question:	To what extent do partner organizations, in the sectors they work in, provide services that respond to one or more basic social needs of their target group?
Score:	2
Assessment and Context:	Participation in needs analysis is critical to program and project development under Awaz CDS and is given a high priority, including women.
Reported Changes in Result Area:	There has been no change in this indicator since the baseline. Awaz works in an area that is a critical need for the target group and remains severely underserved. The organization structures its interaction with target groups via formal and informal mechanisms to gain insight into challenges and get feedback, perspective and knowledge from the communities they aim to serve. Awaz also employs more formalized mechanisms to gauge community needs and customize projects to the needs of target groups.
Specific activities that can be attributed to role of CFA/ contribution from MFS2:	No contribution
Score 2014:	2

Priority Result Area:	4.c - Policy impact
Key Question:	To what extent do partner organizations successfully influence government policy or planning/budgeting/policy making of international organizations in the sectors they work in?
Score:	2
Assessment and Context:	Awaz CDS has successfully supported the strategic planning of HRDN, Shirkat Gah, Sojhla, Dost Foundation and the Women's Rights Association. Under MFS II, considerable institutional strengthening support has been provided to CSOs, including technical advice and guidance.
	There has been an improvement in the organizations performance on this

	<p>indicator. Awaz continues to support the strategic planning of international and local NGOs by sharing its learning, best practices and experience. The organization has expanded its efforts to engage at a regional and global level such as through the SAARC platform for the Girls not Brides movement.</p> <p>With reference to the work in Parwan, Awaz has campaigned for the early marriage bill and played an active role in sensitizing government officials to the MDGs and the importance of mainstreaming SRHR education and services. Influencing government policies can be a complex, long term and multi-stakeholder driven exercise where Awaz has and continues to play a role on a number of pertinent issues including women's right to inheritance, gender based violence and supporting transparency and accountability in the electoral process in Pakistan etc.</p>
Specific activities that can be attributed to role of CFA/ contribution from MFS2:	A significant portion of the organization's work on early age marriage has been supported by MFS II funding.
Score 2014:	3

CSI Dimension 5: Environment

Priority Result Area:	5.a - Socio-economic, socio-political and socio-cultural context
Key Question:	<p>To what extent are interventions of the Alliance the choice of the partner organizations and are their interventions based on a quality context analysis of the space and the role of civil society in that specific country (including socio-economic, political and cultural context)?</p> <p>To what extent do partner organizations take into account and participate in studies of civil society in the country they work in?</p>
Score:	2
Assessment and Context:	Awaz CDS was involved in project proposal development under MFS II. It has been heavily involved in supporting civil society development, for instance around SRHR in Multan, and has strong links to and provides support for CSOs in that district. Awaz CDS has been involved in assessing the role of civil society, including producing publications such as a Civil Society Perspective on Pakistan's MDGs.
Reported Changes in Result Area:	There has been no change in this indicator since the baseline. The Parwan project is a continuation of a long relationship between Awaz and Rutgers-WPF. The project proposal was a product of the cumulative learning of both organizations in the work they had undertaken prior to this round of funding. It is the strong relationship and trust between the CFA and SPO that continues to

	<p>support the successful implementation of the project. However recent changes in the MFS funding have led to significant reductions in HR and administration expenses that have negatively affected work.</p> <p>Awaz has played an active role in promoting research and participating in studies of civil society. However with no core funds and dependence on donors to define their direction through the availability of funds Awaz has played at best a limited role in this sphere.</p>
Specific activities that can be attributed to role of CFA/ contribution from MFS2:	No contribution
Score 2014:	2

ANNEX IV. QUESTIONNAIRE FOR EFFORTS TO STRENGTHENING CIVIL SOCIETY

Year of establishment:		
Founding members:		
Rationale/reason for establishment:		
Type of organisation:		
Registration:	Year:	
	Legal status:	
Location of headquarter:		
Number and location of regional offices:	Number:	
	Location:	
Number of location of field offices:	Number:	
	Location:	
Constituency: [Note: Definition of the constituency: geographic or thematic individuals, groups and organisations on whose behalf the SPO works and aims to support change.]		
Target group Target group(s): [Note: definition of target group: the people on whom the work of the SPO is focused.]	Description:	
	Total target group population:	
	Gendered group:	
Working area (geographical scope)	<input type="checkbox"/> National	
	<input type="checkbox"/> Provincial (Name of province(s): _____)	
	<input type="checkbox"/> District (Name of district(s): _____)	
Current number of professional staff in head office (2011-12)	Managerial: Professional: Support Total:	
Current number of professional staff in regional/field offices (2011-12)	Managerial: Professional: Support Total:	
Board of Trustees/Directors?	<input type="checkbox"/> Yes <input type="checkbox"/> No	
If Yes, number of members:		
If Yes, composition:		

Management Committee?	<input type="checkbox"/> Yes <input type="checkbox"/> No
If Yes, number of members:	
If Yes, composition:	
Advisory Board?	<input type="checkbox"/> Yes <input type="checkbox"/> No
If Yes, number of members:	
If Yes, composition:	
Representation of target group(s) in a decision making organ of SPO	<input type="checkbox"/> None <input type="checkbox"/> Board of trustees <input type="checkbox"/> Management committee <input type="checkbox"/> Advisory board <input type="checkbox"/> Other(s), specify: _____
National/local partners of the SPO:	
International partners of the SPO:	
Membership of national networks and/or alliances :	
Membership of international networks and/or alliances:	

Description of SPO in 3 key words?	
Vision/ mission (if anything formulated):	
Specific goals/ objectives for the next five years (if anything formulated):	
Ongoing core programmes:	
Cross-cutting issues (i.e. gender, governance, human rights):	
Ongoing projects:	
Budgets and funding sources:	<u>2011-12</u> MFS 1/2: Other Dutch partners: Other partners/donors: Own resources:
Campaigns:	

Civil Society Index 1: Civic Engagement

Priority Result Areas

1.a Diversity of socially-based engagement

Key question: To what extent do partner organisations act on behalf of their constituency (legitimacy) and do they include social target groups in their

analysis and planning and take the needs of the poor/marginalised into account? (similar to 5C Tool question # 3.2 and 4.2)

How did the SPO set its programme and targets for this (financial) year?	
Did the SPO involve its constituency and/or target group in its own policy/strategy formulation during last 2 years? (C3.2)	<input type="checkbox"/> Yes <input type="checkbox"/> No
If Yes, how? (ask for evidence) If No, why not?	
Did the SPO report to its constituency and/or target groups with respect to activities and results during last 2 years? (C3.2)	<input type="checkbox"/> Yes <input type="checkbox"/> No
If Yes, how and when? • If No, why not?	
Did the SPO with its target group, constituency and/or other external stakeholders jointly review the conducted project activities and results during last 2 years? (C4.2)	<input type="checkbox"/> Yes <input type="checkbox"/> No
If Yes, how and example(s) If No, why not?	
Does the SPO have a policy for handling complaints from its target group and/or other stakeholders? (C3.2)	<input type="checkbox"/> Yes <input type="checkbox"/> No
If Yes, how is the policy implemented?	<input type="checkbox"/> Not implemented <input type="checkbox"/> Not implemented – there are no such cases <input type="checkbox"/> Implemented at times <input type="checkbox"/> Implemented systematically

Overall Score

<input type="checkbox"/> 0 = Absent/low Fully/completely	<input type="checkbox"/> 1= Moderate	<input type="checkbox"/> 2= Considerable	<input type="checkbox"/> 3 =
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1.b Diversity of political engagement

Key question: To what extent is a diverse segment of the target group of partner organisations represented in locally elected bodies of government and/or in sectorial user groups?

Is the target group of the SPO able to raise its voice in politics, especially local politics?	
Is the SPO's target group and/or constituency represented at the moment in locally elected bodies of government?	<input type="checkbox"/> Yes <input type="checkbox"/> No
If Yes, which type of local government body?	

If Yes, how many? (ask for names)	
If Yes, are women representing the target group and/or constituency at the moment in local government body?	<input type="checkbox"/> Yes <input type="checkbox"/> No
- If Yes, how many?	
Is the SPO's target group and/or constituency represented at the moment in organized user groups?	<input type="checkbox"/> Yes <input type="checkbox"/> No
If Yes, which type of organized user groups? How many?	
If Yes, has there been a role of the SPO in this regard?	<input type="checkbox"/> Yes <input type="checkbox"/> No
If Yes, are women representing the target group and/or constituency in organized groups?	<input type="checkbox"/> Yes <input type="checkbox"/> No
- If Yes, which type and how many?	
- If Yes, has there been a role of the SPO in this regard?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Has there been any impact of MFS-2 on this topic/issue?	<input type="checkbox"/> Yes <input type="checkbox"/> Not significant
If Yes, describe	

Overall Score

<input type="checkbox"/> 0 = Absent/low Fully/completely	<input type="checkbox"/> 1= Moderate	<input type="checkbox"/> 2= Considerable	<input type="checkbox"/> 3 =
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Civil Society Index 2: Level of Organisation

Priority Result Areas

2.a Organisational level of civil society (infrastructure CSI)

Key question: To what extent are partner organisations and alliances organised in network/umbrella organisations and do they represent CBO's and other actors? (similar to 5C tool question # 3.3)

Is the SPO member of one or more national alliances and/or networks? (C3.3)	<input type="checkbox"/> Yes <input type="checkbox"/> No
If Yes, which type of national alliances/networks?	
If Yes, what is the role of the SPO in these national alliances/ networks?	
If Yes, does the SPO formally represent CBOs and any other actors in these national	<input type="checkbox"/> Yes <input type="checkbox"/> No

alliances/ networks?	
Has there been any impact of MFS-2 on this topic/issue?	<input type="checkbox"/> Yes <input type="checkbox"/> Not significant
If Yes, describe	

Overall Score

<input type="checkbox"/> 0 = Absent/low	<input type="checkbox"/> 1= Moderate	<input type="checkbox"/> 2= Considerable	<input type="checkbox"/> 3 = Fully/completely
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2.b Peer-to-peer communication

Key question: To what extent do partner organisations, networks and alliances share information and do they collaborate in joint analysis in order to function effectively? (5C Tool: part of question # 3.3 and 4.4)

What is the cooperation with other organisation in analysing political and social issues?	
Was the SPO involved in peer-to-peer communication, sharing information, joint learning and analysis, joint programmes, joint publications or events with other organisation during last 2 years? (C3.3)	<input type="checkbox"/> Yes <input type="checkbox"/> No
If Yes, describe how many events	
Did the SPO actively participate in seminars, workshops and/or other gatherings to share information with others during last 2 years?	<input type="checkbox"/> Yes <input type="checkbox"/> No
If Yes, how many workshop were attended during last 2 years?	<input type="checkbox"/> 1-3 <input type="checkbox"/> 3-6 <input type="checkbox"/> 7-10 <input type="checkbox"/> 10-20 <input type="checkbox"/> More
Did the SPO (regularly) organise workshops and/or seminars to share information with others during last 2 years? (C4.4)	<input type="checkbox"/> Yes <input type="checkbox"/> No
If Yes, how many workshop were organised during last 2 years?	<input type="checkbox"/> 1-3 <input type="checkbox"/> 3-6 <input type="checkbox"/> 7-10 <input type="checkbox"/> 10-20 <input type="checkbox"/> More
Did the SPO undertake regular joint analysis with other SPOs of the socio-political context in its working area during last 2 years?	<input type="checkbox"/> Yes – in writing <input type="checkbox"/> Yes – by regular discussion <input type="checkbox"/> No
If Yes, when was it last done?	
Did the SPO undertake regular joint analysis with other SPOs of the security situation in its working area during last 2 years?	<input type="checkbox"/> Yes <input type="checkbox"/> No
If Yes, how and how often in 2011-12? • If No, why not?	
Did the SPO pay explicit attention to gender issues in the joint analysis with other SPOs during last 2 years?	<input type="checkbox"/> Yes <input type="checkbox"/> No
If Yes, example(s)	

Has there been any impact of MFS-2 on this topic/issue?	<input type="checkbox"/> Yes <input type="checkbox"/> Not significant
If Yes, describe	

Overall Score

<input type="checkbox"/> 0 = Absent/low	<input type="checkbox"/> 1= Moderate	<input type="checkbox"/> 2= Considerable	<input type="checkbox"/> 3 = Fully/completely
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2.c Financial and human resources

Key question: To what extent are financial resources of partner organisations and alliances diversified with sound internal financial and human resource management? (5C Tool: part of question # 1.2a, 1.4 and 5.3)

Has it become more difficult for the SPO to secure funding for programmes?	<input type="checkbox"/> Yes <input type="checkbox"/> No
If Yes, what is/are the main reason(s)?	
What are the main sources of funding for the SPO? (C1.4)	<input type="checkbox"/> Contributions paid by members <input type="checkbox"/> Own incomes <input type="checkbox"/> Funds provided by government <input type="checkbox"/> Funds provided by (other) national NGO(s) <input type="checkbox"/> Funds provided by international NGO(s) <input type="checkbox"/> Funds provided by UN organisations <input type="checkbox"/> Other(s), specify: _____
How many donors did the SPO have during last 2 years? (C1.4)	
Indicate how large the proportion of MFS-1/2 was in the total amount of funds provided by donors?	
For how many years have donors provided funding for implementation of projects/programmes? (C1.4) (per donor)	
Does the SPO generate own financial resources during last 2 years? (C1.4)	<input type="checkbox"/> Yes <input type="checkbox"/> No
If Yes, how?	
Does the SPO have a financial management system assuring standardisation of processes? (C5.3)	<input type="checkbox"/> Yes <input type="checkbox"/> No
If Yes, ask for evidence If No, why is it not required/done	
Are roles and responsibilities for financial planning, reporting and internal control within the SPO formally defined and documented? (C5.3)	<input type="checkbox"/> Yes <input type="checkbox"/> No
If Yes, ask for evidence	
How does the SPO assess the reporting	<input type="checkbox"/> Simple <input type="checkbox"/> Normal <input type="checkbox"/> Overly complex

requirements of MFS-2?	
Does the SPO have procedures that assure an effective internal control? (C5.3)	<input type="checkbox"/> Yes <input type="checkbox"/> No
If Yes, how? • If No, why not?	
Are financial systems and data independently and periodically reviewed by external auditors? (C5.3)	<input type="checkbox"/> Yes <input type="checkbox"/> No
If Yes, how frequent?	
If Yes, when was the last external audit?	
If Yes, did the external auditor approve the financial systems and data of the SPO?	<input type="checkbox"/> Yes <input type="checkbox"/> No
• If No, why not?	
Does the SPO have a policy to review the performance of all its professional staff members? (C1.2a)	<input type="checkbox"/> Yes <input type="checkbox"/> No
If Yes, how frequently?	
If Yes, who is responsible to do the review?	
If No, why not?	
Does the SPO provide training opportunities to its professional staff members to improve their skills? (C1.2a)	<input type="checkbox"/> Yes <input type="checkbox"/> No
If Yes, average number of training days per profession staff during last 2 years	
If Yes, ask for training activities during last 2 years	
If Yes, who provides staff training?	
• If No, why not?	
Does the SPO have an HIV/AIDS work place policy? (C1.2a)	<input type="checkbox"/> Yes <input type="checkbox"/> No
If Yes, is it actively implemented and how? • If No, why not?	
Does the SPO have an anti-sexual harassment policy? (C1.2a)	<input type="checkbox"/> Yes <input type="checkbox"/> No
If Yes, how is it implemented?	
Has there been any impact of MFS-2 on this topic/issue?	<input type="checkbox"/> Yes <input type="checkbox"/> Not significant
If Yes, describe	

Overall Score

<input type="checkbox"/> 0 = Absent/low	<input type="checkbox"/> 1= Moderate	<input type="checkbox"/> 2= Considerable	<input type="checkbox"/> 3 = Fully/completely
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2.d International linkages (not in Call for Proposals) (5C Tool: part of question # 3.3)

How important are the linkages with international organisations/institutions in general and the Dutch NGOs for the functioning of the SPO?	<input type="checkbox"/> Not important at all <input type="checkbox"/> Moderately important <input type="checkbox"/> Important <input type="checkbox"/> Very important
Is the SPO member of one or more international alliances and/or networks at present? (C3.3)	<input type="checkbox"/> Yes <input type="checkbox"/> No
If Yes, which type of international alliances/networks?	
If Yes, what is the role of the SPO in these international alliances/networks at present?	
If Yes, does the SPO formally represent CBOs and any other actors in these international alliances/ networks at present?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Did the SPO participate in global events (i.e. meetings, conferences, etc.) during the last 2 years?	<input type="checkbox"/> Yes <input type="checkbox"/> No
If Yes, how many times during last 2 years?	<input type="checkbox"/> 1-3 <input type="checkbox"/> 3-6 <input type="checkbox"/> 7-10 <input type="checkbox"/> 10-20 <input type="checkbox"/> More
If Yes, what was the role of the SPO?	
Has there been any impact of MFS-2 on this topic/issue?	<input type="checkbox"/> Yes <input type="checkbox"/> Not significant
If Yes, describe	

Overall Score

<input type="checkbox"/> 0 = Absent/low <input type="checkbox"/> 1= Moderate <input type="checkbox"/> 2= Considerable <input type="checkbox"/> 3 = Fully/completely
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2.e Technical resources (not in Call for Proposals)

Key question: To what extent are partner organisations using the internet and social media?

Does the SPO have a website?	<input type="checkbox"/> Yes <input type="checkbox"/> No
If Yes, for which purpose(s) is the website used?	
If Yes, what is the number of unique visitors and visits in 2010 and 2011?	
Does the SPO make use of other social media (i.e. Facebook, twitter, etc)?	<input type="checkbox"/> Yes <input type="checkbox"/> No
If Yes, which other social media are used?	
If Yes, for which purpose(s) are these other social media used?	
How intensive?	

Overall Score

<input type="checkbox"/> 0 = Absent/low Fully/completely	<input type="checkbox"/> 1= Moderate	<input type="checkbox"/> 2= Considerable	<input type="checkbox"/> 3 =
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Civil Society Index 3: Practice of Values

Priority Result Areas

3.a Internal governance (democratic decision-making and governance)

Key question: To what extent do partner organisations and the CSO's they support involve their target group in decision making (for instance as members of social organs of the CSO's)? (5C Tool: part question # 3.1)

Does the SPO undertake regular analysis of the (changed) needs and opinions of its target group during last 2 years? (C3.1)	<input type="checkbox"/> Yes <input type="checkbox"/> No
If Yes, how and how often? • If No, why not?	
If Yes, did the SPO use the results of the analysis to adjust its policy and/or strategies?	<input type="checkbox"/> Yes <input type="checkbox"/> No

Overall Score

<input type="checkbox"/> 0 = Absent/low Fully/completely	<input type="checkbox"/> 1= Moderate	<input type="checkbox"/> 2= Considerable	<input type="checkbox"/> 3 =
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3.b Transparency

Key question: To what extent are partner organisations and CSO supporting transparency on financial information and do staff members respect internal procedures (code of conduct)? (5C Tool: part question # 5.4)
Transparency on financial management is already covered in 2.c: Financial and human resources of this questionnaire

Does the SPO have a written Code of Conduct?	<input type="checkbox"/> Yes <input type="checkbox"/> No
If Yes, is every staff member of the SPO informed about the Code of Conduct? - If Yes, how?	<input type="checkbox"/> Yes <input type="checkbox"/> No
• If No, why not?	
Are (other) (in)formal mechanisms in place to promote and guarantee good ethical behaviour in the SPO? (C5.4)	<input type="checkbox"/> Yes <input type="checkbox"/> No
If Yes, describe	
Are mechanisms and procedures in place to prevent misuse and/or fraud? (C5.4)	<input type="checkbox"/> Yes <input type="checkbox"/> No
If Yes, describe	
Has there been any impact of MFS-2 on this topic/issue?	<input type="checkbox"/> Yes <input type="checkbox"/> Not significant

If Yes, describe	
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Overall Score

<input type="checkbox"/> 0 = Absent/low Fully/completely	<input type="checkbox"/> 1= Moderate	<input type="checkbox"/> 2= Considerable	<input type="checkbox"/> 3 =
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Civil Society Index 4: Perception of Impact

Priority Result Areas

4.a Responsiveness

Key question: To what extent are partner organisations and the CSO's they support considered as counterparts by (local) government and private sector?
(5C Tool: part of question # 3.4)

Was the SPO invited by other organisations to participate in policy discussions and formulation during last 2 years? (C3.4)	<input type="checkbox"/> Yes <input type="checkbox"/> No
If Yes, best example(s)	
If Yes, what are the results?	
Did the SPO take the initiative to engage with government during last 2 years? (C3.4)	<input type="checkbox"/> Yes <input type="checkbox"/> No
If Yes, best example(s)	
If Yes, what are the results?	
Does the SPO engage with the business sector during last 2 years? (C3.4)	<input type="checkbox"/> Yes <input type="checkbox"/> No
If Yes, best example(s)	
If Yes, what are the results?	
Has there been any impact of MFS-2 on this topic/issue?	<input type="checkbox"/> Yes <input type="checkbox"/> Not significant
If Yes, describe	

Overall Score

<input type="checkbox"/> 0 = Absent/low Fully/completely	<input type="checkbox"/> 1= Moderate	<input type="checkbox"/> 2= Considerable	<input type="checkbox"/> 3 =
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4.b Social impact

Key question: To what extent do partner organisations, in the sectors they work in, provide services that respond to one or more basic social needs of their target group? (5C tool question # 2.3)

To what extent are other organisations at the moment providing similar services to the target group(s) of the SPO?	<input type="checkbox"/> No other organisation in working area <input type="checkbox"/> One other organisations <input type="checkbox"/> Several other organizations <input type="checkbox"/> Others, specify: _____
Was the target group actively involved in the problem analysis and the formulation of the project/programme during last 2 years?	<input type="checkbox"/> Yes <input type="checkbox"/> No
If Yes, how? If No, why not?	
If Yes, were women actively involved?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Was the target group actively involved in the formulation of project activities aimed at resolving the analysed problems during last 2 years?	<input type="checkbox"/> Yes <input type="checkbox"/> No
If Yes, how? If No, why not?	
If Yes, were women actively involved?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Did the target group (formally) approve/endorse the formulated project activities and agreed implementation modalities during last 2 years?	<input type="checkbox"/> Yes <input type="checkbox"/> No
If Yes, were women actively involved?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Was target group actively involved in the planning and execution of the project activities during last 2 years?	<input type="checkbox"/> Yes <input type="checkbox"/> No
If Yes, how? If No, why not?	
If Yes, were women actively involved?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Did the target group contribute in cash, labour and/or kind to the costs of executed project activities during last 2 years? (C2.3)	<input type="checkbox"/> Yes <input type="checkbox"/> No
If Yes, how and how much? • If No, why not?	
Has there been any impact of MFS-2 on this topic/issue?	<input type="checkbox"/> Yes <input type="checkbox"/> Not significant
If Yes, describe	

Overall Score

<input type="checkbox"/> 0 = Absent/low <input type="checkbox"/> 1= Moderate <input type="checkbox"/> 2= Considerable <input type="checkbox"/> 3 = Fully/completely

4.c Policy impact

Key question: To what extent do partner organisations successfully influence government policy or planning/ budgeting/policy making of

international organisations in the sectors they work in? (5C Tool: part of question # 2.2)

Is the current policies and plans of the government in favour or detrimental to the needs of your target group?	<input type="checkbox"/> Positive/ supportive policies <input type="checkbox"/> Positive policies but not implemented <input type="checkbox"/> Neutral <input type="checkbox"/> Detrimental
Did the SPO achieve results that contribute to changes in <u>policies, laws and regulations</u> , which improve the quality of life of those affected by poverty and economic, social and political inequality during last 2 years? (C2.2)	<input type="checkbox"/> Yes <input type="checkbox"/> No
If Yes, best example(s) and (potential) livelihoods impacts	
If Yes, what are the impacts?	
Did the SPO successfully influence planning/ budgeting/policy making of national and/or international organisations in the sectors they work in?	<input type="checkbox"/> Yes <input type="checkbox"/> No
If Yes, best example(s)	
Has there been any impact of MFS-2 on this topic/issue?	<input type="checkbox"/> Yes <input type="checkbox"/> Not significant
If Yes, describe	

Overall Score

<input type="checkbox"/> 0 = Absent/low	<input type="checkbox"/> 1= Moderate	<input type="checkbox"/> 2= Considerable	<input type="checkbox"/> 3 = Fully/completely
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Civil Society Index 5: External Environment

Priority Result Areas

5.a Socio-economic, socio-political and socio-cultural context

Key question: To what extent are interventions of the Alliance the choice of the partner organisations and are their interventions based on a quality context analysis of the space and the role of civil society in that specific country (including socio-economic, political and cultural context)? (supposed to be covered in paragraph 5.1 of each country strategy)

Are interventions of the Dutch CFA based on the choice of the SPO?	<input type="checkbox"/> Yes <input type="checkbox"/> No
If Yes, was the SPO actively involved in the formulation of the project/programme funded by the Dutch CFA under MFS-2?	<input type="checkbox"/> Yes <input type="checkbox"/> No
- If Yes, how?	
If No, why not?	

Have the MFS-2 budget adjustments (reduction) affected the scope of work of the SPO?	<input type="checkbox"/> Yes <input type="checkbox"/> No
If Yes, describe how	
If Yes, was the SPO actively involved in the context analysis of the space and the role of civil society?	<input type="checkbox"/> Yes <input type="checkbox"/> No
- If Yes, how?	
If No, why not?	
Has the socio-political environment improved or deteriorated during the last 2 years and what were the main reasons/factors for any changes?	
How is the attitude of religious organisations and institutions towards the civil society in general and your organisation in particular and did it improve or deteriorate during the last 2 years?	
Describe the links of the SPO with local politics?	<input type="checkbox"/> Trying to systematically avoid <input type="checkbox"/> Trying to influence and/or training <input type="checkbox"/> Trying to get support for activities <input type="checkbox"/> Jointly implemented activities <input type="checkbox"/> No relation <input type="checkbox"/> Others, describe _____
Give a short assessment of the worst and best experiences with local politics during last 2 years	
Describe the links of the SPO with national politics?	<input type="checkbox"/> Trying to systematically avoid <input type="checkbox"/> Trying to influence and/or training <input type="checkbox"/> Trying to get support for activities <input type="checkbox"/> Jointly implemented activities <input type="checkbox"/> No relation <input type="checkbox"/> Others, describe _____
Give a short assessment of the worst and best experiences with national politics during last 2 years	
What is the relation of the SPO with media?	<input type="checkbox"/> Trying to systematically avoid <input type="checkbox"/> Trying to influence and/or training <input type="checkbox"/> Trying to get support for activities <input type="checkbox"/> Jointly implemented activities <input type="checkbox"/> No relation <input type="checkbox"/> Others, describe _____
Give a short assessment of the worst and best experiences with media during last 2 years	
Has the attitude of government institutions towards the civil society in general and your organisation in particular changed during last 2 years?	<input type="checkbox"/> Yes <input type="checkbox"/> No
If YES, did it improve or deteriorate?	
What is the relation of the SPO with local government?	<input type="checkbox"/> Trying to systematically avoid <input type="checkbox"/> Trying to influence and/or training

	<input type="checkbox"/> Trying to get support for activities <input type="checkbox"/> Jointly implemented activities <input type="checkbox"/> No relation <input type="checkbox"/> Others, describe _____
What is the relation of the SPO with provincial government?	<input type="checkbox"/> Trying to systematically avoid <input type="checkbox"/> Trying to influence and/or training <input type="checkbox"/> Trying to get support for activities <input type="checkbox"/> Jointly implemented activities <input type="checkbox"/> No relation <input type="checkbox"/> Others, describe _____
What is the relation of the SPO with national government?	<input type="checkbox"/> Trying to systematically avoid <input type="checkbox"/> Trying to influence and/or training <input type="checkbox"/> Trying to get support for activities <input type="checkbox"/> Jointly implemented activities <input type="checkbox"/> No relation <input type="checkbox"/> Others, describe _____
Give a short assessment of the worst and best experiences with government during last 2 years	
What is the relation of the SPO with private sector?	<input type="checkbox"/> Trying to systematically avoid <input type="checkbox"/> Trying to influence and/or training <input type="checkbox"/> Trying to get support for activities <input type="checkbox"/> Jointly implemented activities <input type="checkbox"/> No relation <input type="checkbox"/> Others, describe _____
Give a short assessment of the worst and best experiences with private sector during last 2 years	
Did MFS-2 influence the relation of SPO with external institutions?	<input type="checkbox"/> Yes <input type="checkbox"/> No
If Yes, which type(s) of institutions?	<input type="checkbox"/> Local politics <input type="checkbox"/> National politics <input type="checkbox"/> Media <input type="checkbox"/> Government <input type="checkbox"/> Private sector <input type="checkbox"/> Other(s), specify: _____
If Yes, describe	
How would you rate the position of your SPO at present in the local context of politics, government, media, private sector`?	
What would you like to change in the next 2 years (if anything)?	

Overall Score

<input type="checkbox"/> 0 = Absent/low Fully/completely	<input type="checkbox"/> 1= Moderate	<input type="checkbox"/> 2= Considerable	<input type="checkbox"/> 3 =
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Key question: To what extent do partner organisations take into account and participate in studies of civil society in the country they work in? (5C Tool: part of question # 3.4)

Is there a debate on the role of civil society in Pakistan? According to you what are the three main points?	<input type="checkbox"/> Yes <input type="checkbox"/> No
If Yes, what are the three main points of discussion?	
Does the SPO participate in studies of civil society in Pakistan?	<input type="checkbox"/> Yes <input type="checkbox"/> No
If Yes, example(s) • If No, why not?	
Does the SPO use studies of civil society carried out by others in Pakistan in order to adjust its policies and/or strategies?	<input type="checkbox"/> Yes <input type="checkbox"/> No
If Yes, example(s) • If No, why not?	

Overall Score

<input type="checkbox"/> 0 = Absent/low Fully/completely	<input type="checkbox"/> 1= Moderate	<input type="checkbox"/> 2= Considerable	<input type="checkbox"/> 3 =
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FINAL QUESTION RELATED TO SOCIO-POLITICAL ENVIRONMENT FOR NGOs

What are the major threats and constraints, opportunities and weaknesses for the civil society in general and your organisation in particular?

Strengths	Weaknesses
Opportunities	Threats

What must change to improve the role and functioning of the civil society in general and your organisation in particular?	
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ANNEX V. QUESTIONNAIRE FOR CAPACITY DEVELOPMENT OF SOUTHERN PARTNER ORGANISATIONS

Introduction

Name of SPO:	
When did the cooperation between CFA and SPO start?	
Did the cooperation between CFA and SPO end?	<input type="checkbox"/> Yes <input type="checkbox"/> No
If Yes, when did it end?	
If No, when the end envisaged, if at all?	

CFA = Co-Financing Agency (Dutch NGO)

SPO = Southern Partner Organisations

SPO Profile

Year of establishment:	
Founding members:	
Rationale/reason for establishment:	
Type of organisation:	
Registration:	Year:
	Legal status:
Location of headquarter:	
Number and location of regional offices:	Number:
	Location:
Number of location of field offices:	Number:
	Location:
Constituency: [Note: Definition of the constituency: geographic or thematic individuals, groups and organisations on whose behalf the SPO works and aims to support change.]	Description:
Target group	
Target group(s): [Note: definition of target group: the people on whom the work of the SPO is focused.]	
Working area (geographical scope)	<input type="checkbox"/> National
	<input type="checkbox"/> Provincial (Name of province(s): _____)

	<input type="checkbox"/> District (Name of district(s):_____)
Current number of professional staff in head office (2011-12)	Managerial: Professional: Support Total:
Current number of professional staff in regional/field offices (2011-12)	Managerial: Professional: Support Total:

Board of Trustees/Directors?	<input type="checkbox"/> Yes <input type="checkbox"/> No
If Yes, number of members:	
If Yes, composition:	
Management Committee?	<input type="checkbox"/> Yes <input type="checkbox"/> No
If Yes, number of members:	
If Yes, composition:	
Advisory Board?	<input type="checkbox"/> Yes <input type="checkbox"/> No
If Yes, number of members:	
If Yes, composition:	
Representation of target group(s) in a decision making organ of SPO	<input type="checkbox"/> None <input type="checkbox"/> Board of trustees <input type="checkbox"/> Management committee <input type="checkbox"/> Advisory board <input type="checkbox"/> Other(s), specify: _____
National/local partners of the SPO:	
International partners of the SPO:	
Membership of national networks and/or alliances :	
Membership of international networks and/or alliances:	

Description of SPO in 3 key words?	
Vision/ mission (if anything formulated):	
Specific goals/ objectives for the next five years (if anything formulated):	
Ongoing core programmes:	
Cross-cutting issues (i.e. gender, governance, human rights):	
Ongoing projects:	

Budgets and funding sources:	2011-12 MFS 1/2: Other Dutch partners: Other partners/donors: Own resources:
Campaigns:	

Core Capabilities of SPO

C.1 - Capability to Commit and Act

C.1.1 - Strategic & Operational Planning

Indicator: To what extent does the organisation use a strategic plan with longer term objectives to guide decisions and operations within the organisation as a whole? (Are the objectives and strategies coherent with the types of changes the organisation wants to achieve?)

Overall Long-Term Strategic Plan

Does the SPO have an overall strategic plan with long-term objectives?	<input type="checkbox"/> Yes <input type="checkbox"/> No
If Yes, in which year was the overall strategic plan drafted?	
If Yes, for how many years is the overall strategic plan drafted?	
If Yes, who drafted the overall strategic plan?	<input type="checkbox"/> Special outsider/consultant <input type="checkbox"/> Designated insider team <input type="checkbox"/> Special staff members <input type="checkbox"/> Management <input type="checkbox"/> Other, specify: _____
If Yes, who approved the overall strategic plan?	
If Yes, what are the (key) objectives of the overall strategic plan?	
If Yes, what are the strategies under the overall strategic plan?	
If Yes, is the overall strategic plan shared with the SPO staff?	<input type="checkbox"/> Yes <input type="checkbox"/> No
- If Yes, how and give example(s)?	
If Yes, does the SPO staff use the overall strategic plan to plan and guide their actions?	<input type="checkbox"/> Yes <input type="checkbox"/> No
- If Yes, how and give example(s)?	
If Yes, is the overall strategic plan regularly reviewed and updated?	<input type="checkbox"/> Yes <input type="checkbox"/> No
- If Yes, how frequently?	
- If Yes, how is it reviewed and updated?	

- If Yes, who is involved?	

Overall Score

7	<input type="checkbox"/> 0=Not at all/absent	<input type="checkbox"/> 1=Low	<input type="checkbox"/> 2=Moderate	<input type="checkbox"/> 3=Considerable	<input type="checkbox"/> 4=High	<input type="checkbox"/> 5=Fully/completely
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C.1.2a - Human Resource Management (HRM) and Qualifications

Indicator: To what extent is the organisation capable of attracting and retaining qualified staff?

Main challenges in Human Resource Management for the SPO?	<input type="checkbox"/> Difficulty finding suitably qualified persons <input type="checkbox"/> Difficulty finding women for required positions <input type="checkbox"/> Difficulty finding people working in remote areas <input type="checkbox"/> High turn over <input type="checkbox"/> Difficult to offer job security to staff <input type="checkbox"/> Other(s), specify: _____
Does the SPO have many vacant positions?	<input type="checkbox"/> Yes <input type="checkbox"/> No
If Yes, how many?	
If Yes, what are the main reasons?	
Does the SPO advertise job vacancies in newspapers and/or websites?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Does the SPO experience a high staff turnover?	<input type="checkbox"/> Yes <input type="checkbox"/> No
If Yes, what are the reasons?	
Does the SPO have a policy favouring the recruitment of women, religious minorities and/or disabled persons?	<input type="checkbox"/> Yes <input type="checkbox"/> No
If Yes, short description	
Does the SPO have a policy to review the performance of all its professional staff members?	<input type="checkbox"/> Yes <input type="checkbox"/> No
If Yes, how frequently?	
If Yes, who is responsible to do the review?	
If No, why not?	
Does the SPO provide training opportunities to its professional staff members to improve their skills?	<input type="checkbox"/> Yes <input type="checkbox"/> No

If Yes, average number of training days per profession staff during last 2 years	
If Yes, ask for training activities during last 2 years	
If Yes, who provides staff training?	
• If No, why not?	
Does the SPO have an HIV/AIDS work place policy?	<input type="checkbox"/> Yes <input type="checkbox"/> No
If Yes, is it actively implemented and how? • If No, why not?	
Does the SPO have an anti-sexual harassment policy?	<input type="checkbox"/> Yes <input type="checkbox"/> No
If Yes, is it actively implemented and how? • If No, why not?	

Overall Score

8 <input type="checkbox"/> 0=Not at all/absent <input type="checkbox"/> 1=Low <input type="checkbox"/> 2=Moderate <input type="checkbox"/> 3=Considerable <input type="checkbox"/> 4=High <input type="checkbox"/> 5=Fully/completely

C.1.2b - Staff Thematic Expertise

Indicator: To what extent is the staff knowledgeable and/or experienced on the thematic areas in which the organisation is active?

Would you assess the SPO staff to be better qualified technically and thematically than that of other similar organisations?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Is the SPO able to recruit professional staff with relevant qualifications and working experience?	<input type="checkbox"/> Yes <input type="checkbox"/> No
If No, what are the reasons?	
Do all professional staff have formal job descriptions including requirements for thematic expertise?	<input type="checkbox"/> Yes <input type="checkbox"/> No
If No, why not?	
Does the SPO have gender expertise?	<input type="checkbox"/> Yes <input type="checkbox"/> No
If Yes, describe gender expertise If No, why not?	<input type="checkbox"/> In-house gender expert <input type="checkbox"/> External gender expert <input type="checkbox"/> Other(s), specify: _____
Have all professional staff of the SPO received gender training?	<input type="checkbox"/> All <input type="checkbox"/> Some – not all <input type="checkbox"/> None
If Yes, who provided gender training? If No, why not?	<input type="checkbox"/> Internally <input type="checkbox"/> Externally

Overall Score

9	<input type="checkbox"/> 0=Not at all/absent	<input type="checkbox"/> 1=Low	<input type="checkbox"/> 2=Moderate	<input type="checkbox"/> 3=Considerable	<input type="checkbox"/> 4=High	<input type="checkbox"/> 5=Fully/completely
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C.1.2c - Staff Commitment to Results

Indicator: To what extent are staff members motivated and committed to achieve the results?

Did the SPO undertaken special activities to motivate staff during last 2 years?	<input type="checkbox"/> No – not able to do <input type="checkbox"/> No – not required to do <input type="checkbox"/> Yes, specify: _____
At which level within the SPO are decisions made with regard to planning and implementation of field activities? (decentralisation of decision-making). What is the main decision centre: select one.	<input type="checkbox"/> Management <input type="checkbox"/> Field units <input type="checkbox"/> Donors <input type="checkbox"/> Other(s), specify: _____
Did professional staff display passion and commitment to their work and the objectives of the SPO during last 2 years?	<input type="checkbox"/> Yes <input type="checkbox"/> No
If Yes, how?	
Did professional staff regularly work in the evenings and/or weekends during last 2 years?	<input type="checkbox"/> Yes <input type="checkbox"/> No
If Yes, why?	
Did all professional staff submit (monthly) progress reports describing all conducted activities, results and outcomes during last 2 years?	<input type="checkbox"/> Yes <input type="checkbox"/> No
If No, why not?	
Does the SPO have a policy to provide bonuses or other merit awards to professional staff for excellent results?	<input type="checkbox"/> Yes <input type="checkbox"/> No
If Yes, short description	

Overall Score

10	<input type="checkbox"/> 0=Not at all/absent	<input type="checkbox"/> 1=Low	<input type="checkbox"/> 2=Moderate	<input type="checkbox"/> 3=Considerable	<input type="checkbox"/> 4=High	<input type="checkbox"/> 5=Fully/completely
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C.1.3 - Leadership

Indicator: To what extent is management capable of taking decisions and ensuring timely follow up? (transparency, accountability)

Were professional SPO staff members actively consulted about important	<input type="checkbox"/> Yes <input type="checkbox"/> No
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decisions to be made within SPO/MFS-2 during last 2 years?	
If Yes, how?	
Were the minutes of Management Team meetings available for professional staff members during last 2 years?	<input type="checkbox"/> Yes <input type="checkbox"/> No
If Yes, how are they used? If No, why not?	
Does the SPO have a formal policy to clearly communicate decisions among all staff members?	<input type="checkbox"/> Yes <input type="checkbox"/> No
If Yes, how?	
Were professional staff members actively involved in the preparation of the annual work for the new financial year during last 2 years?	<input type="checkbox"/> Yes <input type="checkbox"/> No
If No, why not?	
Was the SPO able to prepare and submit the annual work plan and budget before the start of each new financial year during last 2 years?	<input type="checkbox"/> Yes <input type="checkbox"/> No
If No, why not?	
Did all professional staff receive a (digital) copy of the annual work plan and budget during last 2 years?	<input type="checkbox"/> Yes <input type="checkbox"/> No
If No, why not?	
Was the SPO able to prepare and submit the annual report and financial statements in a timely manner during last 2 years?	<input type="checkbox"/> Yes <input type="checkbox"/> No
If Yes, how many months after the end of the financial year? If No, why not?	
Did all professional staff receive a (digital) copy of the annual report and financial statements during last 2 years?	<input type="checkbox"/> Yes <input type="checkbox"/> No
If No, why not?	
What was the frequency of Management Team meetings during last 2 years?	
Does the SPO have a management information system (MIS) that facilitates monitoring of all its activities?	<input type="checkbox"/> Yes <input type="checkbox"/> No
If Yes, who is responsible for maintaining MIS?	
Does the SPO have a policy and/or procedures in place to prevent and deal	<input type="checkbox"/> Yes <input type="checkbox"/> No

with external risks and threats?	
If Yes, describe	
Does the SPO have a structure and/or procedures in place to assess performance of Management Team?	<input type="checkbox"/> Yes <input type="checkbox"/> No
If Yes, how?	
Does the SPO have a policy related to the term of office for members of the Management Team?	<input type="checkbox"/> Yes <input type="checkbox"/> No
If Yes, what is the maximum term of office for individual Management Team members?	
Is there second line management in place within the SPO?	
If Yes, describe	

Overall Score

11	<input type="checkbox"/> 0=Not at all/absent	<input type="checkbox"/> 1=Low	<input type="checkbox"/> 2=Moderate	<input type="checkbox"/> 3=Considerable	<input type="checkbox"/> 4=High	<input type="checkbox"/> 5=Fully/completely
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C.1.4 - Financial position

Indicator: To what extent does the organisation have a healthy financial position to carry out the envisioned strategy?

How would you describe the financial position of the SPO?	<input type="checkbox"/> Healthy buffer <input type="checkbox"/> Only small buffer <input type="checkbox"/> No buffer
What were the main sources of funding for the SPO during last 2 years?	<input type="checkbox"/> Contributions paid by members <input type="checkbox"/> Own incomes <input type="checkbox"/> Funds provided by government <input type="checkbox"/> Funds provided by (other) national NGO(s) <input type="checkbox"/> Funds provided by international NGO(s) <input type="checkbox"/> Funds provided by UN organisations <input type="checkbox"/> Other(s), specify: _____
How many donors did the SPO have during last 2 years?	
Indicate how large the proportion of MFS-1/2 was in the total amount of funds provided by donors?	
For how many years have donors provided funding for implementation of projects/programmes? (per donor)	

Did the SPO generate own financial resources during last 2 years?	<input type="checkbox"/> Yes <input type="checkbox"/> No
If Yes, how?	
Does the SPO have (major) assets (i.e. buildings, vehicles, equipment, etc.)	<input type="checkbox"/> Yes <input type="checkbox"/> No
If Yes, describe	
If Yes, how were these investments funded?	
Did the SPO prepare detailed annual budgets for each project/programme separately during last 2 years?	<input type="checkbox"/> Yes <input type="checkbox"/> No
If No, why not?	
Did the SPO have sufficient funds to implement all activities included in the annual work plan during last 2 years?	<input type="checkbox"/> Yes <input type="checkbox"/> No
If No, which proportion of the annual budget for was not covered?	
If No, what were the reasons that insufficient funds were available?	
Did the SPO have sufficient funds to pay all salaries and other fixed costs in time during last 2 years?	<input type="checkbox"/> Yes <input type="checkbox"/> No
If No, why not?	
Did the SPO have to suspend the implementation of project activities during last 2 years due to cash flow problems?	<input type="checkbox"/> Yes <input type="checkbox"/> No
If Yes, what were the reasons?	
Does the SPO have reserves?	<input type="checkbox"/> Yes <input type="checkbox"/> No
If Yes, how? (bank account, assets)	
Does the SPO have debts?	<input type="checkbox"/> Yes <input type="checkbox"/> No
If Yes, who is/are the creditor(s)	
If Yes, when must these debts be repaid?	
If Yes, which funds will be used to repay debts?	
Has there been any impact of MFS-2 on this topic/issue?	<input type="checkbox"/> Yes <input type="checkbox"/> Not significant
If Yes, describe	

Overall Score

12 0=Not at all/absent 1=Low 2=Moderate 3=Considerable 4=High
 5=Fully/completely

C.2 - Capability to Achieve Development Results

C.2.1 - Results

Indicator: To what extent does the organisation reach its objectives?

What are the major results/achievements of the SPO with regard to its objectives specified in its strategic plan(s) during last 2 years?	
What is the impact of these results/achievements on the target group(s) of the SPO?	
Were there any unexpected negative outcomes and impacts of the executed project activities during last 2 years?	<input type="checkbox"/> Yes <input type="checkbox"/> No
If Yes, what were the unplanned negative impacts and who was affected?	
Were there any unexpected positive outcomes and impacts of the executed project activities during last 2 years?	<input type="checkbox"/> Yes <input type="checkbox"/> No
If Yes, what were the unplanned positive outcomes and impacts and who benefitted?	
Has there been any impact of MFS-2 on this topic/issue?	<input type="checkbox"/> Yes <input type="checkbox"/> Not significant
If Yes, describe	

Overall Score

13 <input type="checkbox"/> 0=Not at all/absent <input type="checkbox"/> 1=Low <input type="checkbox"/> 2=Moderate <input type="checkbox"/> 3=Considerable <input type="checkbox"/> 4=High <input type="checkbox"/> 5=Fully/completely
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C.2.2 - Sustainability of results

Indicator: To what extent are the results sustainable?

What was the largest success of the SPO in the terms of sustainable results during last 2 years?	
Did the SPO achieve results that contribute to changes in policies, laws and regulations, which improve the quality of life of those affected by poverty and economic, social and political inequality during last 2 years?	<input type="checkbox"/> Yes <input type="checkbox"/> No
If Yes, best example(s) and (potential) livelihoods impact(s) • If No, why not?	
Did the SPO achieve results that contribute to changes in people's attitudes during last 2 years?	<input type="checkbox"/> Yes <input type="checkbox"/> No
If Yes, best example(s) and impact(s)	

If No, why not?	
Did the SPO achieve results that contribute to empowerment of target group during last 2 years?	<input type="checkbox"/> Yes <input type="checkbox"/> No
If Yes, best example(s) and impact(s)	
If No, why not?	
Did the SPO achieve results that contribute to gender justice during last 2 years?	<input type="checkbox"/> Yes <input type="checkbox"/> No
If Yes, best example(s) and impact(s)	
If No, why not?	
Did the SPO achieve results that can be sustained in view of the HIV/AIDS prevalence in the project areas during last 2 years?	<input type="checkbox"/> Yes <input type="checkbox"/> No
If Yes, example(s) and impact(s)	
Did the SPO contribute to making policies and practices of the business sector more social during last 2 years?	<input type="checkbox"/> Yes <input type="checkbox"/> No
If Yes, example(s) and impacts	
Did the SPO achieve results that contribute to (more) sustainable management and use of natural resources during last 2 years?	<input type="checkbox"/> Yes <input type="checkbox"/> No
If Yes, example(s) and impacts	
Did the SPO achieve results that contribute to improved (political) governance at local and regional level during last 2 years?	<input type="checkbox"/> Yes <input type="checkbox"/> No
If Yes, example(s) and impacts	
Has there been any impact of MFS-2 on this topic/issue?	<input type="checkbox"/> Yes <input type="checkbox"/> Not significant
If Yes, describe	

Overall Score

14 0=Not at all/absent 1=Low 2=Moderate 3=Considerable 4=High 5=Fully/completely

C.2.3 - Relevance of results

Indicator: To what extent are the results achieved by the organisation relevant (to the target group)?

15 Would you say that the achieved results of the SPO concern the largest problem faced by the target group?	16 <input type="checkbox"/> Concern the largest problem of the target group
	17 <input type="checkbox"/> Concern one of the important problems

	18	<input type="checkbox"/> Concern an important area – but not yet a problem
19 Was the target group actively involved in the problem analysis and the formulation of the project/programme during last 2 years?	20	<input type="checkbox"/> Yes <input type="checkbox"/> No
If Yes, how? If No, why not?	21	
If Yes, were women actively involved?	22	<input type="checkbox"/> Yes <input type="checkbox"/> No
23 Was the target group actively involved in the formulation of project activities aimed at resolving the analysed problems during last 2 years?	24	<input type="checkbox"/> Yes <input type="checkbox"/> No
If Yes, how? If No, why not?	25	
If Yes, were women actively involved?	26	<input type="checkbox"/> Yes <input type="checkbox"/> No
27 Did the target group (formally) approve/endorse the formulated project activities and agreed implementation modalities during last 2 years?	28	<input type="checkbox"/> Yes <input type="checkbox"/> No
If Yes, were women actively involved?	29	<input type="checkbox"/> Yes <input type="checkbox"/> No
30 Was the target group actively involved in the planning and execution of the project activities during last 2 years?	31	<input type="checkbox"/> Yes <input type="checkbox"/> No
If Yes, how? If No, why not?	32	
If Yes, were women actively involved?	33	<input type="checkbox"/> Yes <input type="checkbox"/> No
34 Did the target group contribute in cash, labour and/or kind to the costs of the executed project activities during last 2 years?	35	<input type="checkbox"/> Yes <input type="checkbox"/> No
If Yes, how and how much? If No, why not?	36	
37 Did the SPO assist the target group with formation of one or more functional organisations during last 2 years?	38	<input type="checkbox"/> Yes <input type="checkbox"/> No
If Yes, what type of organisations?	39	
40 Did the SPO contribute to capacity development of the target group during last 2 years?	41	<input type="checkbox"/> Yes <input type="checkbox"/> No
If Yes, how and which topics? If No, why not?	42	
If Yes, were women specifically targeted?	43	<input type="checkbox"/> Yes <input type="checkbox"/> No

44

45

Overall Score

46	<input type="checkbox"/> 0=Not at all/absent	<input type="checkbox"/> 1=Low	<input type="checkbox"/> 2=Moderate	<input type="checkbox"/> 3=Considerable	<input type="checkbox"/> 4=High	<input type="checkbox"/> 5=Fully/completely
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47

48

C.2.4 - Cost-effectiveness of results

Indicator: To what extent are the organisation's resources used in an efficient way to reach its objectives?

What was the total budget of the SPO for the 2011-2012 financial year?	
How much money was provided to the SPO by Dutch CFA under MFS-2 during 2011-2012 financial year?	
What was the overhead of the SPO as % of total annual budget during last 2 years?	
What was the overhead as % of total budget for the MFS-funded project(s) during last 2 years?	
What were the costs, excluding overhead, per member of the target group for implementing the project activities during last 2 years?	
According to you, are the costs for implementing project activities per member of the target group reasonable compared to the expected outcomes?	<input type="checkbox"/> Yes <input type="checkbox"/> No
If Yes, what are "reasonable costs per member of target group"?	
If No, why not?	
Are the costs of the executed project activities at a level that can be replicated at a larger scale?	<input type="checkbox"/> Yes <input type="checkbox"/> No
If No, why not?	
Is the SPO looking for (more) efficient ways of working (e.g. collaboration or cost-sharing with others)?	<input type="checkbox"/> Yes <input type="checkbox"/> No
If Yes, how?	

Overall Score

49 <input type="checkbox"/> 0=Not at all/absent <input type="checkbox"/> 1=Low <input type="checkbox"/> 2=Moderate <input type="checkbox"/> 3=Considerable <input type="checkbox"/> 4=High <input type="checkbox"/> 5=Fully/completely
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C.3 - Capability to Relate

50

C.3.1 - Use of power analysis and strategic positioning

Indicator: To what extent does the organisation make use of a form of context and stakeholder analysis, with attention paid to power relations, in strategy formulation?

Did the SPO undertake special analysis of the socio-political context in its working area	<input type="checkbox"/> Yes - in writing <input type="checkbox"/> Yes - by regular discussion
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during last 2 years?	<input type="checkbox"/> No
If Yes, when was it last done?	
Did the SPO undertake regular analysis of the security situation in its working area during last 2 years?	<input type="checkbox"/> Yes <input type="checkbox"/> No
If Yes, how and how often? If No, why not?	
Did the SPO undertake regular analysis of the (changed) needs and opinions of its target group during last 2 years?	<input type="checkbox"/> Yes <input type="checkbox"/> No
If Yes, when was it last done and how? If No, why not?	
If Yes, did the SPO use the results of the analysis to adjust its policy and/or strategies?	51 <input type="checkbox"/> Yes <input type="checkbox"/> No
Did the SPO pay explicit (=written) attention to gender issues in its analysis during last 2 years?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Did the SPO pay explicit (=written) attention to (political) power relations in its analysis during last 2 years?	<input type="checkbox"/> Yes <input type="checkbox"/> No

Overall Score

52 <input type="checkbox"/> 0=Not at all/absent <input type="checkbox"/> 1=Low <input type="checkbox"/> 2=Moderate <input type="checkbox"/> 3=Considerable <input type="checkbox"/> 4=High <input type="checkbox"/> 5=Fully/completely

C.3.2 - Legitimacy

Indicator: To what extent is the organisation legitimate and accountable to its constituency and/or target group?

Apart from the SPO, which other organisations (if any) serve the interests of the target group in the same area during last 2 years?	<input type="checkbox"/> No other organisation does <input type="checkbox"/> Some (less than 2) other organisations <input type="checkbox"/> Several organisations (more than 2)
Did the SPO involve its constituency and/or target group in policy/strategy formulation during last 2 years?	<input type="checkbox"/> Yes <input type="checkbox"/> No
If Yes, how? (ask for evidence) If No, why not?	
Did the SPO report to its constituency and/or target groups with respect to activities and results during last 2 years?	<input type="checkbox"/> Yes <input type="checkbox"/> No
If Yes, how and when? (ask for evidence) If No, why not?	
Does the SPO have a policy for handling complaints from its target group and/or other stakeholders?	<input type="checkbox"/> Yes <input type="checkbox"/> No
If Yes, how is the policy implemented?	<input type="checkbox"/> Not implemented <input type="checkbox"/> Not implemented – there are no such cases <input type="checkbox"/> Implemented at times <input type="checkbox"/> Implemented systematically

Has there been any impact of MFS-2 on this topic/issue?	<input type="checkbox"/> Yes <input type="checkbox"/> Not significant
• If Yes, describe	

Overall Score

53	<input type="checkbox"/> 0=Not at all/absent	<input type="checkbox"/> 1=Low	<input type="checkbox"/> 2=Moderate	<input type="checkbox"/> 3=Considerable	<input type="checkbox"/> 4=High	<input type="checkbox"/> 5=Fully/completely
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C.3.3 - Collaboration

Indicator: To what extent does the organisation collaborate with like-minded organisations?

Did the SPO work together with other organisations in joint programmes during last 2 years?	<input type="checkbox"/> No <input type="checkbox"/> Yes
If Yes, describe	
Does the MFS-2 programme have an influence on the cooperation between your SPO and other organisations?	<input type="checkbox"/> No <input type="checkbox"/> Yes
If Yes, describe?	
Is the SPO member of one or more national alliances and/or networks?	<input type="checkbox"/> Yes <input type="checkbox"/> No
If Yes, which type of national alliances/networks?	
If Yes, what is the role of the SPO in these national alliances/ networks?	
Is the SPO member of one or more international alliances and/or networks at present?	<input type="checkbox"/> Yes <input type="checkbox"/> No
If Yes, which type of international alliances/networks?	
If Yes, what is the role of the SPO in these international alliances/networks?	
Was the SPO involved in peer-to-peer communication, sharing information, joint learning and analysis, joint programmes, joint publications or events with other organisation during last 2 years?	<input type="checkbox"/> Yes <input type="checkbox"/> No
If Yes, describe how many events	

Overall Score

54	<input type="checkbox"/> 0=Not at all/absent	<input type="checkbox"/> 1=Low	<input type="checkbox"/> 2=Moderate	<input type="checkbox"/> 3=Considerable	<input type="checkbox"/> 4=High	<input type="checkbox"/> 5=Fully/completely
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C.3.4 - Engagement with other actors

Indicator: To what extent does the organisation engage with other types of actors in its surroundings (such as policy makers or the business sector at local, national, regional and international level)?

Was the SPO invited by other organisations to actively implement activities and/or provide services during last 2 years?	<input type="checkbox"/> Yes <input type="checkbox"/> No
If Yes, best example(s)	
Was the SPO invited by other organisations to participate in policy discussions and formulation during last 2 years?	<input type="checkbox"/> Yes <input type="checkbox"/> No
If Yes, best example(s)	
If Yes, what are the results?	
Did the SPO take the initiative to engage with government during last 2 years?	<input type="checkbox"/> Yes <input type="checkbox"/> No
If Yes, best example(s) in 2011-12	
If Yes, what are the results?	
Does the SPO engage with the business sector during last 2 years?	<input type="checkbox"/> Yes <input type="checkbox"/> No
If Yes, best example(s)	
If Yes, what are the results?	

Overall Score

55 0=Not at all/absent 1=Low 2=Moderate 3=Considerable 4=High
 5=Fully/completely

C.4 - Capability to Adapt and Self-Renew

C.4.1 - Adaptation of strategies

Indicator: To what extent does the organisation use its Planning, Monitoring and Evaluation (PME) system to check its performance and adapt its strategies?

Has there been a significant change in the strategies, priorities and/or mode of operation of the SPO during last 2 years?	<input type="checkbox"/> Yes <input type="checkbox"/> No
If Yes, describe	
If Yes, what prompted the change?	
Does the SPO have a formal PME system?	<input type="checkbox"/> Yes <input type="checkbox"/> No
If Yes, does the SPO have staff specialised PME?	<input type="checkbox"/> Yes <input type="checkbox"/> No
- If Yes, how many PME staff members?	
If Yes, who is responsible for collecting all necessary data and information for PME system?	
If Yes, how are the collected and analysed PME data and information presented/reported?	

If Yes, does the Management Team use the PME data for progress monitoring, planning and/or performance assessment?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Has there been any impact of MFS-2 on this topic/issue?	<input type="checkbox"/> Yes <input type="checkbox"/> Not significant
If Yes, describe	

Overall Score

56	<input type="checkbox"/> 0=Not at all/absent	<input type="checkbox"/> 1=Low	<input type="checkbox"/> 2=Moderate	<input type="checkbox"/> 3=Considerable	<input type="checkbox"/> 4=High	<input type="checkbox"/> 5=Fully/completely
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C.4.2 - Involving others in learning

Indicator: To what extent does the organisation involve its target group, constituency and other external stakeholders to check its performance and adapt its strategies?

Did the SPO with its target group, constituency and/or other external stakeholders jointly review the conducted project activities and results during last 2 years?	<input type="checkbox"/> Yes <input type="checkbox"/> No
If Yes, how and example(s) If No, why not?	
Did the SPO use the feedback from the target group, constituency and/or other external stakeholders to adjust its strategy and plans in other ways than the above during last 2 years?	<input type="checkbox"/> Yes <input type="checkbox"/> No
If Yes, example(s) If No, why not?	
Has there been any impact of MFS-2 on this topic/issue?	<input type="checkbox"/> Yes <input type="checkbox"/> Not significant
If Yes, describe	

Overall Score

57	<input type="checkbox"/> 0=Not at all/absent	<input type="checkbox"/> 1=Low	<input type="checkbox"/> 2=Moderate	<input type="checkbox"/> 3=Considerable	<input type="checkbox"/> 4=High	<input type="checkbox"/> 5=Fully/completely
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C.4.3 - Learning organisation

Indicator: To what extent is a culture and system of learning facilitated in the organisation?

Does the SPO have a system of formally capturing lessons and new ideas among its	<input type="checkbox"/> Yes <input type="checkbox"/> No
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professional staff?	
If Yes, describe	
Does the SPO have a formal platform (i.e. magazine, intranet, website, blog) to facilitate exchange of information and new ideas?	<input type="checkbox"/> Yes <input type="checkbox"/> No
If Yes, which type(s) of platform are used?	
If Yes, who within the SPO is responsible for maintaining the platform(s)?	
Does the SPO have a policy to collect experiences and ideas among its target group and/or constituency?	<input type="checkbox"/> Yes <input type="checkbox"/> No
If Yes, how? If No, why not?	

Overall Score

58	<input type="checkbox"/> 0=Not at all/absent	<input type="checkbox"/> 1=Low	<input type="checkbox"/> 2=Moderate	<input type="checkbox"/> 3=Considerable	<input type="checkbox"/> 4=High	<input type="checkbox"/> 5=Fully/completely
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C.4.4 - Innovation

Indicator: To what extent is the organisation innovative?

Can you describe the most important innovation that you developed or introduced during last 2 years?	
Does the SPO have a policy to innovate by developing new ideas and knowledge and/or make use of innovations from others?	<input type="checkbox"/> Yes <input type="checkbox"/> No
If Yes, describe	
Did the SPO itself develop new (replicable) methodologies, models of interventions, products and/or services during last 2 years?	<input type="checkbox"/> Yes <input type="checkbox"/> No
If Yes, example(s)	
If Yes, did other external organisations adopt one or more of its new methodologies, products and/or services?	<input type="checkbox"/> Yes <input type="checkbox"/> No
- If Yes, example(s)	
Did the SPO (regularly) organise workshops and/or seminars to share its innovations with others during last 2 years?	<input type="checkbox"/> Yes <input type="checkbox"/> No
If Yes, how many workshop were organised during last 2 years?	<input type="checkbox"/> 1-3 <input type="checkbox"/> 3-6 <input type="checkbox"/> 7-10 <input type="checkbox"/> 10-20 <input type="checkbox"/> More
Does the SPO have a (digital) subscription for one or more professional magazines?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Did the SPO use innovations of other organisations to adjust and/or renew its strategies and plans during last 2 years?	<input type="checkbox"/> Yes <input type="checkbox"/> No

If Yes, example(s)	
What are your experiences in promoting an innovation during last 2 years?	<input type="checkbox"/> Easy to scale up <input type="checkbox"/> Difficult to scale up <input type="checkbox"/> Impossible to scale up

Overall Score

59	<input type="checkbox"/> 0=Not at all/absent <input type="checkbox"/> 1=Low <input type="checkbox"/> 2=Moderate <input type="checkbox"/> 3=Considerable <input type="checkbox"/> 4=High <input type="checkbox"/> 5=Fully/completely
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C.5 - Capability to Achieve Coherence

C.5.1 - Strategic coherence

Indicator: To what extent is the organisation strategically coherent?

Is there clarity about the mission, vision and strategy of the SPO among all its professional staff?	<input type="checkbox"/> Yes <input type="checkbox"/> No
If No, why not?	
Was the target group and constituency explicitly informed about the mission, vision and strategy of the SPO during last 2 years?	<input type="checkbox"/> Yes <input type="checkbox"/> No
If Yes, how?	
Were all projects/programmes fully coherent with the SPO's mission, vision and strategy during last 2 years?	<input type="checkbox"/> Yes <input type="checkbox"/> No
If No, why not?	

Overall Score

60	<input type="checkbox"/> 0=Not at all/absent <input type="checkbox"/> 1=Low <input type="checkbox"/> 2=Moderate <input type="checkbox"/> 3=Considerable <input type="checkbox"/> 4=High <input type="checkbox"/> 5=Fully/completely
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C.5.2 - Coherence in organisational structure

Indicator: To what extent does the balance between the organisational functions contribute to coherence?

Is each project/programme represented in SPO's Management Team?	<input type="checkbox"/> Yes <input type="checkbox"/> No
If No, which project(s)/programme(s) are not represented and why?	
Are all "departments/divisions/sections" of the SPO represented in the Management Team, including PME, financial management?	<input type="checkbox"/> Yes <input type="checkbox"/> No
If No, which are not represented?	
Does the SPO have sufficient thematic expertise at the moment?	<input type="checkbox"/> Yes <input type="checkbox"/> No
If No, which expertise should be added?	

Has there been any impact of MFS-2 on this topic/issue?	<input type="checkbox"/> Yes <input type="checkbox"/> Not significant
If Yes, describe	

Overall Score

61 <input type="checkbox"/> 0=Not at all/absent <input type="checkbox"/> 1=Low <input type="checkbox"/> 2=Moderate <input type="checkbox"/> 3=Considerable <input type="checkbox"/> 4=High <input type="checkbox"/> 5=Fully/completely
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C.5.3 - Consistency in financial management and systems

Indicator: To what extent is the organisation consistent in its financial management and systems?

Does the SPO have a financial management system assuring standardisation of processes?	<input type="checkbox"/> Yes <input type="checkbox"/> No
If Yes, ask for evidence If No, why not?	
Are roles and responsibilities for financial planning, reporting and internal control within the SPO formally defined and documented?	<input type="checkbox"/> Yes <input type="checkbox"/> No
If Yes, ask for evidence	
Is the operational staff of the SPO regularly informed about the financial situation to take decisions?	<input type="checkbox"/> Yes <input type="checkbox"/> No
If Yes, how? If No, why not?	
Does the SPO have procedures that assure an effective internal control?	<input type="checkbox"/> Yes <input type="checkbox"/> No
If Yes, how? If No, why not?	
Are financial systems and data independently and periodically reviewed by external auditors?	<input type="checkbox"/> Yes <input type="checkbox"/> No
If Yes, how frequent?	
If Yes, when was the last external audit?	
If Yes, did the external auditor approve the financial systems and data of the SPO?	<input type="checkbox"/> Yes <input type="checkbox"/> No
If No, why not?	
Has there been any impact of MFS-2 on this issue/topics?	<input type="checkbox"/> Yes <input type="checkbox"/> Not significant
If Yes, describe	

Overall Score

62 <input type="checkbox"/> 0=Not at all/absent <input type="checkbox"/> 1=Low <input type="checkbox"/> 2=Moderate <input type="checkbox"/> 3=Considerable <input type="checkbox"/> 4=High <input type="checkbox"/> 5=Fully/completely
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C.5.4 - Governance

Indicator: To what extent does the governance function contribute to coherence with the organisation's core values?

Are (in)formal mechanisms in place to promote and guarantee good ethical behaviour in the SPO?	<input type="checkbox"/> Yes <input type="checkbox"/> No
If Yes, describe	
Are sound integrity and ethical values, particularly of top management, developed and understood?	<input type="checkbox"/> Yes <input type="checkbox"/> No
If Yes, describe	
Are mechanisms and procedures in place to prevent misuse and/or fraud?	<input type="checkbox"/> Yes <input type="checkbox"/> No
If Yes, describe	
Does the SPO have a Board of Directors?	<input type="checkbox"/> Yes <input type="checkbox"/> No
If Yes, what the role and mandate of the Board of Directors?	
If Yes, who are represented in the Board of Directors?	
If Yes, is the target group and/or constituency represented in the Board of Directors	<input type="checkbox"/> Yes <input type="checkbox"/> No
If Yes, how are the members of the Board of Directors selected?	
If Yes, what is the terms of office for members of the Board of Directors?	
If Yes, is an existing member of the Board of Directors eligible for re-election?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Has there been any impact of MFS-2 on this topic/issue?	<input type="checkbox"/> Yes <input type="checkbox"/> Not significant
If Yes, describe	

Overall Score

63 <input type="checkbox"/> 0=Not at all/absent <input type="checkbox"/> 1=Low <input type="checkbox"/> 2=Moderate <input type="checkbox"/> 3=Considerable <input type="checkbox"/> 4=High <input type="checkbox"/> 5=Fully/completely
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Role of CFA

Does the CFA explicitly target the strengthening of SPO's capacity?	<input type="checkbox"/> Yes <input type="checkbox"/> No
If Yes, how and when? If Yes, what type of training/capacity building?	

Role of Other Organisations

Do other organisations work on	<input type="checkbox"/> Yes <input type="checkbox"/> No
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development of SPO's capacity	
If Yes, type and name of other organisation(s)	
If Yes, did the capacity development finish?	<input type="checkbox"/> Yes <input type="checkbox"/> No
If Yes, how do/did other organisations work on development of SPO capacity?	

Role of SPO

Does the SPO itself actively work on strengthening of its capacity?	<input type="checkbox"/> Yes <input type="checkbox"/> No
If Yes, how?	

ANNEX VI: MDG ASSESSMENT TOOLS

FGD Topic Guide / Questions for Teachers

1. How are teachers selected for trainings? Do teachers volunteer or are they selected by the principal?
2. How was the training you received and do you think it was beneficial?
3. How were the refresher trainings? In terms of benefits?
4. How comfortable were you before the training when talking about SRHR issues e.g. gender, adolescents, body changes etc? Are you more comfortable now.
5. Do you think that LSBE is beneficial for the students? If yes, how? And if no, why?
6. Were you aware of the LSBE project objectives before the training?
7. Do you agree with all the objectives of the LSBE training?
8. Who provides the information to the students when they query about SRHR and what is the nature of their questions?
9. Do you think the curriculum (workbook) is relevant to the needs of the students?
10. Do you think the programme is in tune with the local culture, practices, and religious beliefs?
11. Do you think that the students' information seeking behaviour changed/enhanced with LSBE curriculum, if yes, how and if no, why?
12. What do you think of pre and post test, was it effectively carried out and were the results shared with you?
13. Did you encounter any resistance from students, parents, community at large? What was it?
14. Did the LSBE training change you professionally and how did it help you personally?
15. What did you expect to be changed as a result of LSBE in the long run?
16. What negative it has brought in terms of working hours, monetary benefits, work load etc?
17. What do you think of PDF and PRF activities in terms of effectiveness and relevance?
18. Are you willing to carry this further?
19. What suggestions you want to give regarding the curriculum in particular and the project in general?

Topic Guide / Questions for CSOs for FGDs

1. Who were involved in the design of the project/intervention and how were they involved?
2. What were the expertise of the group in SRHR and LSBE, who were involved in design and development of the action?
3. Any risk or assumptions analysis carried out and how it directed the implementation process....did this have any negative affects?
4. How were the areas selected for the implementation of the project? The reasons and rationale?
5. Did the project objectives overlap with the government priority issues in this area?
6. How were your organization selected for partnership?
7. What strategies/approaches were used in implementing the LSBE/SRHR work?
8. What is the M&E mechanism in place and how effective it is?
9. Were the resources e.g. funds, trainings, workbooks, manuals etc timely provided by the Awaz? Comment in detail?
10. What were the obstacles in implementation i.e. resistance from parents, students, community, any government department etc?
11. What was the role of Awaz in the whole intervention and was it satisfactory, if yes how, and if not why?
12. Has LSBE/SRHR been made part of the policy document, what is next, the funding, allocation of funds and plan of action? What are your efforts in this regard?
13. What are the steps till date to ensure the sustainability of this work?
14. Have you submitted any proposals to get funding to continue this work? If yes, how many and what proportion of these have been accepted?
15. Any staff capacity building training organized, what and when?
16. What sort of support you are expecting from Awaz or any other NGO in this regard?

FGD Questions for HCPs

1. How were the trainings provided by Parwan?
2. How comfortable are you now (compared to before) while talking about SRHR issues to Youth, adolescents, on:
 - A. Body changes
 - B. Contraception
 - C. SGBV
 - D. STI
 - E. Masturbation
 - F. Menstruation

G. Other

3. Do you think that youth information seeking behaviour changed/enhanced with the Parwan project? If yes, how and if no, why?
4. What steps have you taken to make the facility more friendly and accessible to youth seeking SRHR related services?
5. What steps have you taken to make the facility more friendly and accessible to victims of SGBV?
6. Do you have a referral system or partner organisations offering services to patients of SRHR related topics? (Specialists (gynaecologist, surgeons etc), counselling service, legal aid services, laboratory etc)
7. Do you have a referral system or partner organisations offering services to victims of SGBV?
8. Do you have a monitoring system in place to track progress of youth friendly services on SRHR related topics?
9. Do you have a monitoring system in place to track progress of youth friendly services on SGBV related topics?
10. What in your opinion are the obstacles for youth friendliness and reaching out to the youth in health centres?
11. Any suggestions regarding the curriculum in particular and the project in general?

Student questionnaire

JOINT MFS-II-EVALUATION OF DEVELOPMENT INTERVENTION AT COUNTRY LEVEL- PAKISTAN

INTRODUCTION

تعارف

Good morning/afternoon. I am [NAME INTERVIEWER] from MDC. Together with the Institute of Development Studies (IDS) from the UK and MetaMeta Research from The Netherlands, we are conducting a survey to study the lives of people in (REGION/PROVINCE/MUNICIPALITY) Pakistan. You have been selected by a random selection process.

We are inviting you to be a participant in this study. We value your opinion and there are no right or wrong answers to the questions. We will use approximately 1 hour of your time. There will be no cost to you other than your time. There will be no risk as a result of your participating in the study. Your participation in this research is completely voluntary. You are free to withdraw your consent and discontinue participation in this study at any time.

This study is conducted anonymously. You will only be identified through code numbers. Your identity will not be stored with other information we collect about you. Your responses will be assigned a code number, and the list connecting your name with this number will be kept in a locked

room and will be destroyed once all the data has been collected and analyzed. Any information we obtain from you during the research will be kept strictly confidential. Your participation will be highly appreciated. The answers you give will help provide better information to policy-makers, practitioners and program managers .

اسلام علیکم۔
میرا نام ---- ہے اور میرا تعلق MDC سے ہے۔ جو انسٹیٹیوٹ آف ڈیولپمنٹ سٹڈیز۔ برطانیہ اور میٹا میٹا ریسرچ ہالینڈ کے اداروں کے ساتھ ایک سروے کر رہے ہیں۔ اس سروے کا مقصد یہ ہے کہ آپ کے گاؤں میں لوگوں کے رہن سہن کے بارے میں تحقیق کی جائے۔ آپ کو ریٹنڈم سلیکشن کے ذریعے منتخب کیا گیا ہے۔
ہم آپ کو اس ریسرچ کا حصہ بننے کے دعوت دیتے ہیں۔ ہم آپ کی رائے کا احترام کرتے ہیں۔ یہ انٹرویو اندازاً ایک گھنٹہ چلے گا۔ اس ٹائم کے سلسلے میں میں کونسی فیس نہیں دے سکتے۔ اس تحقیق میں آپ کی شرکت رضا کارانہ بنیاد پر ہے۔ آپ کسی بھی ٹائم انٹرویو چھوڑ کر جاسکتے ہیں۔
اس تحقیق میں کسی کا بھی نام ظاہر نہیں کیا جائے گا۔ دوسری معلومات کو اس تحقیق کے بعد ضائع کر دیا جائے۔
آپ کی شمولیت کے لئے ہم مشکور ہیں۔

Are you willing to take part in this survey?

کیا آپ اس سروے میں حصہ لینے پر راضی ہیں؟

YES

NO

ہاں

نہیں

ORAL CONSENT FORM

زبانی اجازت نامہ

(SHOW AND READ ORAL CONSENT FORM)

یہ اجازت نامہ دکھا کر پڑھیں

(To be read to the respondent prior to asking questions.)

انٹرویو شروع کرنے سے پہلے جواب دہندہ کے سامنے پڑھیں۔

I have fully understood the purpose of the study. I have given my consent to participate in the survey.

میں اس تحقیق کے مقاصد سمجھ گیا ہوں اور میں نے اپنی مرضی سے اس سروے میں رضا مندی ظاہر کی ہے

Name and Signature of Respondent

Interviewer's Signature over printed name

INTERVIEWER INSTRUCTIONS

IN GENERAL, THE PERSON INTERVIEWED SHOULD BE THE HEAD OF HOUSEHOLD. IF HE/SHE IS NOT AVAILABLE, FIND A PRINCIPAL RESPONDENT TO ANSWER THE QUESTIONS IN HIS/HER PLACE. THE PERSON SELECTED MUST BE A MEMBER OF THE HOUSEHOLD WHO IS ABLE TO GIVE INFORMATION ON THE OTHER HOUSEHOLD MEMBERS. THE RESPONDENT MUST BE MORE THAN 18 YEARS OLD – IF ONLY CHILDREN ARE PRESENT IN THE HOUSEHOLD, THE HOUSEHOLD SHOULD BE REPLACED INDICATING AS A REASON FOR REPLACEMENT "NO COMPETENT RESPONDENT".

THROUGHOUT THE QUESTIONNAIRE, QUESTIONS SHOULD BE ASKED OF EACH ITEM IN THE ORDER IN WHICH THEY APPEAR UNLESS A SKIP IS INDICATED. SKIPS ARE INDICATED WITH ARROWS. A SINGLE ARROW, >, INDICATES THE NEXT QUESTION TO BE ASKED IF THAT PARTICULAR ANSWER HAS BEEN GIVEN. A DOUBLE ARROW, >>, INDICATES THE QUESTION TO BE ASKED NEXT REGARDLESS OF THE ANSWER GIVEN.

EVERYTHING THAT IS WRITTEN IN CAPITAL LETTERS IS FOR THE INTERVIEWER ONLY AND IS NOT TO BE READ ALOUD. EVERYTHING IN SMALL (LOWER CASE) LETTERS IS TO BE READ TO THE RESPONDENT EXACTLY AS IT IS WRITTEN. THE ONLY EXCEPTION IS THAT THE INTERVIEWER MUST REPLACE [NAME] OR [ITEM] WITH THE APPROPRIATE NAME OR ITEM WHEN READING THE QUESTION. FOR EVERY QUESTION A SET OF RESPONSES IS PROVIDED WITH CODES FOR EACH RESPONSE. THE INTERVIEWER SHOULD WRITE ONLY THE CODES ON THE QUESTIONNAIRE. THE ONLY EXCEPTION IS WHEN THERE IS A LINE TO SPECIFY ANOTHER ANSWER AND EVEN THEN THE CODE FOR "OTHER" MUST BE ENTERED.

THERE ARE NO CODES FOR NOT APPLICABLE. THE INDICATED SKIPS ARE DESIGNED TO ENSURE THAT QUESTIONS THAT ARE NOT APPLICABLE ARE NOT ASKED. THE BLANKS FOR ANY SKIPPED QUESTION MUST BE LEFT EMPTY. THERE ARE NO CODES FOR REFUSED TO ANSWER. IF A RESPONDENT REFUSES TO ANSWER, THE INTERVIEWER SHOULD REMIND HIM OR HER OF THE IMPORTANCE AND CONFIDENTIALITY OF THE SURVEY. IT IS VERY IMPORTANT THAT ALL ANSWERS ARE COLLECTED FOR EACH QUESTION. THERE ARE CODES FOR 'DON'T KNOW' FOR SOME OF THE QUESTIONS. IF THE RESPONDENT DOES NOT KNOW THE ANSWER THE INTERVIEWER SHOULD WRITE "DK/CS".

AT ALL TIMES THE INTERVIEWER MUST REMAIN PROFESSIONAL AND EXPRESS NO REACTION TO THE ANSWERS THAT ARE BEING GIVEN. THE RESPONDENT MUST FEEL COMFORTABLE TO TELL THE TRUTH. THE VALIDITY OF THE SURVEY RESULTS WILL BE HARMED IF RESPONDENTS TRY TO PROVIDE THE ANSWERS THAT THEY THINK THE INTERVIEWER WOULD APPROVE OF.

Contact Persons:

1. انٹرویو کرنے والے کے لئے ہدایات
1. اصولی طور پر جسکا انٹرویو کیا جائے گا وہ گھر کا سربراہ ہوگا/ہوگی۔
2. اگر گھر کا سربراہ موجود نہیں تو کوئی دوسرا گھر میں بڑی عمر والے شخص سے انٹرویو کریں۔
3. اس صورت میں جسکا انٹرویو کریں وہ اسی گھرانے کا سمجھدار میمبر ہو اور وہ اپنے گھر کے میمبران کے بارے میں معلومات دے سکے۔
4. جواب دہندہ لازمی طور پر 18 سال سے زائد عمر کا ہو اور اگر گھر میں صرف چھوٹی عمر والے موجود ہیں تو اس گھر کا انٹرویو نہ کریں۔ اور اس گھرانے کو چھوڑنے کی وجہ، گھر میں کوئی بڑی عمر والا" نہیں لکھ کر دوسرے گھرانے کا انٹرویو کریں۔
5. پورے انٹرویو کے دوران سوالات اسی ترتیب سے پوچھیں جس ترتیب سے سوالنامے میں لکھے ہوئے ہیں۔ صرف Skip کی صورت میں وہ سوالات چھوڑ سکتے ہیں۔ Skip تیر کے نشان سے بتائے گئے ہیں۔ سوالنامے میں ایک تیر کا مطلب ہے کہ اگلا سوال پوچھا جائے گا اور ڈبل تیر کا مطلب ہے کہ اگلا سوال بر صورت میں پوچھا جائے گا چاہے اوپر والے سوال میں کوئی بھی جواب ملا ہو۔
6. سوالنامے میں کیپٹل ABC میں جو لکھا ہوا ہے وہ انٹرویو کرنے والے کے سمجھنے کے لئے ہیں۔ انکو بلند آواز میں نہ پڑھیں۔ باقی جو چھوٹی abc میں لکھے ہوئے وہ بہتر طریقے سے جواب دہندہ سے پوچھیں۔
7. ہر سوال کے لئے علیحدہ جواب کا باکس دیا گیا ہے۔
- انٹرویو کرنے والا اس خالی جگہ کو دیکھے گا یا اس صورت میں اپنے نوٹس لکھے گا جب اسکے لئے سوالنامے میں جگہ دی گئی ہوگی۔
8. (سوال لاگو نہیں ہوتا) کا کوئی بھی کوڈ نہیں لگایا گیا۔ وہ سب سوال جن کے لئے SKIP لکھا ہوا ہے وہ نہیں پوچھے جائیں گے۔

9. (جواب دینے سے انکار کیا) کے لئے کوئی کوڈ استعمال نہیں ہوگا۔ اس لئے جواب دہندہ کو دوبارہ سوال کی اہمیت کے بارے میں بتایا جائے۔ یہاں اگر وہ بولے (بتائے کہ کچھ نہیں کہہ سکتا) تو اسکے لئے (Dk/cs) لکھا جائے گا۔

10. انٹرویو لینے والا ہر وقت بااخلاق طریقے سے انٹرویو لے اور صحیح جواب دینے والے کے کسی جواب پر کوئی رد عمل ظاہر نہ کرے تاکہ جواب دہندہ آپکو جواب دیتے ہوئے خوشی محسوس کرے اور صحیح جوابات دے سروسے کے نتائج بہت غلط نکل سکتے ہیں اگر جواب دہندہ آپکی پسند کے مطابق اور حقیقت کے منافی جوابات دے گا/دے گی۔

SECTION 0: QUESTIONNAIRE INFORMATION (TO BE COMPILED BY THE ENUMERATOR AND SUPERVISOR)

0.1	Date: تاریخ	Start Time: شروعاتی وقت	End Time: اختتام وقت	
0.2a	Enumerator Name: سروسے کرنے والے کا نام:	Initials/Code کوڈ	0.2b	Supervisor/Team Leader Name: ٹیم لیڈر/سپروائزر کا نام:
0.3	Questionnaire number سوالنامہ نمبر			
0.4	Town / Village قصبہ/گاؤں			
0.5	Tehsil تحصیل			
0.6	District ضلع			
0.7	Name of School اسکول کا نام			
0.8	1. Project School پروجیکٹ اسکول 2. Non Project School پروجیکٹ اسکول نہیں۔			
0.9	Respondent category جواب دینے والے کی تفصیل	1. Project Student پروجیکٹ شاگرد 2. Non Project Student پروجیکٹ شاگرد نہیں		
10	Type of school اسکول کی قسم	1= Private School پرائیویٹ اسکول 2= Public School پبلک اسکول 3= Other, specify دیگر		
11	Is school is part of Parwan? کیا یہ اسکول پروان پراجیکٹ کا حصہ ہے؟	1=YES ہاں 2=NO نہیں	Go to 0.11	
12	Sampling done through	1= Random 2= By Teacher		
13	Was student comfortable during interview?	1= Yes 2= No		

PLEASE COMPLETE THE FOLLOWING TWO QUESTIONS AT THE END OF THE INTERVIEW.

11	This interview has been 1 = Fully completed	<input type="checkbox"/>	11	(SUPERVISORS ONLY) Questionnaire checked and approved: (سپر وائزر نے) سوالنامہ دیکھا اور منظور کر لیا
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انٹرویو مکمل ہے 2 = Partially completed کچھ حصہ مکمل ہے	1 = Yes 2 = No	<input type="checkbox"/>
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FIELD EDITING		OFFICE EDITING
ENUMERATOR انیومریٹر	SUPERVISOR سپروائزر	آفیس ایڈیٹنگ
PRINTED NAME OVER SIGNATURE / DATE	PRINTED NAME OVER SIGNATURE / DATE	PRINTED NAME OVER SIGNATURE / DATE

SECTION 1: RESPONDENT INFORMATION

1.1	Are you a boy or a girl? لڑکا / لڑکی	1=Boy لڑکا	2=Girl لڑکی
1.2	What month were you born? آپ کس مہینے میں پیدا ہوئے۔	1=January جنوری 4=April اپریل 7=July جولائی 10=October اکتوبر	2=February فروری 5=May مئی 8=August اگست 11=November نومبر 3=March مارچ 6=June جون 9=September ستمبر 12=December دسمبر
1.3	What year were you born? سن پیدائش		
1.4	What grade are you in? کلاس میں پڑھتے/پڑھتی ہیں۔	آپ کس	
1.5	Which caste does your household belong? آپ کی ذات یا قبیلے کا نام؟	Open Ended?	
1.6	What is the religion of your household? آپ کا دین؟	1 = Islam اسلام 4 = Other, specify: دیگر	2 = Christianity عسائیت 3 = Hinduism ہندو
1.7	Have you lived in your current neighbourhood since you were born? کیا آپ اس علاقے میں پیدائشی رہائش پذیر ہیں؟	1=YES ہاں	2=NO نہیں
1.8	IF NO, How many years has your household been a resident in this neighbourhood? اگر No ہے؟ تو کتنے سالوں سے آپ کا گھرانہ اس علاقے میں رہائش پذیر	YEARS (_____)	
1.9	Imagine a ladder with 10 steps. The top of the ladder `10` is the best possible life for you and the bottom `0` is the worst possible life for you. In general, where do you feel you stand at the moment? فرض کریں ایک سیڑھی ہے جس کے 10 طبقے ہیں اور دسواں طبقہ سب سے بہتر ہے اور صفر والا طبقہ سب سے کم ہے۔ اس اندازے سے بتائیں کہ آپ کا گھرانہ ان دس میں سے کس طبقے سے تعلق رکھتا ہے۔		
1.10	How well off do you think your family is? آپ کے خیال میں آپ کا گھرانہ کتنا خوشحال ہے؟	1=Very well off بہت بہتر ہے 3=Average درمیانی حد تک 5=Not at all well off بالکل بہتر نہیں ہے	2=Quite well off کسی حد تک بہتر ہے 4=Not very well off بہت اچھا نہیں ہے

1.11	How many computers do your family own? آپکے گھر میں کتنے کمپیوٹر ہیں؟	1=One ایک 4=More than three تین سے زائد	2=Two دو 5=None	3=Three تین
1.12	Do you have your own bedroom for yourself? علیحدہ کمرہ ہے؟	کیا آپ کے لیے گھر میں		1=YES ہاں 2=NO نہیں
1.13	Which of the following things do you have at your house? MULTIPLE ANSWER ALLOWED آپ کے گھرانے کے پاس ان میں سے کون سی چیز ہے؟	1=Motorcycles 3= Freezers 4=Washing machines 6=Air conditioners	2= Vehicle (car, van, truck etc) 5=Generators 7= Others	
1.14	Please answer this question for the home where you live most of the time and check all the adults who live there (MULTIPLE ANSWER ALLOWED) آپ جس گھر میں رہتے ہیں اس میں گھر کے بڑی عمر والے کون کون سے افراد رہتے ہیں؟	1=Mother ماں 4=Stepfather سوتیلا باپ 7= Grandmother دادی 9. I live in a foster home or children's home یتیم خانے میں	2=Father باپ 5=Uncle چچا 8=Someone or somewhere else کسی اور جگہ	3=Stepmother سوتیلی ماں 6=Grandfather دادا
1.15	Please say how many brothers and sisters live here (including half, step or foster brothers and sisters) جس گھر میں آپ رہتے ہیں اس میں آپ کے ساتھ سگے یا سوتیلے بھائی، بہن یا کزن کتنی تعداد میں رہتے ہیں۔	NUMBER OF BROTHERS بھائی تعداد		NUMBER OF SISTERS بہن تعداد
1.16	Some young people go to school or bed hungry because there is not enough food at home. How often does this happen to you? کچھ گھرانے ایسے ہوتے ہیں جن میں اکثر بچے بغیر ناشتہ کیئے سکول جاتے ہیں یا رات کو بھوکے سو جاتے ہیں۔ کیا آپ کے ساتھ ایسا واقعہ ہوا ہے۔	1=Always ہمیشہ	2=Sometimes کچھ مرتبہ	3=Rarely بہت کم مرتبہ 4=Never کبھی نہیں
1.17	What is the level of education of your father? آپکے ابو کی تعلیم کیا ہے؟	1 = No formal schooling and illiterate ان پڑھ ہیں 2 = No formal schooling but literate سکول نہیں گئے لیکن لکھ پڑھ سکتے ہیں 3 = Some primary school کچھ کلاس پرائمری کے 4 = completed primary school پرائمری میٹرک سے کم 5 = some secondary school میٹرک سے کم 6 = completed secondary school میٹرک 7 = Some college/post-secondary کالج 8 = Higher education degree اعلیٰ تعلیم 9=DK/CS پتہ نہیں/ کچھ کہہ نہیں سکتا		
1.18	What is the level of education of your mother? آپ کی والدہ کی تعلیم کیا ہے؟	1 = No formal schooling and illiterate ان پڑھ ہیں 2 = No formal schooling but literate سکول نہیں گئے لیکن لکھ پڑھ سکتے ہیں 3 = Some primary school پرائمری کے کچھ کلاس 4 = completed primary school پرائمری 5 = some secondary school میٹرک سے کم 6 = completed secondary school میٹرک		

2.1	<p>What is/are the main source(s) of potable water for your household? آپکے گھرانے میں پینے کے پانی کا خاص ذریعہ کونسا ہے؟ MULTIPLE ANSWERS ALLOWED ایک سے زائد جوابات دے سکتے ہیں؟</p>	<p>1 = Piped water 3 = Piped to yard/plot 5 = Tube well ٹیوب ویل 7= Motor borehole زمینی پانی موٹر کے ساتھ 9 = Protected dug well کنواں 11 = Water from spring 13 = Water from unprotected spring 15 = Tanker truck ٹینکر 17 = Cart with small tank 18 = Bottled water</p>	<p>2 = Piped into dwelling 4 = Public tap/standpipe پبلک نلکا 6 = Hand pump ہینڈ پمپ 8 = Unprotected dug well کھلا ہوا کنواں 10 = Water from protected spring 12 = Rainwater بارش کا پانی 14 = Filtration plant فلٹر پلانٹ 16 = Surface water دریا کا پانی (river/dam/Lake/pond/stream/canal/Irrigation channel) 19 = Other, specify _____</p>
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		<p>7 = Some college/post-secondary 8 = Higher education degree 9=DK/CS کالج اعلیٰ تعلیم پتہ نہیں/ کچھ کہہ نہیں سکتا</p>		
1.19	<p>What is your father's occupation? آپکے والد کا ذریعہ معاش کیا ہے؟</p>	<p>1=Daily labourer 4=Doctor 7=Government Employee 10= Other, Specify _____</p>	<p>2=Driver 5=Trader/Shop 8=Private Employee 10= Other, Specify _____</p>	<p>3=Lawyer 6=Engineer 9=Farming 10= Other, Specify _____</p>
1.20	<p>What is your mother's occupation? آپکی والدہ کا ذریعہ معاش کیا ہے؟</p>	<p>1=Housewife 4=Embroidery 5=Government Employee 7=Other, Specify _____</p>	<p>2=Tailoring 5=Teaching 6=Private Employee</p>	<p>3=Tuitions 6=Agriculture</p>

2.2	<p>What type of toilet facility does your household make use of?</p> <p>آپ کس طرح کا لیٹرین استعمال کرتے ہیں؟</p>	<p>1 = Flush to piped water system <small>فلش سے</small></p> <p>3 = Flush to Pit latrine <small>3 = فلش تو پائپ کے نکاسی سے گڑھے کے طرف</small></p> <p>5 = Flush to Unknown place <small>فلش سے نامعلوم جگہ</small></p> <p>7 = Pit Latrine with Slab <small>تختے والا لیٹرین</small></p> <p>9 = Composting toilet</p> <p>11 = Hanging toilet/hanging latrine <small>دیوار میں لگنے والا</small></p> <p>13 = Other, specify _____ <small>دیگر</small></p>	<p>2 = Flush to Septic tank <small>فلش سے</small></p> <p>4 = Flush to Elsewhere <small>4 = فلش تو کسی اور جگہ</small></p> <p>6 = Ventilated Improved Pit Latrine <small>بہتر ہوادار گڑھے والا لیٹرین</small></p> <p>8 = Pit Latrine w/o slab/open <small>لیٹرین بغیر تختے والی</small></p> <p>10 = Bucket <small>ٹوکری والی</small></p> <p>12 = No facilities/open defecation <small>کھلے میدان میں</small></p>
2.3	<p>Which material is used for roof of your house? <small>آپکے گھر کی چھت میں کونسا مٹیریل استعمال ہوا ہے؟</small></p>	<p>1 = Corrugated iron sheets <small>لوہے کی شیٹ</small></p> <p>3 = Thatched roof <small>بھوسی والی</small></p> <p>5 = RCC <small>پکی چھت</small></p>	<p>2 = Mud plaster <small>مٹی کا پلستر</small></p> <p>4 = T.R Garder <small>ٹی آر گارڈر</small></p> <p>6 = Other, specify: _____ <small>دیگر</small></p>
2.4	<p>Which material is used for the walls of your house? <small>گھر کی دیواروں میں کونسا مٹیریل استعمال ہوا ہے؟</small></p>	<p>1 = Mud <small>مٹی</small></p> <p>3 = kiln bricks <small>پکی اینٹ</small></p> <p>5 = Wood/weeds <small>لکڑی</small></p>	<p>2 = Mud bricks <small>کچی اینٹ</small></p> <p>4 = Concrete blocks <small>کنکریٹ بلاکس</small></p> <p>6 = Other, specify: _____</p>
2.5	<p>Which material is used for the floor in your house? <small>گھر کے فرش میں کونسا مٹیریل استعمال ہوا ہے؟</small></p>	<p>1 = Mud <small>مٹی</small></p> <p>3 = Wood <small>لکڑی</small></p> <p>5 = Other, specify: _____ <small>دیگر</small></p>	<p>2 = Concrete <small>کنکریٹ</small></p> <p>4 = Tiles/marble <small>ٹائل/ماربل</small></p>

SECTION 2: DWELLING, WATER AND SANITATION

SECTION 3: PARWAN پروان

3.1	During the time you have attended school, have you ever participated in a Life Skill Based Education class? کیا آپ نے اپنی تعلیم کے دوران زندگی گزارنے کے طریقوں کی کوئی کلاس سکول میں اٹینڈ کی؟	1= YES ہاں 2=NO نہیں Go to 3.13
3.2	Did you attend the LSBE class? اگر ہاں تو آپ نے LSBE کلاس اٹینڈ کی؟	1=YES, ALL OR MOST OF IT ساری کلاسیں 2= YES, PART OF IT کچھ کلاسیں 3=NO نہیں
3.3	Was the class mandatory or was it optional? کیا LSBE کی کلاس اٹینڈ کرنا لازمی تھا یا جزوی؟	1=MANDATORY لازمی 2=OPTIONAL جزوی 3= DK پتا نہیں
3.4	Approximately, how many hours per week did the LSBE class go? اندازاً ایک ہفتے میں LSBE کلاس کتنے گھنٹے ہوتی تھی؟	
3.5	Approximately, for how many weeks did the class go? اندازاً کتنے ہفتے LSBE کی کلاس ہوئی تھی؟	
3.6	Can you remember any specific topics that were discussed during this class? کیا آپ کو موضوع یاد ہیں جو آپ کو سکول میں دیئے گئے تھے؟ (دیئے گئے موضوع پڑھ کر نہ سنائیں)۔ کیا LSBE ایک سے زائد جوابات پر نشان لگا سکتے ہیں۔ آپ کو DO NOT PROMPT, MULTIPLE ANSWERS ALLOWED	1= Physical changes or changes to your body that occur during adolescence جسمانی ساخت میں تبدیلی 2=Difference in Gender roles between men and women مرد اور عورت کے لیے کام میں فرق 3=HIV/AIDS 4=Substance abuse منشیات کا استعمال 5=Setting goals for your future and planning to achieve them, for example, getting a job مستقبل کی پلاننگ 6=Gender based violence صنفی تشدد 7=Child abuse چھوٹے بچوں کے ساتھ زیادتی 8=Hep and C 9=Early age / Teenage marriage کم عمری کی شادی 10=Other,specify _____ 11=Other,specify _____ 12=Other,specify _____ 13=None
3.7	How much did you learn on these topics? آپ کے خیال میں آپ نے ان کلاسوں سے کتنا سیکھا؟	1= Learned a lot بہت زیادہ 2= Learned a substantial amount کافی سیکھا 3= learned a little تھوڑا سیکھنے کا موقع ملا 4= did not learn anything کچھ بھی سیکھا
3.8	Has your school ever held debates/skit/drama about risky behaviors, eve-teasing, gender roles or body changes during or after classes are over in the afternoon? کیا آپ کے سکول میں کبھی تھیٹر/ڈیبٹ یا ڈرامے ہوئے جن میں Gender roles, eve teasing, Risky Behaviour مختلف اوقات کے دوران جسم میں رونما ہونے والی تبدیلی کے بارے میں کلاس کے دوران، کلاس کے بعد یا دوپہر میں بتایا گیا ہو۔۔	1=YES ہاں 2=NO نہیں > 3.13
3.9	Were these debates/skit/drama held during class, after school, or both? یہ پروگرام کن اوقات میں ہوئے تھے؟	1=During class کلاس کے دوران 2=After school سکول کی چھٹی کے بعد 3=Both دونوں طرح
3.10	Was attendance at these debates/skit/drama required or optional? کیا ان پروگراموں میں شمولیت لازمی تھی یا جزوی	1=Mandatory لازمی 2=Optional جزوی

3.11	Did you attend one of these debate/skit/dramas? کیا آپ نے ان میں سے کوئی پروگرام اٹینڈ کیا؟	1=YES ہاں 2=NO نہیں	Go to 3.12 a	
3.12	Did you find it useful? آپکے خیال میں یہ پروگرام کتنے فائدہ مند تھے؟	1=Very useful بہت فائدہ مند 3.13 3=Not very useful کچھ زیادہ فائدہ مند نہیں Go to 3.13	2=Somewhat useful کسی حد تک فائدہ مند Go to 3.13 4=Not useful at all بلکل بھی فائدہ نہیں	
3.12a	IF NO, Why not? تو اگر نہیں تو کیوں؟ DO NOT PROMPT	1=My parents did not allow me to میرے والدین نے اجازت نہیں دی۔ 2=I was not interested مجھے شوق نہیں تھا 3=I could not attend because of other activities میں کسی اور وجہ سے اٹینڈ نہیں کر سکا/سکی۔ 4=I did not feel comfortable attending. مجھے یہ کلاس اٹینڈ کرنا اچھا نہیں لگتا۔ 5= I Was absent میں غیر حاضر تھا یا تھی۔ 6=Other, specify دیگر		
3.13	Have you ever heard or seen these topics discussed outside of school? If Yes where? کیا آپ نے سکول سے باہر کبھی مندرجہ ذیل موضوعات کے بارے میں سنا ہے؟ اگر ہاں تو کس جگہ؟			
3.13a	Physical changes or changes to your body that occur during adolescence کے دوران جسمانی تبدیلیوں کے بارے میں سنا MULTIPLE ANSWER ALLOWED	1=Family فیملی 4=Educators ٹیچر 7=TV ٹی - وی 10=Mosque مسجد	2=Peers ہم عمر سے 5=Health professionals ہیلتھ پروفیشنل 8=newspapers اخبار 11=Other, specify دیگر (وضاحت کریں)۔	3=Community leader کے کمیونٹی سربراہ 6=Radio ریڈیو 9=Organizations/Youth clubs تنظیم/نوجوان کلب 12= Don't know پتہ نہیں
3.13b	Difference in Gender roles between men and women مرد اور عورت کے کام کاج میں فرق MULTIPLE ANSWER ALLOWED	1=Family فیملی 4=Educators ٹیچر 7=TV ٹی - وی 10=Mosque مسجد	2=Peers ہم عمر سے 5=Health professionals ہیلتھ پروفیشنل 8=newspapers اخبار 11=Other, specify دیگر (وضاحت کریں)۔	3=Community leader کے کمیونٹی سربراہ 6=Radio ریڈیو 9=Organizations/Youth clubs تنظیم/نوجوان کلب 12= Don't know پتہ نہیں
3.13c	HIV/AIDS MULTIPLE ANSWER ALLOWED	1=Family فیملی 4=Educators ٹیچر 7=TV ٹی - وی 10=Mosque مسجد	2=Peers ہم عمر سے 5=Health professionals ہیلتھ پروفیشنل 8=newspapers اخبار 11=Other, specify دیگر (وضاحت کریں)۔	3=Community leader کے کمیونٹی سربراہ 6=Radio ریڈیو 9=Organizations/Youth clubs تنظیم/نوجوان کلب 12= Don't know پتہ نہیں
3.13d	Drugs/Substance abuse منشیات /نشہ آوری MULTIPLE ANSWER ALLOWED	1=Family فیملی 4=Educators ٹیچر 7=TV ٹی - وی 10=Mosque مسجد	2=Peers ہم عمر سے 5=Health professionals ہیلتھ پروفیشنل 8=newspapers اخبار 11=Other, specify دیگر (وضاحت کریں)۔	3=Community leader کے کمیونٹی سربراہ 6=Radio ریڈیو 9=Organizations/Youth clubs تنظیم/نوجوان کلب 12= Don't know پتہ نہیں

			(وضاحت کریں)۔	
3.13e	Setting goals for your future and planning to achieve them, for example, getting a job مستقل کی پلاننگ جیسا کہ نوکری حاصل کرنا MULTIPLE ANSWER ALLOWED	1=Family فیملی 4=Educators ٹیچر 7=TV ٹی - وی 10=Mosque مسجد	2=Peers ہم عمر سے 5=Health professionals ہیلتھ پروفیشنل 8=newspapers اخبار 11=Other, دیگر specify _____ (وضاحت کریں)۔	3=Community leader کے کمیونٹی سربراہ 6=Radio ریڈیو 9=Organizations/Youth clubs /تنظیم نوجوان کلب 12= Don't know پتہ نہیں
3.13f	Gender based violence صنفی تشدد MULTIPLE ANSWER ALLOWED	1=Family فیملی 4=Educators ٹیچر 7=TV ٹی - وی 10=Mosque مسجد	2=Peers ہم عمر سے 5=Health professionals ہیلتھ پروفیشنل 8=newspapers اخبار 11=Other, دیگر specify _____ (وضاحت کریں)۔	3=Community leader کے کمیونٹی سربراہ 6=Radio ریڈیو 9=Organizations/Youth clubs /تنظیم نوجوان کلب 12= Don't know پتہ نہیں
3.13g	Child abuse بچوں کے ساتھ تشدد MULTIPLE ANSWER ALLOWED	1=Family فیملی 4=Educators ٹیچر 7=TV ٹی - وی 10=Mosque مسجد	2=Peers ہم عمر سے 5=Health professionals ہیلتھ پروفیشنل 8=newspapers اخبار 11=Other, دیگر specify _____ (وضاحت کریں)۔	3=Community leader کے کمیونٹی سربراہ 6=Radio ریڈیو 9=Organizations/Youth clubs /تنظیم نوجوان کلب 12= Don't know پتہ نہیں
3.13h	Hepatitis B and C MULTIPLE ANSWER ALLOWED	1=Family فیملی 4=Educators ٹیچر 7=TV ٹی - وی 10=Mosque مسجد	2=Peers ہم عمر سے 5=Health professionals ہیلتھ پروفیشنل 8=newspapers اخبار 11=Other, دیگر specify _____ (وضاحت کریں)۔	3=Community leader کے کمیونٹی سربراہ 6=Radio ریڈیو 9=Organizations/Youth clubs /تنظیم نوجوان کلب 12= Don't know پتہ نہیں
3.13i	Early age / Teenage marriage چھوٹی عمر کی شادی MULTIPLE ANSWER ALLOWED	1=Family فیملی 4=Educators ٹیچر 7=TV ٹی - وی 10=Mosque مسجد	2=Peers ہم عمر سے 5=Health professionals ہیلتھ پروفیشنل 8=newspapers اخبار 11=Other, دیگر specify _____ (وضاحت کریں)۔	3=Community leader کے کمیونٹی سربراہ 6=Radio ریڈیو 9=Organizations/Youth clubs /تنظیم نوجوان کلب 12= Don't know پتہ نہیں
3.13 j	Menstruation (ONLY FOR GIRLS) :	1=Family فیملی	2=Peers ہم عمر سے	3=Community leader کے کمیونٹی سربراہ 6=Radio ریڈیو

	ماہواری	4=Educators ٹیچر 7=TV ٹی - وی 10=Mosque مسجد	5=Health professionals ہیلتھ پروفیشنل 8=newspapers اخبار 11=Other, دیگر specify _____ (وضاحت کریں)۔	9=Organizations/Youth clubs /تنظیم نوجوان کلب 12= Don't know پتہ نہیں
3.13 k	Wet Dreams : احتلام (ONLY FOR BOYS)	1=Family فیملی 4=Educators ٹیچر 7=TV ٹی - وی 10=Mosque مسجد	2=Peers ہم عمر سے 5=Health professionals ہیلتھ پروفیشنل 8=newspapers اخبار 11=Other, دیگر specify _____ (وضاحت کریں)۔	3=Community leader کے کمیونٹی سربراہ 6=Radio ریڈیو 9=Organizations/Youth clubs /تنظیم نوجوان کلب 12= Don't know پتہ نہیں
3.13l	Other specify _____ دیگر (وضاحت کریں)۔ MULTIPLE ANSWER ALLOWED	1=Family فیملی 4=Educators ٹیچر 7=TV ٹی - وی 10=Mosque مسجد	2=Peers ہم عمر سے 5=Health professionals ہیلتھ پروفیشنل 8=newspapers اخبار 11=Other, دیگر specify _____ (وضاحت کریں)۔	3=Community leader کے کمیونٹی سربراہ 6=Radio ریڈیو 9=Organizations/Youth clubs /تنظیم نوجوان کلب 12= Don't know پتہ نہیں
3.13m	Other specify _____ دیگر (وضاحت کریں)۔ MULTIPLE ANSWER ALLOWED	1=Family فیملی 4=Educators ٹیچر 7=TV ٹی - وی 10=Mosque مسجد	2=Peers ہم عمر سے 5=Health professionals ہیلتھ پروفیشنل 8=newspapers اخبار 11=Other, دیگر specify _____ (وضاحت کریں)۔	3=Community leader کے کمیونٹی سربراہ 6=Radio ریڈیو 9=Organizations/Youth clubs /تنظیم نوجوان کلب 12= Don't know پتہ نہیں
3.13n	Other specify _____ دیگر (وضاحت کریں)۔ MULTIPLE ANSWER ALLOWED	1=Family فیملی 4=Educators ٹیچر 7=TV ٹی - وی 10=Mosque مسجد	2=Peers ہم عمر سے 5=Health professionals ہیلتھ پروفیشنل 8=newspapers اخبار 11=Other, دیگر specify _____ (وضاحت کریں)۔	3=Community leader کے کمیونٹی سربراہ 6=Radio ریڈیو 9=Organizations/Youth clubs /تنظیم نوجوان کلب 12= Don't know پتہ نہیں
3.14	Which specific messages have you heard about how to prevent HIV/AIDS? ایڈز سے کیسے بچا جا سکتا ہے کوئی پیغام آپ کو یاد ہے؟ MULTIPLE ANSWERS	1=Abstain is the best way to avoid AIDS 2=Re-using used needles/syringes 3=Use of infected blood for transfusion 4=Use of infected surgical instruments 5=Unprotected sex can lead to AIDS or STDs 6=Use of infected blade for shaving 7=HIV/AIDS will kill	جنسی بے راہ روی سے بچائو غیر محفوظ جنسی تعلق سے کا خطرہ صرف موت واقع ہونا	

	ALLOWED DO NOT PROMPT	8=HIV/AIDS has no cure لا علاج 9=To newly born child from mother feeding by HI positive mother 10 – None 11=Other, specify _____ (دیگر وضاحت کریں۔)
3.15	Do you belong to the following clubs or organizations? کیا آپ کسی کلب یا تنظیم سے تعلق رکھتے ہیں؟	1= School club سکول کلب 4=Voluntary club رضا کر کلب 7=Other, specify _____ دیگر (وضاحت کریں۔) 2= Religious club مذہبی کلب 5=Community organization کمیونٹی تنظیم 3=Sports club سپورٹس کلب 6=None کوئی بھی نہیں
3.16	FOR BOYS ONLY How many times a day do you go to the mosque/church? (صرف آپ دن میں مسجد/چرچ میں کتنی بار جاتے ہیں؟ لڑکوں سے پوچھیں۔)	0=Never کبھی نہیں 2=2 times دو مرتبہ 4=4 times چار مرتبہ 1=1 time ایک مرتبہ 3=3 times تین مرتبہ 5=5 times پانچ مرتبہ
3.17	How many times a day do you pray? آپ دن میں کتنی بار نماز پڑھتے ہیں؟	0=Never کبھی نہیں 2=2 times دو مرتبہ 4=4 times چار مرتبہ 1=1 time ایک مرتبہ 3=3 times تین مرتبہ 5=5 times پانچ مرتبہ

Section 4: Health Seeking Behavior صحت کی سہولیات

4.1	What is the name of the health facility that you usually visit for your health needs? آپ کونسی ہیلتھ کی سہولت استعمال کرتے ہیں۔ لکھیں اور سوال 4.6 پر اگر کوئی نہیں تو NONE لکھیں۔ IF NO HEALTH FACILITY, WRITE "NONE" AND GO TO QUESTION 4.6	
4.2	In what [district or town] is this health facility located? یہ ہیلتھ کی سہولت (ہسپتال) کس ضلع یا ٹاؤن میں ہے۔	
4.3	How many times have you visited this health facility in the past year? گزشتہ ایک سال کے دوران آپ نے کتنی مرتبہ یہ ہیلتھ فیسلٹی (ہسپتال) وزٹ کیا۔	Times _____
4.4	What kind of facility is this? کس قسم کی ہیلتھ کی سہولت ہے	1=Government Health Facility گورنمنٹ ہیلتھ سہولت 2= NGO health facility این جی او ہسپتال 3=Private health facility یا پرائیویٹ کلینک یا ہسپتال 4=Traditional healer روایتی معالج 5=Pharmacy/drug shop میڈیکل سٹور 6=None of Above ان میں سے کوئی نہیں Go to 4.10
4.5	Does this facility have youth-friendly services? کیا اس ہیلتھ کی سہولت کی جگہ پر نوجوانوں کے لیے سہولیات ہیں؟	1=YES ہاں 2=NO نہیں 3=DK/CS معلوم نہیں
4.6	Do you know of another health facility that have youth friendly services? کیا آپ کسی دوسری ہسپتال (ہیلتھ سہولیات) کے بارے میں جانتے ہیں جہاں نوجوانوں کے لیے ہیلتھ سہولیات ملتی ہیں۔	1=YES ہاں 2=NO نہیں
4.7	How did you learn of the existence of the youth friendly services? آپ کو نوجوانوں کے لیے ہیلتھ سہولیات کے بارے میں کیسے پتہ چلا۔	1=Health staff came to class ہیلتھ سٹاف ہماری کلاس میں آیا تھا 2=Teachers told us ٹیچر نے بتایا 3=Radio/TV/newspapers ریڈیو/ٹی وی/اخبارات سے پتہ چلا 4=Other, specify دیگر (وضاحت کریں)۔
4.8	Have you gone to the following facilities to ask for information or services about the physical changes in your body? کیا آپ کبھی کسی ہیلتھ فیسلٹی ہسپتال میں آپ کی جسمانی ساخت میں آنے والی تبدیلی کے بارے میں معلومات لینے گئے۔ MULTIPLE ANSWERS ALLOWED	1=Government Health Facility گورنمنٹ ہیلتھ سہولت 2= NGO health facility این جی او ہسپتال 3=Private health facility پرائیویٹ کلینک یا ہسپتال 4=Traditional healer روایتی معالج 5=Pharmacy/drug shop میڈیکل سٹور 6=None of Above ان میں سے کوئی نہیں 4.10
4.9	Did you go there on your own, or on the advice of someone? کیا آپ اپنے طور پر گئے یا کسی کے مشورہ کے بعد گئے؟	1=I went there directly اپنے طور پر گیا۔ 4.13 3=Other educators دوسرے معلمات 4.13 5=Family فیملی 4.13 7=Other, specify 4.13 2=Teacher ٹیچر 4.13 4=Peers ہم عمر ساتھی 4.13 6=Community leaders کمیونٹی سربراہ 4.13
4.10	Have you gone to these people instead to talk about physical changes in your body? آپ نے اپنی جسمانی ساخت تبدیلی کے بارے میں کس سے ذکر کیا۔	1=Peers ہم عمر ساتھی 4.13 2=Family فیملی 4.13 3=Community leaders کمیونٹی سربراہ 4.13 4=Teachers ٹیچر 4.13 5=No one کسی سے نہیں 4.13 6= I did not need to see anyone مجھے اس کی ضرورت نہیں 4.25
4.11	Why did you not see anyone? آپ نے کس وجہ سے اس بات کا ذکر کسی سے نہیں کیا؟	1=Problem did not seem severe enough میرے خیال میں یہ مسئلہ خاص نہیں ہے 4.25 2=Embarrassed to talk to strangers about this مجھے شرم محسوس ہوتی ہے 4.25 3=Did not know where to go معلوم نہیں کس سے پوچھوں۔ 4.25 4=Other, specify دیگر وضاحت کریں 4.25
4.12	Why did you not go to a health facility? آپ ہیلتھ فیسلٹی کس وجہ سے نہیں گئے/گئیں؟	1=Too costly مہنگا ہے 2=Problem was not severe enough کوئی خاص مسئلہ نہیں

		3=Don't know which facilities offer these services جگہ معلوم نہیں 4=Feel embarrassed to talk to strangers about this اجنبی لوگوں سے بات کرتے ہوئے شرم آتی ہے۔ 5=Too far بہت دور ہے۔ 6=Other, specify_____
4.13	Did they advise you to go to a health facility? کیا انہوں نے آپ کو کسی ہیلتھ فیسلٹی جانے کا مشورہ دیا؟	1=YES ہاں 2=NO نہیں
4.14	Did you go to the Health facility?	1=Yes >4.16 2=No
4.15	Why did you not go to a health facility? آپ ہیلتھ فیسلٹی کس وجہ سے نہیں گئے/گئیں؟	1=Too costly >4.25 2=Problem was not severe enough کوئی خاص مسئلہ نہیں 3=Don't know which facilities offer these services جگہ معلوم نہیں 4=Feel embarrassed to talk to strangers about this اجنبی لوگوں سے بات کرتے ہوئے شرم آتی ہے۔ 5=Too far بہت دور ہے۔ 6=Other, specify >4.25
4.16	Did you feel comfortable talking to the staff of the health facility about your issues? کیا آپ ہیلتھ پروفیشنل سے بات کرتے ہوئے آسانی محسوس کرتے ہیں؟	1=Strongly agree بہت مطمئن 2=Somewhat agree کچھ مطمئن 3=Somewhat disagree کچھ غیر مطمئن 4=Strongly disagree بالکل غیر مطمئن
4.17	In your opinion, how friendly are the services you have received at this clinic? آپ کے خیال میں ہیلتھ فسیلیٹیز کی سہولیات کس حد تک دوستانہ ہیں؟	1=Very friendly بہت دوستانہ >4.19 3=Somewhat unfriendly کسی حد تک نا مناسب 2=Somewhat friendly >4.19 کسی حد تک دوستانہ 4=Very unfriendly بالکل نا مناسب
4.18	How was it unfriendly? غیر دوستانہ کس طرح تھے۔ OPEN ENDED QUESTION	
4.19	Would you consider returning there in the future for advice/treatment on bodily changes? کیا آپ مستقبل میں دوبارہ اپنی جسمانی تبدیلی کے بارے میں معلومات لینے ان ہیلتھ فیسلٹیز پر جائیں گے/گی	1=YES ہاں 2=NO نہیں
4.20	Did you go there on your own, or on the advice of someone? کیا آپ ان سے مشورہ کرنے اپنی مرضی سے گئے تھے/تھیں یا کسی کے مشورے پر گئے تھے؟	1=I went there directly Go میں خود گیا >4.23 2=Teacher ٹیچر کے مشورے پر 3=Other educators دوسرے معلم کے مشورے سے 4=Peers ہم عمر 5=Family فیملی 6=Community کمیونٹی سربراہ 7=Other, specify_____
4.21	Did they advise you to go to a health facility or to a traditional healer/pharmacy? کیا انہوں نے آپ کو مشورہ دیا کہ آپ کسی ہیلتھ فیسلٹی جائیں یا کسی حکیم یا سٹور سے دوا لیں؟	1=Yes, to a health facility ہیلتھ فیسلٹی >4.25 2=Yes, to a traditional healer/pharmacy حکیم یا سٹور سے دوا >4.25 3=No نہیں >4.25 لیں۔
4.22	Why did not you go to a health facility? آپ ہیلتھ فیسلٹی کیوں نہیں گئے/گئیں۔	1=Too costly بہت مہنگا ہے 2=Problem was not severe enough مسئلہ خاص نہیں 3=Don't know which facilities offer these services جگہ معلوم نہیں 4=Feel embarrassed to talk to strangers about this شرم محسوس ہوتی ہے 5=Too far بہت دور ہے 6=Other, specify >4.23 دیگر وضاحت کریں۔
4.23	Were you satisfied with the services of the Traditional Healer, Pharmacy? کیا آپ حکیم یا سٹور سے خود دوا لیکر علاج کے	1=Strongly agree بہت مطمئن 2=Somewhat agree کچھ مطمئن 3=Somewhat disagree کچھ غیر مطمئن 4=Strongly disagree بالکل

	طریقے سے مطمئن ہیں؟		غیر مطمئن
4.24	Did you feel comfortable talking to the traditional healer/pharmacist about your issues? کیا آپ حکیم یا سٹور کے مالک سے اپنی صحت کے مسائل پر بات کرنے میں آسانی محسوس کر رہے تھے؟	1=Strongly agree بہت مطمئن 3=Somewhat disagree کچھ غیر مطمئن	2=Somewhat agree کچھ مطمئن 4=Strongly disagree بالکل غیر مطمئن
4.25	In case you would need to obtain information or seek treatment for bodily changes in the future, would you consider to go to: Multiple options are allowed اگر مستقبل میں آپ کو اپنی جسمانی تبدیلی کے مسائل کے علاج پر بات کرنی پڑے تو کہاں جانا پسند کریں گے؟		
1. Government Health Facility? گورنمنٹ ہسپتال	2. NGO health facility? NGO ہسپتال	3. Private health facility? پرائیویٹ ہسپتال	
4. Traditional healer? حکیم	5. Pharmacy/drug shop? میڈیکل سٹور	6. Peers ہم عمر	
7. Family فیملی	8. Community leader s کمیونٹی سربراہ		

SECTION 5: Knowledge, Attitude, Practice: HIV/AIDS,

معلومات، عادت اور عمل

5.1	Can a healthy-looking person have HIV? کیا کسی صحت HIV/AIDS ہو سکتا ہے مند شخص کو	1=YES ہاں	2=NO نہیں	3= DK پتا نہیں
5.2	Can a person get HIV from mosquito bites? کیا مچھر کے HIV/AIDS ہو سکتا ہے کاٹنے سے	1=YES ہاں	2=NO نہیں	3= DK پتا نہیں
5.3	Can a person get HIV by sharing food with someone who is infected? کیا کسی ایچ آئی وی/اے آئی ڈی میں مبتلا شخص کے ساتھ کھانا کھانے سے ایچ آئی وی/اے آئی ڈی ہو سکتی ہے؟	1=YES ہاں	2=NO نہیں	3= DK پتا نہیں
5.4	Can a person get HIV by touching the clothes of an Infected person? کیا کسی ایچ آئی وی/اے آئی ڈی میں مبتلا شخص کے کپڑوں کو ٹچ کرنے سے ایچ آئی وی/اے آئی ڈی ہو سکتی ہے؟	1=YES ہاں	2=NO نہیں	3= DK پتا نہیں
5.5	AIDS can be cured? کا علاج AIDS ممکن ہے؟	1=YES ہاں	2=NO نہیں	3= DK پتا نہیں
5.6 What can a person do to avoid catching HIV/AIDS DO NOT PROMPT, ابٹرز سے بچائو کے کیا طریقے ہیں؟ (جواب پڑھ کر نہ سنائیں۔ ایک سے زائد جواب دے سکتے ہیں۔ MULTIPLE ANSWERS ALLOWED				
1=Abstain is the best way to avoid AIDS جنسی بے راہ روی سے بچائو 4=Use of infected surgical instruments 7=HIV/AIDS will kill موت واقع ہونا 10=Prayer عبادت 13=There is no protection from AIDS کوئی بچائو نہیں	2=Re-using used needles/syringes 5=Unprotected sex can lead to AIDS or STDs غیر محفوظ جنسی تعلق سے 8=HIV/AIDS has no cure لا علاج 11=In God's hands اگر قسمت میں ہو تو None=14		3=Use of infected blood for transfusion 6=Use of infected blade for shaving 9=To newly born child from breast feeding by HI positive mother 12=Traditional medicine حکمت کی دوائیں 15=Other, دیگر (وضاحت specify کریں۔)	

SECTION 6:SELF-CONFIDENCE

#	Question	Strongly agree بہت متفق	Somewhat agree کچھ متفق	Somewhat disagree کچھ غیر متفق	Strongly disagree بلکل غیر متفق	Don't Know پتہ نہیں
6.1	I am confident speaking in class میں کلاس میں خود اعتماد ہوں۔	1	2	3	4	5
6.2	I always feel compelled to say yes to whatever my friend ask of me مجھے مجبوراً اپنے دوستوں کی بات ماننی پڑتی ہے۔	1	2	3	4	5
6.3	I never share my problems میں اپنے مسائل کسی کو نہیں بتاتا۔	1	2	3	4	5
6.4	I sometimes express my anger through hitting/aggression میں اپنا غصہ کسی کو مار کر نکال لیتا ہوں۔	1	2	3	4	5
6.5	I will be able to recognise abuse if it happens to me (good or bad touch) مجھے معلوم ہو جائے گا اگر کوئی میرے ساتھ کوئی چھیڑ چھاڑ کرے گا۔	1	2	3	4	5
6.6	I know where to seek help in case of abuse اگر کوئی مجھ سے چھیڑ چھاڑ کرے تو مجھے پتہ ہے کہ کس سے مدد لینی ہے۔	1	2	3	4	5
6.7	If an adult caregiver hits me, I will protest against such an act اگر کوئی بڑی عمر والا مجھے مارے گا تو میں احتجاج کروں گا/کروں گی۔	1	2	3	4	5
6.8	I am comfortable approaching my teacher for any problem میں اپنے مسائل اپنے ٹیچر کو بتانے میں خود اعتماد ہوں۔	1	2	3	4	5
6.9	I feel confident about sharing questions about my bodily changes with anyone مجھے اپنی جسمانی تبدیلی کے بارے میں مشورہ کرنے میں جھجک محسوس نہیں ہوتی۔	1	2	3	4	5

SECTION 7: Attitudes on Gender Roles

#	Question	Strongly agree بہت متفق	Somewhat agree کچھ متفق	Somewhat disagree کچھ غیر متفق	Strongly disagree بلکل غیر متفق	Don't Know پتہ نہیں
7.1	Girls are as physically capable as boys. لڑکیاں بھی لڑکوں کی طرح جسمانی طور پر مضبوط ہیں۔	1	2	3	4	5
7.2	Girls are as mentally capable as boys. لڑکیاں ذہنی طور پر لڑکوں کے برابر ہیں۔	1	2	3	4	5
7.3	Girls can earn as much as boys. لڑکیاں بھی اتنا کمائی سکتی ہیں جتنا لڑکے۔	1	2	3	4	5
7.4	Girls can do the same jobs as boys. لڑکیاں بھی لڑکوں کی طرح کام کر سکتی ہیں۔	1	2	3	4	5
7.5	Is it justified for a man to hit his wife if she: کیا یہ مناسب ہے کہ شوہر اپنی بیوی کو مارے؟					
7.5a	Talks with men outside the family. اگر بیوی غیر مردوں سے بات کرتی ہے تو۔	1	2	3	4	5
7.5b	Spends money without her husband's permission. شوہر کی اجازت کے بغیر پیسے استعمال کرتی ہے۔	1	2	3	4	5
7.5c	Goes out without her husband's permission. شوہر کی اجازت کے بغیر گھر سے باہر جاتی ہے۔	1	2	3	4	5
7.5d	Answers back to her husband. شوہر کو منہ پر جواب دیتی ہے۔	1	2	3	4	5
7.5e	Burns the food. کھانا جلا دیتی ہے۔	1	2	3	4	5
7.5f	Neglects the children. بچوں کو نظر انداز کرتی ہے۔	1	2	3	4	5
7.6	If the wife works outside the home, اگر بیوی گھر سے باہر کام کرتی ہے تو۔					
7.6a	The husband must help her in the housework and childcare. شوہر کو گھر کے کام اور بچوں کی نگہداشت میں مدد کرنی چاہیے۔	1	2	3	4	5
7.6b	Women must be wives and mothers only and not work. عورتیں صرف بیوی اور ماں ہو سکتی ہیں گھر سے باہر کام نہیں کر سکتی۔	1	2	3	4	5
7.7	Boys must help with housework just like girls. لڑکوں کو لڑکیوں کی طرح گھر کے کام میں مدد کرنی چاہیے۔	1	2	3	4	5

#	Question	Strongly agree بہت متفق	Somewhat agree کچھ متفق	Somewhat disagree کچھ غیر متفق	Strongly disagree بلکل غیر متفق	Don't Know پتہ نہیں
7.8	A girl must obey her brother even if he is younger. لڑکی کو اپنے بھائی کی بات ماننی چاہیے بہلے بھائی اس سے چھوٹا ہو۔	1	2	3	4	5
7.9	Every family must have a son. ہر فیملی میں ایک لڑکا لازمی ہونا چاہیے۔	1	2	3	4	5
7.10	It is necessary to give and receive dowry جہیز دینا اور لینا بہت ضروری ہے۔	1	2	3	4	5
7.11	The husband should decide how to spend money at home. شوہر کو یہ فیصلہ کرنا چاہیے کہ پیسہ گھر میں کن چیزوں پر خرچ کیا جانا چاہیے۔	1	2	3	4	5
7.12	A woman could undertake a man's duties outside the house. عورت گھر سے باہر مردانہ کام کاج کر سکتی ہے۔	1	2	3	4	5
7.13	A man may assume a woman's role in the house. مرد گھر میں عورت کے کام کاج کر سکتا ہے۔	1	2	3	4	5
7.14	Bringing up children is the woman's responsibility alone. بچوں کو پالنا صرف عورت کی ذمہ واری ہے۔	1	2	3	4	5
7.15	Cigarette smoking will make me more popular سگریٹ نوشی سے میری زیادہ مشہوری ہو گی۔ ONLY ASKED FROM BOYS	1	2	3	4	5
7.16	Consent of both boys and girls is important for marriage لڑکی اور لڑکے دونوں کی شادی کے بارے میں رائے لینا ضروری ہے؟	1	2	3	4	5
7.17	Girls should be married before the age of 18 لڑکیوں کی شادی بیس 18 سال کی عمر سے پہلے ہونی چاہیے۔	1	2	3	4	5
7.18	If a boy cries, it means he is weak اگر ایک لڑکا روتا ہے تو اس کا مطلب ہے کہ وہ کمزور ہے۔	1	2	3	4	5
7.19	Girls should never express their anger لڑکیوں کو غصہ نہیں دکھانا چاہیے۔	1	2	3	4	5
7.20	Teenage girls should not play sports in public spaces کم عمر لڑکیوں کو گلی محلوں میں نہیں کھیلنا چاہیے۔	1	2	3	4	5
7.21	Is it ok for boys to stare at girls who step out of home کیا یہ ٹھیک ہے کہ لڑکے گھر سے باہر ہر لڑکی کو تاڑیں۔	1	2	3	4	5

HCPs questionnaire

Joint MFS-II- Evaluation of Development interventions at Country level - Pakistan Questions for HCPs

Introduction to the Interviewee:

Good morning/afternoon. I am [NAME INTERVIEWER] from MDC. Together with the Institute of Development Studies (IDS) from the UK and MetaMeta Research from The Netherlands, we are conducting a survey to study the lives of people in (REGION/PROVINCE/MUNICIPALITY) Pakistan. You have been selected by a random selection process. We are inviting you to be a participant in this interview. We value your opinion and there are no right or wrong answers to the questions. We will use approximately 1 hour of your time. There will be no cost to you other than your time. There will be no risk as a result of your participating in the study. Your participation in this research is completely voluntary. You are free to withdraw your consent and discontinue participation in this study at any time. This study is conducted anonymously. You will only be identified through code numbers. Your identity will not be stored with other information we collect about you. Your responses will be assigned a code number, and the list connecting your name with this number will be kept in a locked room and will be destroyed once all the data has been collected and analyzed. Any information we obtain from you during the research will be kept strictly confidential.

Purpose:

Before we get started, we would like to give you a little background about focus groups and why we are doing this focus group discussion with you. Focus groups are intended to give us a sense of how a group of people feels about a certain subject. We often want confirmation that others feel this way, so we might follow up a question with something like "Do others feel this way" or "Is this important for other people to know about?" We want to hear from everyone, and so at times we may interact to help the conversation keep moving. We will be taking your comments and summarizing them to share with the evaluation team and the programme implementers. You and your individual opinions won't be identified in any way.

1. Respondent Name: _____

2. Health facility (name): ہیلتھ فیسلٹی کا نام

3. Town (name): شہر

4. Date of interview: ____ / ____ / ____ انٹرویو کی تاریخ

5	Level of facility where interview took place: انٹرویو کی جگہ	1 Referral hospital چھوٹی ہسپتال 2 Hospital ہسپتال 3 RHC 4 BHU 5 Mobile health clinic موبائل ہیلتھ کلینک 6 Pharmacy دوائوں کا سٹور
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6	Type of facility: سہولت کی قسم	<p>1 Government/Ministry of Health گورنمنٹ منسٹری آف ہیلتھ ہسپتال</p> <p>2 Government/other گورنمنٹ یا کوئی اور</p> <p>3 Family planning association فیملی پلاننگ ایسوسی ایشن</p> <p>4 Other NGO دوسری این جی او</p> <p>5 Missionary مشینری ہسپتال</p> <p>6 Private Clinic پرائیویٹ</p> <p>7. Clinic in non-permanent facility (e.g., schools, rotating rural health outposts, youth centers)</p> <p>غیر مستقل جگہ پر کلینک (سکول، گائو کے باہر ہیلتھ فیلسٹی)</p>
7	Structure of facility: سہولت کی قسم	<p>1 Youth-only facility صرف نوجوانوں کے لیے</p> <p>2 Youth-only facility hours نوجوانوں کے کچھ گھنٹے</p> <p>3 Integrated services (All) مڈ / پروفیشنل نرس / وائف</p>
8	Position of person interviewed: جس سے انٹرویو کیا اس کی پوزیشن	<p>1 Doctor ڈاکٹر</p> <p>2 Professional nurse/midwife پروفیشنل نرس / مڈ وائف</p> <p>3 Auxiliary nurse کمپونٹی مڈ وائف</p> <p>4 Clinic officer</p> <p>5 Peer educator ہم عمر معلم</p> <p>6 LHW/LHV</p> <p>7 Other: _____</p>
9	Sex of person interviewed: جس سے انٹرویو کیا اس کی جنس	<p>1 Female عورت</p> <p>2 Male مرد</p>
10	Your total working experience?	_____ Year (s)
11	How many years have you been working in this facility? آپ کتنے سالوں سے اس فیلسٹی میں کام کر رہے ہیں۔	<p>1. _____ years سال</p> <p>2=Less than one year ایک سال سے کم</p> <p>3=Don't know نہیں جانتے</p>
12	How many years ago did you finish your basic training? آپ نے کتنے سال پہلے بنیادی ٹریننگ مکمل کی۔	<p>1. _____ years سال</p> <p>2=Less than six months چھ مہینے سے کم</p> <p>3=No basic training کوئی ٹریننگ نہیں کی</p> <p>4=Don't know نہیں جانتے</p>
13	Did you attend the Parwaan Trainings? کیا آپ نے پروان کی ٹریننگ اٹینڈ کی۔؟	<p>1= Yes ہاں</p> <p>2=No نہیں >15</p>
14	Which of the following topic/topics were discussed at the lecture/meeting/seminar/training? (Read out the list! Mark all that apply) مندرجہ ذیل دیہیے گئے مسائل میں سے کن پر ان ٹریننگ سیمینار یا میٹنگ کے دوران بات	<p>1=Puberty بلوغت</p> <p>2=Reproductive health of adolescents (family planning, contraception, abortion) (فیملی پلاننگ، کنٹراسیشن ابرشن۔)</p> <p>3=Sexually transmitted infections (STIs)</p>

	چیت ہوئی؟	<p>جنسی پیلائو والے انفیکشن STIs</p> <p>4=HIV/AIDS</p> <p>5=Early marriage/pregnancy کی چھوٹی عمر کی شادی/حمل</p> <p>6=Healthy habits (smoking, alcohol consumption and drug abuse)</p> <p>سگریٹ نوشی، شراب نوشی، منشیات فروشی</p> <p>7=Other (Specify): _____</p> <p>8=Don't remember یاد نہیں</p>
15	<p>How satisfied were you with the training you attended? Could you please, express your attitude of above mentioned issue on the scale, where 1 means very dissatisfied and 5 means very satisfied?</p> <p>آپ ان لیکچر/میٹنگ/سیمینار سے کتنے مطمئن ہیں؟ (1) ایک کا مطلب ہے بہت زیادہ غیر مطمئن اور (5) کا مطلب ہے بہت زیادہ مطمئن</p>	<p>1=Very dissatisfied بہت زیادہ غیر مطمئن</p> <p>5=Very satisfied بہت زیادہ مطمئن</p> <p>(1) (2) (3) (4) (5)</p>
16	<p>Have you ever had refresher training in these areas?</p> <p>کیا آپ نے کبھی ریفریشر کورس کیا؟</p>	<p>1=Yes ہاں</p> <p>2=No نہیں</p>
17	<p>Are you familiar with sexual and reproductive health rights?</p> <p>کیا آپ کو تولیدی صحت کے حقوق کے بارے میں پتہ ہے؟</p>	<p>1=Yes ہاں</p> <p>2=No نہیں</p>
18	<p>What is the IPPF Declaration? Do you know any of the articles?</p> <p>IPPF</p> <p>International Planned Parenthood Federation</p>	<p>i. Article 1: right to equality, equal protection of the law and freedom from all forms of discrimination based on sex, sexuality or gender.</p> <p>آرٹیکل 1- جنسی فرق کے بغیر برابری، قانونی تحفظ، اور ہر قسم کی زیادتی سے بچاؤ۔</p> <p>ii. Article 2: The right to participation for all persons, regardless of sex, sexuality or gender.</p> <p>آرٹیکل 2- سب کے حقوق برابر ہیں کسی جنس کی تفریق کے بغیر</p> <p>iii. Article 3: The rights to life, liberty, security of the person and bodily integrity.</p> <p>آرٹیکل 3- زندگی کے حقوق، آزادی، شخصی اور جسمانی حفاظت کے حقوق</p> <p>iv. Article 4: Right to privacy.- پرائیویسی کا حق۔</p> <p>v. Article 5: Right to personal autonomy and recognition before the law.</p> <p>آرٹیکل 5- شخصی آزادی اور اسکا قانونی تحفظ</p> <p>vi. Article 6: Right to freedom of thought, opinion and expression; right to association.</p> <p>آرٹیکل 6- سوچ کی آزادی، اپنی رائے اور اسکے اظہار کی آزادی، ایسوسی ایشن کی آزادی</p> <p>vii. Article 7: Right to health and to the benefits of scientific progress.</p>

		<p>آرٹیکل 7- صحت کے حقوق اور سائنسی تحقیق کے فائدے</p> <p>viii. Article 8: Right to education and information آرٹیکل 8- تعلیم اور معلومات کا حق</p> <p>ix. Article 9: right to choose whether or not to marry and to found and plan a family, and to decide whether or not, how and when, to have children. آرٹیکل 9- شادی میں مرضی کا حق اور فیملی پلاننگ کا حق</p> <p>x. Article 10: right to accountability and redress. - انصاف اور حصول کا حق۔</p>
19	<p>Should health care centers focus on sexual and reproductive health issues of youth?</p> <p>آپ کے خیال میں ہیلتھ سنٹر پر تولیدی صحت کے بارے میں لوگوں کو معلومات دینی چاہیے؟</p>	<p>1 Yes ہاں</p> <p>2 No نہیں</p>
20	<p>Should unmarried youth involved in sexual activity be offered services</p> <p>کیا غیر شادی شدہ لوگوں کو اس آر ایچ آر کی ٹریننگ دینی چاہیے؟</p>	<p>1 Yes</p> <p>2 No</p>
21	<p>Should unmarried woman asking for abortion be offered services</p> <p>کیا کسی غیر شادی شدہ عورت کو اسقاط حمل کی سروس دینی چاہیے؟</p>	<p>1 Yes ہاں</p> <p>2 No نہیں</p>
22	<p>What is Sexual and Gender Based Violence (SGBV)?</p>	<p>i) Sexual Abuse: Any sexual contact or interaction between an older or more powerful person and a child or minor; this may or may not involve touch.</p> <p>ii) Incest: A sexual relationship between two people who are too closely related to get married by law or custom.</p> <p>iii) Rape: Forced or nonconsensual sexual intercourse or other intimate sexual contact.</p> <p>iv) Sexual Manipulation: Using sex to indirectly influence, control, coerce, or exploit someone to one's own advantage.</p> <p>v) Sexual Harassment: Persistent unwelcome verbal or physical sexual advances or conduct of a sexual nature, or demand for sexual activity in exchange for benefits, for example in a school or work setting.</p> <p>vi) Partner or Domestic Violence: Physical or sexual violence against a partner with whom one is in a romantic and/ or marital relationship.</p> <p>vii) Gender Discrimination: Showing preference or prejudice or denying equal treatment to someone based solely on his or her gender.</p>
23	<p>Should health care centers focus on providing services to victims of SGBV?</p> <p>کیا ہیلتھ سینٹر میں جنسی تشدد کے شکار لوگوں کو سہولیات دینی چاہیے؟</p>	<p>1 Yes ہاں</p> <p>2 No نہیں</p>
24	<p>Do you think SRHR services to youth will encourage them to engage in sexual behavior?</p>	<p>1 Yes ہاں</p>

	SRHR education کیا آپ سمجھتے ہیں کہ نوجوانوں میں سے جنسی، بے راہ روی بڑھے گی؟	2 No نہیں
25	Is masturbation healthy? کیا مشمت زنی صحت کے لیے صحیح ہے۔؟	1 Yes ہاں 2 No نہیں
26	Are there any negative effects of masturbation? کیا مشمت زنی کے منفی اثرات ہیں۔؟	1 Yes ہاں 2 No نہیں
27	What services do you provide to youth clients at this health facility? آپ کے اس سنٹر میں آپ نوجوانوں کو کون سی سہولیات دیتے ہیں؟	a. Contraceptive counseling؟ حمل سے بچاؤ کے طریقے b. Antenatal care بھال دیکھ پہلے حمل سے c. Maternity care/delivery services زچگی کی سہولیات d. Postnatal care حمل کے بعد دیکھ بھال e. HIV/AIDS counseling/IEC ایڈز کے بارے میں معلومات/شائع شدہ HIV/AIDS معلومات f. HIV/AIDS testing کے ٹیسٹ کی سہولیات HIV/AIDS g. Other STI counseling/IEC جنسی پیلانوں کے انفیکشن کے بارے میں IEC معلومات h. Other STI diagnosis جنسی پیلانوں کے انفیکشن کا ٹیسٹ i. Other STI treatment جنسی پیلانوں کے انفیکشن کا علاج j. Treatment of incomplete abortions Abortion k. Nutrition counseling خوراک کے بارے میں مشورے l. Infertility consulting بانجھپن کا علاج m. Gynecological exam n. Pregnancy testing o. Reproductive health education تولیدی صحت کی تعلیم p. Services for those who experience sexual, physical or emotional violence جنسی یا زہنی تشدد کے افراد کا علاج
28	In the last three months, have you yourself actually provided contraceptive counseling to youth clients? گزشتہ 3 ماہ کے دوران کیا آپ نے کسی نوجوان کو محتاط جنسی تعلق کے بارے میں مشورے دیئے۔؟	1 Yes ہاں 2 No Skip to Q. 29 3 Don't know Skip to Q. 29
29	If yes, which methods have you yourself actually provided to youth clients in the last three months? (Circle all that apply.) اگر ہاں تو آپ نے کن چیزوں پر مشورے دیئے۔؟	1 Oral contraceptives کھانے پینے کے استعمال کے لیے 2 IUCD چھلا 3 Injectable 4 Norplant چھلا 5 Condom کنڈوم 6 Diaphragm فیمل کنڈم 7 Spermicide مردانے جزو کو ختم کرنا 8 Female sterilization بچوں کی پیدائش کو روکنے کے طریقے 9 Vasectomy 10 Natural family planning قدرتی فیملی پلاننگ 11 Emergency contraceptives 12 Other: _____
30	Is there a minimum age below which	Minimum Age

	you yourself will not prescribe (Read A-E), in the absence of medical contraindications? (Circle if yes.)	A Pill گولی B Condom کنڈوم C IUCD چھلا D Injectable E Sterilization
31	Would you yourself prescribe (Read A-E) to an unmarried youth, in the absence of medical contraindications? (Circle if yes.) کیا آپ غیر شادی شدہ شخص کو مندرجہ ذیل چیزوں میں سے کسی چیز کا مشورہ دینگے؟	A Pill گولی B Condom کنڈوم C IUD چھلا D Injectable E Sterilization
32	Do you require parental consent before you will provide (Read A-E) to a youth client? (Circle if yes.) کیا آپ مندرجہ ذیل میں کوئی چیز تجویز کرنے سے پہلے والدین کی اجازت لینا ضروری سمجھتے ہیں۔ (اگر ہاں تو جواب پر دائرہ لگائیں۔)	A Pill گولی B Condom کنڈوم C IUD چھلا D Injectable E Sterilization
33	In the past month, have you advised any youth clients to use contraception specifically for preventing pregnancy? گزشتہ ایک ماہ کے دوران آپ نے کسی نوجوان کو حمل سے بچنے کی احتیاتی تدابیر کا مشورہ دیا؟	1 Yes ہاں 2 No نہیں 3 Don't remember/don't know یاد نہیں
34	If a 14-year-old client who admits to being sexually active comes to you for contraception, what advice would you give her or him? اگر ایک 14 سال کا لڑکا یا لڑکی جو جنسی طور پر بالغ ہے اگر آپ کے پاس حمل سے بچنے کے طریقے پوچھنے آئے تو آپ اسے کونسا مشورہ دینگے؟	1 You ask the client what type of method he or she prefers and prescribe that method for the client آپ پوچھیں گے کہ وہ کونسا ازدواجی طریقہ استعمال کرتے ہیں۔ 2 You advise the client to abstain from having sex and do not prescribe any contraception آپ ازدواجی تعلق سے اجتناب کا مشورہ دینگے۔ 3 You advise the client to abstain from having sex, but give the client some condoms, just in case 4 Other: __ 5 Don't know نہیں جانتے
35	In the past month, have you advised any youth clients to use condoms specifically for preventing STIs or HIV infection? سے بچانے کے لیے کنڈوم کے استعمال کا گزشتہ ایک ماہ HIV/AIDs اور STI مشورہ دیا۔ کے دوران کیا آپ نے کسی نوجوان کو	1 Yes ہاں 2 No نہیں 3 Don't remember/don't know یاد نہیں/ نہیں جانتے
36	How comfortable are you discussing sexual behavior related to STIs/HIV with youth clients? Would you say you are very uncomfortable, somewhat uncomfortable, comfortable, or very comfortable?	1 Very uncomfortable بہت مشکل 2 Somewhat uncomfortable کسی حد تک مشکل

	کیا آپ نوجوانوں سے ایڈز اور ایس ٹی آئی کے بارے میں بات کرنے میں آسانی سمجھتے ہیں؟	3 Comfortable آسان 4 Very comfortable بہت آسان
37	As far as you know, do female youth come to this facility for advice on termination of pregnancies? آپ کی معلومات کے مطابق کیا آپ کے ہسپتال میں نوجوان لڑکیاں حمل ختم کرنے کے بارے میں مشورہ کرنے آتی ہیں؟	1 Yes ہاں 2 No نہیں 3 Don't know نہیں جانتے
38	As far as you know, do female youth come to this facility for medical treatment as a consequence of incomplete induced abortion? کیا آپ کے سینٹر میں نوجوان لڑکیاں اسقاط حمل کروانے آتی ہیں؟	1 Yes ہاں 2 No نہیں 3 Don't know نہیں جانتے
39	As far as you know, do male youth come to this facility for medical treatment or advice regarding sexual and reproductive health? آپ کی معلومات کی مطابق کیا نوجوان لڑکے اس ہسپتال میں تولیدی صحت کے بارے میں پوچھنے آتے ہیں؟	1 Yes ہاں 2 No نہیں 3 Don't know نہیں جانتے
40	How often do youth come to this facility for medical treatment or advice regarding sexual and reproductive health? نوجوان لڑکے آپ کے ہسپتال میں علاج یا تولیدی صحت کے بارے میں کتنی بار آتے ہیں؟	1 Once or twice a week ایک یا دو مرتبہ ہفتے میں دو سے زائد مرتبہ 2 More than twice a week 3 Once or twice a month مہینے میں ایک یا دو مرتبہ 4 More than twice a month مہینے میں دو سے زائد مرتبہ 5 Don't know نہیں جانتے
41	Do they usually come: پر وہ اکثر طور پر کیسے آتے ہیں؟	1=Alone اکیلے 2=With another adult بڑی عمر والے کے ساتھ 3=Don't know پتہ نہیں
42	What steps have you taken to make the facility more friendly and accessible to youth seeking SRHR related services? آپ نے اس سنٹر SRHR کی اچھی سروس ملے۔ میں کونسے اقدامات کیئے ہیں؟ جس سے لوگوں کو	1=Separate space الگ جگہ 2=Special timings اسپیشل اوقات 3=Other, specify: _____ 4=Don't know/can't remember پتہ نہیں / یاد نہیں نہیں
43	Do you have a referral system or partner organizations offering services to patients of SRHR related topics? کیا آپ اس آر ایچ آر کے مریضوں کو کسی دوسری ہسپتال جانے کا مشورہ دیتے ہیں؟	1=Specialists (gynecologist, surgeons etc) اسپیشلسٹ (گاننا کالوجسٹ، سرجن) 2=Counselling service, مشورے کی سہولت 3=Legal aid services, قانونی مدد کی سہولت 4=laboratory لیبارٹری 5= NGO (Specify) _____ 6=Other, specify: _____ 7 Don't know/can't remember پتہ نہیں / یاد نہیں نہیں
44	Do you have a referral system or partner organizations offering services to patients of	1=Specialists (gynecologist, surgeons etc) اسپیشلسٹ (گاننا کالوجسٹ، سرجن) 2=Counselling service, مشورے کی سہولت

	<p>SGBV related topics? کیا آپ لوگوں کو (ایس جی بی وی) کے علاج کے لیے کسی دوسری ہسپتال جانے کا مشورہ دیتے ہیں؟</p>	<p>3=Legal aid services, قانونی مدد کی سہولت 4=laboratory لیبارٹری 5= NGO (Specify) _____ 6= Shelter/Darul-Aman 7=Other, specify: _____ 8=Don't know/can't remember پتہ نہیں /یاد نہیں</p>
45	<p>Do you have a monitoring system in place to track progress of youth friendly services on SRHR related topics? کیا آپ کے سینٹر میں ملنے والی ایس آر ایچ آر سروس کو مانیٹر کرنے کا کوئی سسٹم ہے؟</p>	<p>1= Yes 2= No (SRHR) (SGBV) 3 = Integrated</p>
46	<p>Do you have a monitoring system in place to track progress of youth friendly services on SGBV related topics? کیا آپ کے سینٹر میں ملنے والی ایس جی بی وی سروس کو مانیٹر کرنے کا کوئی سسٹم ہے؟</p>	<p>1= Yes 2= No 3 = Integrated</p>

Teachers questionnaire

Questionnaire

SECTION 1: Knowledge, Attitude, Practice: HIV/AIDS, STI

1.	Can the risk of HIV transmission be reduced by having sex with only one uninfected partner who has no other partners?	1=YES 2=NO
2.	Can a person reduce the risk of getting HIV by using a condom every time they have sex?	1=YES 2=NO
3.	Can a healthy-looking person have HIV?	1=YES 2=NO
4.	Can a person get HIV from mosquito bites?	1=YES 2=NO
5.	Can a person get HIV by sharing food with someone who is infected?	1=YES 2=NO
6.	Can a person get HIV by touching the clothes of an Infected person?	1=YES 2=NO
7.	AIDS can be cured?	1=YES 2=NO
8.	What can a person do to	1=Abstinence

	avoid catching HIV/AIDS DO NOT PROMPT, MULTIPLE ANSWERS ALLOWED		2=Having only one sexual partner 3=Using condoms every time you have sex 4=Prayer 5=In God's hands 6=Traditional medicine 7=Avoid sex with prostitutes 8=There is no protection from AIDS 9=Other, specify _____ 10=DK/CS
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SECTION 2:Attitudes on Gender Roles

9.	Girls are as physically capable as boys.		1=Strongly agree 2=Somewhat agree 3=Somewhat disagree 4=Strongly disagree
10.	Girls are as mentally capable as boys.		1=Strongly agree 2=Somewhat agree 3=Somewhat disagree 4=Strongly disagree
11.	Girls can earn as much as boys.		1=Strongly agree 2=Somewhat agree 3=Somewhat disagree 4=Strongly disagree
12.	Girls can do the same jobs as boys.		1=Strongly agree 2=Somewhat agree 3=Somewhat disagree 4=Strongly disagree
13.	Is it justified for a man to hit his wife if she:		
13a.	Talks with men outside the family.		1=Strongly agree 2=Somewhat agree 3=Somewhat disagree 4=Strongly disagree
13b.	Does not fulfill her marital duties towards her husband.		1=Strongly agree 2=Somewhat agree 3=Somewhat disagree 4=Strongly disagree
13c.	Spends money without her husband's permission.		1=Strongly agree 2=Somewhat agree 3=Somewhat disagree 4=Strongly disagree
13d.	Goes out without her husband's permission.		1=Strongly agree 2=Somewhat agree 3=Somewhat disagree 4=Strongly disagree
13e.	Answers back to her husband.		1=Strongly agree 2=Somewhat agree 3=Somewhat disagree 4=Strongly disagree
13f.	Burns the food.		1=Strongly agree 2=Somewhat agree 3=Somewhat disagree 4=Strongly disagree
13g.	Neglects the children.		1=Strongly agree 2=Somewhat agree 3=Somewhat disagree 4=Strongly disagree

14.	If the wife works outside the home,		
14a.	The husband must help her in the housework and childcare.		1=Strongly agree 2=Somewhat agree 3=Somewhat disagree 4=Strongly disagree
14b.	Women must be wives and mothers only and not work.		1=Strongly agree 2=Somewhat agree 3=Somewhat disagree 4=Strongly disagree
14c.	Boys must help with housework just like girls.		1=Strongly agree 2=Somewhat agree 3=Somewhat disagree 4=Strongly disagree
15.	When there is not much money and the family cannot afford to educate all the children, boys and not girls should go to school.		1=Strongly agree 2=Somewhat agree 3=Somewhat disagree 4=Strongly disagree
16.	If the husband wants more children, the wife must obey him, even if she does not want to have children.		1=Strongly agree 2=Somewhat agree 3=Somewhat disagree 4=Strongly disagree
17.	A girl must obey her brother even if he is younger.		1=Strongly agree 2=Somewhat agree 3=Somewhat disagree 4=Strongly disagree
18.	Every family must have a son.		1=Strongly agree 2=Somewhat agree 3=Somewhat disagree 4=Strongly disagree
19.	It is necessary to give and receive dowry		1=Strongly agree 2=Somewhat agree 3=Somewhat disagree 4=Strongly disagree
20.	Girls should have prior knowledge about pregnancy, delivery, and family planning before marriage.		1=Strongly agree 2=Somewhat agree 3=Somewhat disagree 4=Strongly disagree
21.	Boys should have prior knowledge about pregnancy, delivery, and family planning before marriage.		1=Strongly agree 2=Somewhat agree 3=Somewhat disagree 4=Strongly disagree
22.	The husband should decide how to spend money at home.		1=Strongly agree 2=Somewhat agree 3=Somewhat disagree 4=Strongly disagree
23.	A woman could undertake a man's duties outside the house.		1=Strongly agree 2=Somewhat agree 3=Somewhat disagree 4=Strongly disagree
24.	A man may assume a woman's role in the house.		1=Strongly agree 2=Somewhat agree 3=Somewhat disagree 4=Strongly disagree
25.	Bringing up children is the woman's responsibility alone.		1=Strongly agree 2=Somewhat agree

			3=Somewhat disagree 4=Strongly disagree
26.	Young people should have the freedom to choose my marriage partner.		1=Strongly agree 2=Somewhat agree 3=Somewhat disagree 4=Strongly disagree
27.	Girls should be married before the age of 20		1=Strongly agree 2=Somewhat agree 3=Somewhat disagree 4=Strongly disagree
28.	If a boy cries, it means he is weak		1=Strongly agree 2=Somewhat agree 3=Somewhat disagree 4=Strongly disagree
29.	Girls should be never express their anger		1=Strongly agree 2=Somewhat agree 3=Somewhat disagree 4=Strongly disagree
30.	Teenage girls should not play sports in public spaces		1=Strongly agree 2=Somewhat agree 3=Somewhat disagree 4=Strongly disagree
31.	It is right for boys to stare at girls who step out of home		1=Strongly agree 2=Somewhat agree 3=Somewhat disagree 4=Strongly disagree
32.	Discussing family planning with young people encourages them to have sex.		1=Strongly agree 2=Somewhat agree 3=Somewhat disagree 4=Strongly disagree
33.	It is important that sex education be taught in schools.		1=Strongly agree 2=Somewhat agree 3=Somewhat disagree 4=Strongly disagree
34.	Students who are HIV positive should not be allowed in school.		1=Strongly agree 2=Somewhat agree 3=Somewhat disagree 4=Strongly disagree
35.	Condoms should be available to youth in this community.		1=Strongly agree 2=Somewhat agree 3=Somewhat disagree 4=Strongly disagree
36.	Pregnant students should be asked to leave secondary school.		1=Strongly agree 2=Somewhat agree 3=Somewhat disagree 4=Strongly disagree
37.	Teenage students should be allowed to return to school after they give birth.		1=Strongly agree 2=Somewhat agree 3=Somewhat disagree 4=Strongly disagree
38.	Young people should have access to reproductive health services in this community		1=Strongly agree 2=Somewhat agree 3=Somewhat disagree 4=Strongly disagree

ANNEX VII: DOCUMENTS CONSULTED

Project Proposal
Planning, Monitoring, Evaluation and Learning (PMEL) System
SPO Strategic Plan
Annual Report 2011
SPO Newsletters
SPO Website
Annual Report 2012
Annual Report 2013
Outcome Measurement Report (Please add year)
SPO Capacity Development Plan from Rutgers-WPF

PAKISTAN

FOLLOW-UP REPORT

MFS II JOINT EVALUATIONS

Bedari

Compiled by IDS, MetaMeta and MDC

April 2015

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Glossary of Abbreviations

AASHA	Alliance against Sexual Harassment at Work Place
AACM	Alliance Against Child Marriages
CBO	Community Based Organisation
CFA	Co-Financing Agency
CPC	Child Protection Committees
CRM	Child Rights Movement
CSI	Civil Society Index (CIVICUS)
CSO	Civil Society Organisations
EVAW/G	Ending Violence Against Women and Girls
GEI	Girls Education International
GPP	Girl Power Programme
ICDI	International Child Development Initiatives
IHI	Insaani Haqooq Ittehaad
PCSW	Punjab Commission on the Status of Women
MFS	Medefinancieringsstelsel (co-financing system)
NCSW	National Commission on the Status of Women
NDMA	National Disaster Management Authority
NGO	Non-Governmental Organisations
NOC	No Objection Certificate
PDMA	Provincial Disaster Management Authorities
PML-N	Pakistan Muslim League - Nawaz
PPP	Pakistan People's Party
SPO	Southern Partner Organisation
SPO	Strengthening Participatory Organisation (referred to only once in text using the full title)
STAEP	Strengthening Transparency and Accountability for Electoral Processes in Pakistan
UN	United Nations
UNDP	United Nations Development Programme
UNFPA	United Nations Population Fund
USIP	United States Institute of Peace
USAID	United States Agency for International Development
WISE	Women in Struggle for Empowerment

1. Introduction

Country:	Pakistan
Consortium:	Child Rights Alliance / Girl Power Alliance ¹
Responsible Dutch NGO:	International Child Development Initiatives (ICDI) and Plan Pakistan
Southern Partner Organisation:	Bedari

The purpose of this paper is to present the analysis, main findings and conclusions of the follow-up survey undertaken for the Southern Partner Organisation (SPO) *Bedari*, which receives MFS II funding from the Child Rights Alliance through International Child Development Initiatives (ICDI) and Plan Pakistan. The ‘Girl Power Programme’ implemented by Bedari through MFS II funding, and the SPO’s work in general, was pre-selected for an assessment of efforts to strengthen civil society.

The paper proceeds as follows. Section 2 provides the local context within which Bedari works and which impacts its work on strengthening civil society. Section 3 describes the project and the main objectives and activities of its civil society strengthening components. Section 4 presents the data collection method and analytical approach used. Section 5 then goes on to present the main changes observed in the five dimensions of the Civil Society Index (CSI) and provides an analysis of some of these changes using process tracing. Section 6 provides a discussion based on an analysis of the effectiveness of the intervention and finally, Section 7 summarises the main findings by answering the pre-defined evaluation questions.

Brief Summary of Analysis and Findings

The overall average score for the five CSI dimensions for Bedari increased over the period 2012-2014 from 1.66 in 2012 to 1.97 in 2014. The score on almost all CSI dimensions recorded an increase. On CSI Dimension 1, it increased from 0.5 to 1, based on an improvement in its level of civic engagement and of the way in which it works with its target communities. On CSI Dimension 2, it increased from 2.0 to 2.2, based largely on its role in organising and strengthening various civil society networks, coordinating its work with partner organisations and improving its internal financial, human resource and communication systems. Bedari recorded an impressive increase from 2.0 to 2.5 on CSI Dimension 3, based on improvements in internal governance and transparency. It also improved significantly in terms of its policy impact and engagement with state actors at different levels, with an increase in its score from 2.3 to 2.67 on CSI Dimension 4. There was, however, no change on CSI Dimension 5 vis-a-vis the socio-economic and political context in which it functions.

For the purpose of process tracing the outcome of the Bedari programme activities funded by MFS II, we chose an area of the SPO’s work that falls across Dimensions 2 and 4 — networking, advocacy, responsiveness and policy impact. The specific outcome collectively

¹ The name of the consortium changed from “Childs Right Alliance” to “Girl Power Alliance” in 2013.

defined by this sub-set of dimensions and activities is the following: ‘policies and legal frameworks that are more supportive of the rights of women and children’. This outcome area encompasses Bedari’s work on gaining recognition for the basic human rights of women and children, specifically by putting the issues of domestic violence, child marriages and violence against children on policy makers’ agendas. We believe that it is in this area that Bedari has had the greatest success over the last two years, and where it has also recorded the most obvious change. Using process tracing we were able to confirm that Bedari has indeed contributed to the strengthening of national and provincial level civil society networks that have resulted in the passing of new laws that protect the rights of women and children.

Specifically, the causal mechanism we define in this paper traces the process from initial conditions defined by a lack of legal frameworks and by the inability or unwillingness of civil society groups to either work with one another or with the state, to a situation where strong, coordinated and cooperative CSOs are working together by pooling resources and engaging with political actors, specifically legislators, to achieve stronger legal and policy frameworks. This process has actually led to a strong recognition within policy circles of various issues connected to the rights of women and children. This change, and the interventions that made it possible, are extremely relevant in terms of strengthening both civil society and legal and political institutions in Pakistan, and they are consistent with what Bedari’s target groups, various partner organisations and the country in general require. We believe that the causal mechanism traced here is valid and relevant beyond the most immediate case, given Pakistan’s recent transition to democratic rule, and the consequent need to now strengthen institutional frameworks left underdeveloped by long periods of intermittent military rule. It demonstrates how CSOs can build their influence and capacity to affect and strengthen these weak institutional frameworks.

We also found that there is a direct link between MFS II funding and the strengthening of Bedari’s district and provincial capacity, networks and alliances. MFS II funding has enabled Bedari to expand its work beyond Islamabad and Chakwal over the last two years, which has in turn allowed it to expand its profile and role within provincial and national level networks and made it possible for Bedari to work more effectively with the provincial bureaucracy and legislature in changing political and social frameworks.

2. Context

This section defines the general scope conditions within which Bedari functions and implements its interventions.

State of civil society

CSOs have played a significant role in development in Pakistan. The context within which they function has changed over the last many years because of a number of factors. According to some respondents interviewed, civil society’s nature has changed considerably in Pakistan after the 1990s. Until the military regime of Zia-ul-Haq in the 1980s, civil society in Pakistan encompassed active trade unions, political party activity at the local level, student movements and unions, bar associations, peasant organisations and media associations. These were largely voluntary with strong ideological leanings and were based around struggles for democracy, labour rights, political representation, women’s rights and so on. After the

transition to democratic rule after Zia's regime in the 1990s, civil society became most active around NGOs that were funded by international donors and that were organised around the implementation of a series of programmes and projects that focused on human development and poverty. This also meant that NGOs started functioning separately from other members of civil society, such as trade and student unions, labour groups, lawyers, students and so on.

Since 2010, however, a definite shift has occurred in the formation of a number of networks, alliances, consortia and movements that have brought together large numbers of CSOs to push for larger political and social change once again. A major impetus for change in this direction was the earthquake of 2005, and later the massive floods of 2010 and 2011. In the aftermath of these catastrophes, NGOs changed the ways in which they operated. Cooperation across different organisations increased, networks were formed around a number of issues, and coordination across geographical and thematic areas became the norm. While NGOs had stayed strictly away from government agencies and interventions in the past, they were now more willing to work jointly and in coordination with state agencies. Together with a transition from military to democratic rule in 2008, and a largely supportive government from February 2008 till May 2013 under the Pakistan People's Party (PPP), civil society in general had a fairly supportive environment within which to work.

The SPO assessed in this paper explained that there is an active debate and discussion on the role of civil society in Pakistan, centred around three main points. First, there is a greater move towards cooperation and coordination between CSOs, and working through, building and utilising networks to achieve programme objectives. This represents a move away from CSOs behaving as competitors towards them working as partners. Second, there are discussions on how to maintain focus and continue to deliver programmes despite fatigue from extreme violence. With so many losses and casualties, it requires a special effort to continue to move towards trying to find ways for long-term change. Finally, there are discussions around the fact that CSOs are still project-based and function constantly in survival mode in terms of funding. This debate is focused on finding institutional funding to sustain and retain long-term core programmes and staff. These are discussed in more detail below.

Violence and insecurity

However, two events had a negative affect on their working environment and led to what most respondents believed is a significantly deteriorated environment for CSOs in Pakistan now. From about 2009 onwards, Pakistan's security situation considerably worsened, with conflict and violence emanating from a number of sources. Punjab province, where Bedari's work is focused, has been targeted repeatedly. In South Punjab, rival sectarian Shia and Sunni groups frequently target each other's members and supporters, and Al-Qaeda-supported groups are allegedly on the rise. Religious intolerance has grown, and a widening web of religion-based violence has come to the fore, based on differences between various Islamic sects, and between these and other minority religions. The last two years have seen a particular hike in incidents of such religious intolerance. In the year 2011–2012, sectarian violence increased by 53 per cent, as compared to non-sectarian attacks, which decreased by 20 per cent (PIPS 2012). In the rest of the province, principally in Islamabad and Lahore, violence and insecurity have been a result of terrorist attacks led by various factions of the Pakistani Taliban. Terrorist attacks by the group and operations by the Pakistan army against various Taliban strongholds have kept the country in the grip of a deteriorating security

situation. Increasing conservatism and religiosity have also been obvious in the increasing use of laws against blasphemy to justify a host of violent acts against minority groups, and most notoriously, in the assassination of two high-profile politicians — Punjab Governor Salman Taseer and the Federal Minister for Minority Affairs, Shahbaz Bhatti — and the regular killing of state and NGO workers administering polio vaccines.

CSOs like Bedari that deal with sensitive issues of human rights, and specifically women's empowerment, have faced an increasingly difficult and threatening environment. Bedari has recorded in its reports the particular security threat that its staff feels because of the targeting and killing of NGO workers over the last two years in Pakistan. Various respondents also said in interviews that their work in the field has become more difficult over the last two years. In fact, a Bedari staff member was involved in a life-threatening situation at a field site when his minority status was publicised and used to muster sentiment against the organisation. Security threats have also affected funding, and consequently the capacity of civil society, as some donors have pulled back because they found it increasingly difficult to monitor their projects.

Political situation

The situation became even harder, apparently, with the change of government in May 2013, when the conservative right-wing party, Pakistan Muslim League - Nawaz (PML-N) swept the elections and formed a majority government at the centre. The PML-N has a history of hostility towards civil society, and NGOs in particular. This has manifested itself in various ways within the new government, and has meant that CSOs have faced greater regulations, suspicion, mistrust and a generally non-conducive working environment. A 2013 policy now provides a basis for greater scrutiny and regulation of all foreign funding to both domestic and international NGOs, including all planned activities and partnerships. Many respondents believe that the increased suspicion and measures are also a direct result of a campaign thought to have been fronted by an international NGO that led the CIA to Osama bin Laden in 2011 and resulted in his death. This incident placed Pakistan in an embarrassing situation in terms of its inability to control activities within its own territory, and resulted in the state reacting against international organisations and development workers in general.

The SPO has also found it increasingly difficult to coordinate with government agencies in the districts. Directives by the provincial government to District Education Departments have sought to limit the engagement of NGOs with public schools and have meant that Bedari cannot conduct training and discussion sessions with teachers and students in its target districts. Furthermore, the Sharif government has instituted Provincial Disaster Management Authorities (PDMA) in each province to extend its control over the development sector (beyond that which the government exercised previously through the National Disaster Management Authority (NDMA) in the period immediately following the 2005 earthquake and the floods of 2010 and 2011). NGOs now need to get a No Objection Certificate (NOC) from the PDMA to work in any district. Ostensibly this is to coordinate the work of different development organisations in each district, but it works to increase the regulation and monitoring of NGOs all over the country.

Interviews and a review of documents revealed that Bedari's work has also been affected by the political situation in other ways over the last two years. Before the election of May 2013, a caretaker government took over as per regulation for about 2.5 months. During this time,

Bedari found that all required support from government agencies and departments was withdrawn and that many of its activities had to be put on hold. After the elections, many officers in different departments that Bedari had been working with, had had orientation meetings with, and with whom they had signed Memorandums of Understanding in the Health, Education and Police Departments, were transferred and replaced. This has led to all these efforts having to be replicated. This is a situation that affected many civil society organisations that regularly work with government departments.

Status of women

The context within which Bedari operates is also affected in particular by the unequal status of women in Pakistani society. Women experience more severe poverty as compared to men, a phenomenon referred to as the feminisation of poverty. Almost no familial economic resources are transferred to women, and they are also not involved in significant income-generating activities. In Mohmand and Gazdar's (2006) study, only five per cent of women had an income source of their own.

This dependence is also reflected in the political sphere, where women are 25 per cent less likely to vote than men and do not have any direct contact with political representatives (Mohmand & Gazdar 2006). The major impact of this is that political candidates recognise that women form an inactive and unaware vote bank that votes according to decisions taken by men. Therefore, they do not have to be responsive to needs articulated by women despite the fact that an earlier study ascertained that men and women demand very different things (Cheema & Mohmand 2004). Candidates understand that in order to win a group's vote, they have to cater to the needs and demands of its male members. Essentially, the ability of women to use the political arena to change their marginalised position is severely constrained by the same social structures that restrict their control over economic resources.

This context is of particular importance for the main components of Bedari's interventions that are examined in this paper — its efforts in pushing for legislative change that protect women's rights. Another dimension relevant to CSOs like Bedari is the fact that the social exclusion of women extends also to exclusion from social services. Easterly (2003) pointed out that Pakistan's education lag is largely explained by a massive shortfall in female enrolment. Sen's "missing women" thesis (Sen 1992) explains that Pakistan's demographic sex ratio of 106 men to 100 women reveals that women's access to health services is significantly limited compared to that of men, and that their nutrition and health levels are much worse.

There is, however, some change underway. The 33 per cent representation mandated for women under Pakistan's 2001 local government system, in operation until 2009, gave women the confidence to step into public spaces and get involved in politics and development projects. This has, according to some respondents, left a legacy of greater confidence, increased voice and continuing participation of women at the local level in politics, local organisations and CBOs.

State of funding

Along with these political and social contextual factors, civil society in Pakistan is also affected by the state of funding. Most organisations continue to be dependent on international donor funding, in the absence of financial support from the state and an inability to generate sufficient resources of their own. This funding source has, however, not been geared towards sustainability. Much of it is short-term, project-based and output focused, rather than focused on institutional strengthening through core funding. Such funding generally covers salaries, project activities and other logistical needs, but cannot usually be extended to maintain offices and core staff, and invest in building long-term capacity that is not immediately linked to a project. Very often this also excludes the purchase of equipment that organisations may be able to retain beyond the end of a project and that could be used to build its overall capacity, such as computers.

This approach has meant that SPOs like Bedari strategise their work from project to project, rather than being able to build an overall programme approach supported through longer term core funding. This also contributes to high staff turnover, since organisations will often find that they are unable to retain senior experienced staff to build new programmes after a project comes to an end. While there is a well-recognised need for CSOs to diversify and generate their own funding, laws governing such organisations in Pakistan do not allow them to earn profit, invest savings or even maintain saving accounts.

Bedari, therefore, works in a very difficult context defined by violence and insecurity, an unsupportive and suspicious government, marginalisation of its main target group, women, and a lack of long-term funding with which to build its capacity to empower women within such a context. However, with civil society's recent move towards greater coordination and partnerships, there is hope for change, and it is Bedari's work in this area that defines the focus of the rest of this paper.

3. Project description

SPO

Bedari, which means 'awakening', was formed by a group of women in 1991 to provide support to Pakistani women facing violence. This group of women included prominent names like Fozia Saeed, Shehla Zia, Anbreen Ajaib (currently at the partner organisation, Rozan) and Muneezeh Bano (now at another partner organisation, Sahil). It sought to deal specifically with domestic abuse and child sexual abuse. Bedari was formally registered in 1992 as a non-governmental development organisation working with women and children for the promotion and protection of their human rights, and it established Pakistan's first crisis centre for women survivors of violence. It started by providing mainly psychological services and support but in 2006 moved to focusing also on the prevention of violence through awareness raising and other community-level activities. It was at this point that Bedari changed from a voluntary organisation to start providing salaries and expanded beyond Islamabad to other parts of the country.

Bedari not only focuses on providing support to survivors of violence, but also works to understand the reasons for violence against women and children in Pakistan in order to develop more holistic interventions to deal with it. Based on this, many of its interventions include men of the target communities as part of its constituency. Since its establishment,

Bedari has developed expertise on issues of gender empowerment, addressing violence against women and girls, and processes of attitudinal change, girls education, community capacity building and advocacy for structural change.

Bedari's implicit theory of change for strengthening civil society and influencing policy is based on three pillars: (a) raising awareness about basic human rights of women and girls through its Theatre Programme, and through the organisation of numerous seminars and forums in its Capacity Building and Training Programme; (b) influencing policy through its membership of different networks; and (c) establishing linkages with politicians and government institutions at the local and national level.

Bedari's national head office is in Islamabad, and it has project offices in 7 other districts in Punjab province — Lahore, Vehari, Chakwal, Multan, Sheikhpura, Muzaffargarh and Nankana Sahib. By the end of 2014 Bedari hopes to have expanded to 3 new districts -- Bahawalpur, Lodhran and Kasur. It has 47 staff members across all its offices, of which 17 are based at the national office and the rest are largely project staff based in the various field offices. Bedari works with a list of bilateral agencies, International NGOs, the UN system, government agencies at the local and national levels, and a host of local civil society organisations.

Project

Bedari's MFS II funded Girl Power Programme (GPP) has been implemented in three districts of Punjab province, Chakwal, Vehari and Multan, since 2011. It has been working in particular on the 'Protection' theme of the GPP (as opposed to 'Education') through a number of activities, including:

- Providing support to and rehabilitating victims of violence, through;
 - Providing legal aid services and counselling to the survivors of violence;
 - Establishing a helpline in Multan and linking it with Child Rights committees and a Community Surveillance system.
- Raising awareness of the rights of women and children, through;
 - Developing, publishing and disseminating information through media messages, especially local radio channels;
 - Leading banner campaigns in each district;
 - Leading awareness campaigns in collaboration with civil society organisations through street theatre, seminars at community level, stalls at exhibitions and other similar activities.
- Strengthening civil society and influencing policy, through;
 - Strengthening various national and provincial forums and networks;
 - Direct lobbying with policy and other decision makers.

The project works with a number of local NGOs and CBOs, involving up to 40-50 local organisations in each district to build their capacity to work on issues of gender and violence. Bedari provides training on child protection, laws to support women, gender-based violence, and budgeting monitoring and advocacy to the staff of these local organisations. It also conducts consultation meetings with the executive directors of these local partner organisations. Bedari also conducts seminars to which it invites other civil society members from NGOs, CBOs, universities, media and some social workers. These seminars have dealt with the subjects of child rights, early marriages and gender-based violence. During their

quarterly review meetings, a requirement of Plan International's programme design and financial support, Bedari meets with the networks of local organisations to check on progress.

Bedari also provides training to build the capacity of members of its target communities. These trainings are free of cost and Bedari bears the cost of these, while trainings for development professionals are charged a fee. These trainings generate some funds to meet Bedari's expenses on community trainings. Over the last two years these trainings for community members and development professionals have included subjects like: Women in Management; Gender Mainstreaming in Project Cycle Management; Engendering Work Environment; Training of Trainers on Gender Training with Communities; Theatre for Development; HIV & AIDS Training; Project Management; Self Growth; Life Skills and Communication Skills.

Bedari's particular strength is the work that it does together with and through its membership of a number of national and provincial level networks. It is a founding member of AASHA (the Alliance against Sexual Harassment at Work Place), the Child Rights Movement (CRM), and the Alliance Against Child Marriages (AACM), and a leading member of the Islamabad-based human rights network, Insaani Haqooq Ittehad (IHI), and the national level alliance Ending Violence Against Women and Girls (EVAW/G), of which Mumkin Alliance functions as the Punjab chapter. It has also been the secretariat of these networks at different points, heading CRM in 2009 and IHI in 2011. The focus of these networks is on creating a critical mass of support and pressure for changes in laws governing the rights of women and children by working with groups of policy makers and legislators.

Budget

Bedari's total budget for civil society strengthening is part of the overall 5-year GPP project, and for the five years from 2011-15 this was a total €50,000 (€10,000 per year). These funds are provided by ICDI and Plan International under MFS II, and it covers 100% of Bedari's budget for civil society strengthening and advocacy. Therefore, its activities and achievements in this area can be directly attributed to the MFS II funding.

Funding for Bedari's GPP is also 100% funded by MFS II through ICDI and Plan International. Over the last two years, ICDI provided a total of €159,537. From July 2012 to December 2014, this includes €43500 for year 2 of the project (2012), €77450 for year 3 (2013) and €38725 for year 4 (until December 2014). Plan Pakistan provided about €21,000 (Pak Rs.3,110,168) until June 2012 for the GPP. MFS II funding represented about 16% of Bedari's total funding for 2012-13 and 17% for 2013-14.

The rest of Bedari's budget has come from a total of 11 donors over the last two years, including United Nations Development Programme (UNDP), United States Institute of Peace (USIP), United Nations Population Fund (UNFPA), Asia Foundation, United States Agency for International Development (USAID) and Girls Education International (GEI), for a range of projects. Bedari also raises about 5-10% of its budget from fees for gender-related training offered to other NGOs and university programmes. In previous years this has sometimes been as high as 30%, or about Rs.8 million. Now that it has a larger range of projects, it has pulled back on some of these training activities that were being conducted for revenue generation.

4. Data collection and analytical approach

Primary data collection

The method of data collection used was fairly straightforward, as was the sampling strategy. We started with the most obvious actors — the main programme staff of the SPO and the CFA. We then snowballed from these interviews to set up other interviews with relevant actors, which in Bedari's case, based on the key outcome that we wanted to explore, included partner organisations in the networks that it participates in.

A number of interviews were conducted with a range of programme and organisational staff in June 2014 in Islamabad and Lahore (see Annex 1 for a list of interviewees). This included both internal staff and external advisors. In particular, a detailed interview was conducted with Bedari's Executive Director, Saleem Malik, and the Manager of the GPP, Saima Toor. After this, staff members across different departments were also interviewed in detail. This included the Finance Manager, Farida Naeem, and the Communication and Advocacy Manager, Safeer Ullah Khan. The manager of a counterpart programme, STAEP, within the organisation, Rafique Khan, was also interviewed to verify progress of the organisation as a whole.

Besides the central staff of the national office, field staff from Bedari's Multan and Vehari offices were also interviewed during their visits to Islamabad in order to collect data on perspectives from the field. To broaden the evidence base, one of Bedari's original founding members and current external advisor in Islamabad, Anbreen Ajaib, was interviewed as a key respondent who has a broader view of Bedari's contributions to and role within civil society. Finally, a detailed interview was conducted in Bedari's Lahore office with its Advocacy Manager for provincial networks, Summiya Yousaf. Summiya leads Bedari's efforts within the Alliance Against Child Marriages (AACM) from this office (discussed in detail in Section 5). In addition, a detailed interview was also conducted with the manager of the MFS-Girl Power Programme in Pakistan, Zulqarnain Rafiq, at the Plan Pakistan office in Islamabad. The purpose of this interview was to assess Bedari's progress from the perspective of the CFA.

The interviews were used to collect evidence for the selection of a key outcome for process tracing. Once this outcome was selected, a number of other interviews were set up with relevant partner organisations to collect further data and to verify evidence of impact in the key outcome area. This included interviews with Strengthening Participatory Organisation (SPO) and Women in Struggle for Empowerment (WISE) in Lahore. All these detailed key respondent interviews were complemented by a focus group discussion conducted as part of a workshop with all staff members of the organisation.

Data collection tools

Three main tools were used for data collection: (a) a structured questionnaire developed for the baseline study that is geared to generate scores along the five dimensions of the Civil Society Indexes (CSI) developed by CIVICUS, and 13 project result areas (i.e. CSI sub-

dimensions) that were selected by the Dutch MoFA (attached as Annex 3); (b) unstructured key respondent interviews that focused on probing deeper on certain points in order to collect more detailed and nuanced data; and (c) a focus group discussion in a workshop with the full staff of the Islamabad office of Bedari in order to think collectively through the organisation's progress in accordance with its own explicit and implicit theory of change. The focus group discussion was built around two main exercises — exploring, clarifying and elaborating Bedari's implicit theory of change, and exploring events and actors that marked the possible causal pathways towards the selected key outcomes.

The primary data collection activities were complemented by a detailed review of information from various organisational documents provided by the SPO (annual reports, a mid-term evaluation, network lists, network position statements, draft bills and internal manuals), as well as other secondary sources of data that were used to verify key diagnostic pieces of the evidence base on Bedari and MFS-II funded activities. These included literature on Pakistan, key web sites and online resources, and news sources.

There were no problems countered in data collection. In fact, everyone that was contacted was extremely cooperative, and during the interviews was keen to provide the requisite information and data. This is true also of the focus group discussion conducted with the full staff of the organisation, during which the staff participated fully in all exercises, despite the demand on their time.

Method of analysis

Two main methods of analysis were used to assess Bedari's efforts to strengthen civil society. The first was to compare the findings of the follow-up survey with those of the baseline survey to identify changes in the five CSI dimensions. This was done specifically by comparing the scores generated by the follow-up questionnaire with those from the baseline. This was then complemented by the qualitative information gathered. Any discrepancies across the scores were cleared through triangulation and re-interrogating the scores with the different respondents. The data generated through this process is collated and attached as Annex 2 in the form of a Quick Assessment Sheet, which in turn was used to generate the findings discussed in Section 5.

The second method of analysis used was process tracing. For this, we selected an outcome from within the five CSI dimensions along which Bedari had recorded the most progress and then traced the process through which this was achieved. Based on the findings of the Quick Assessment Sheet and the qualitative information gathered, we selected four of the 13 project result areas, or sub-dimensions 2a (organisation level of civil society), 2b (peer-to-peer communication), 4a (responsiveness) and 4c (policy impact). Together these add up to one of Bedari's main stated outcomes of the MFS-II funded GPP, '*campaigns to influence laws and policies related to girls empowerment, child rights and women's rights*'. Not only is this an outcome where there has been most observable activity through Bedari's efforts within a number of civil society networks, but Bedari staff also regard it as the area in which they have recorded the most success over the last few years. Their own statements in this regard were verified and triangulated through interviews with partner organisations that are members of the same networks. Each interview asked respondents to identify key external and internal factors that could have led to the identified changes. Evidence from a number of sources was used to conduct process tracing to assess progress in this area, and to be able to

trace how the organisation moved from its original theory of change to the eventual outcome. In this sense, the variant of process tracing used was ‘backward tracing’ from the outcome along possible causal pathways, using diagnostic evidence gathered from a variety of sources to confirm a particular pathway and disregard alternative pathways.

5. Results

Overall, Bedari has had strong performance and has used MFS II funds effectively over the last few years. This is evident in the scores generated by the questionnaire that was run with programme staff. Compared to scores from the baseline, Bedari has registered an improvement across each of the 5 CSI dimensions except the last, which deals with the external environment. Table 1 below shows these comparative scores, and the rest of this section discusses Bedari’s performance in each of these dimensions in detail.

Table 1: Overall scores for the five CSI dimensions for Bedari

CSI Dimension		Baseline score	Follow-up score
1	Civic Engagement	0.5	1
1a	Diversity of socially-based engagement	1	2
1b	Diversity of political engagement	0	0
2	Level of Organisation	2	2.2
2a	Organisational level of civil society	2	2
2b	Peer-to-peer communication	2	3
2c	Financial and human resources	3	2
2d	International linkages	1	2
2e	Technical resources	2	3
3	Practice of Values	2	2.5
3a	Internal governance	2	3
3b	Transparency	2	2
4	Perception of Impact	2.3	2.7
4a	Responsiveness	2	2
4b	Social impact	3	3
4c	Policy impact	2	3
5	Environment	2	2
5a	Socio-economic, socio-political and socio-cultural context	2	2
Average		1.7	2

Research Question 1: Descriptive analysis of relative changes in CSI dimensions

CSI Dimension 1: Civic Engagement

Bedari’s overall score for CSI Dimension 1 increased from 0.5 in 2012 to 1 in 2014.

Diversity of socially-based engagement: Compared to the baseline, there was a significant change in Bedari’s level of civic engagement and its efforts to advance shared interests. Staff members highlighted the fact that programme direction and targets are based on a

consultative process involving staff and target communities with enough flexibility to allow learning and course correction. Target communities are not involved at the conceptual level but they are actively involved in implementation. Bedari aims for progressive change and so a lot of its work is based on feedback. Project reviews are conducted in partnership with the small local NGOs and CBOs with whom Bedari works in the districts, and which it considers to be a part of its key constituency.

The organisation has also built its capacity in the area of handling complaints from its target group, though this is still being developed and so is not yet systematic. There is currently a phone number available to those that require it, and complaints registered with field staff are followed up. There will soon also be display boards in all field offices that clearly display complaint mechanisms.

There is also negative change, however. While in 2012 the organisation was reporting back to its target groups on activities and results, this was no longer true in 2014. Now, they said that they provide information when asked but have no regular channels for feeding back information to its constituents.

Diversity of political engagement: Pakistan does not currently have a local government system. Even when it did until 2009, Bedari's constituency (women and children affected by violence) were not an active part of this or of any user groups. This continues to be the case.

CSI Dimension 2: Level of Organisation

Bedari's overall score for CSI Dimension 2 increased from 2.0 in 2012 to 2.2 in 2014.

Organisational level of civil society: Bedari's greatest area of strength and also success over the last few years could possibly be along this dimension that looks at relationships among organisations within the civil society arena. It is a member of the most important networks within civil society on women's empowerment in Pakistan, and is also the founding member of some of these, and the secretariat of others. Bedari is a founding member of AASHA (the Alliance against Sexual Harassment at Work Place), and the Alliance Against Child Marriages (AACM), and a leading member of Insaani Haqooq Ittehad (IHI), the Child Rights Movement (CRM), Ending Violence Against Women and Girls (EVAW/G), and Mumkin Alliance. Over the last two years there has been a change in the number of networks in which Bedari participates, as well as a qualitative increase in the role it plays within these. Besides this, Bedari also brings together about 40-50 CBOs and NGOs within each of the three districts in which it works. To these it regularly provides training on child protection, laws on women, gender-based violence and budget monitoring and advocacy.

Peer-to-peer communication: As part of these networks, Bedari works closely with other member organisations. It is the most active member of the Alliance Against Child Marriages (AACM), a network of 18 other organisations with whom Bedari works extensively to put the issue of child marriages on the political agenda. It participates in monthly meetings for AACM, as well as for other networks. This has also included regular consultation with partner organisations on the increasingly hostile attitude of the new government towards NGOs, and its attempts to more closely regulate and monitor national and international organisations working within the development sector.

Bedari's field staff in Multan, Vehari and Chakwal meets on a monthly basis with district level networks. It also organised a conference on Child Marriages in Multan in 2013, in which over 150 people from their target communities, NGOs, CBOs, government agencies, universities and media participated. There have been other seminars too, and Bedari staff meets regularly with the executive directors of local CBOs and NGOs for joint planning of activities.

Financial and human resources: Bedari has a fairly diversified funding base that includes 11 donors over the review period. This includes international NGOs, the UN system and even some private donors. However, these sources are not diversified enough, in that they do not include any funding from national sources (such as the government, private sector, other local organisations) and does not include revenues generated through its own activities. Bedari has been entirely donor funded since 2006, and senior management said it had become easier to secure funding over the last two years. Based to some extent on this, it seems that since the baseline fewer funds are now generated through own financial resources, such as charging fees for training activities.

Bedari's total budget for civil society strengthening is funded 100% by MFS II. The same is true of the 5-year GPP. However, the GPP budget represented only about 16% of Bedari's total funding for 2012-13 and 17% for 2013-14.

The organisation has a strong financial management programme with standardised processes. In response to its growing projects and profile, it has worked to streamline many of these procedures. It now has a finance manual and a human resources manual that define roles and responsibilities for financial planning, reporting and internal control. It also has a finance policy since 2010 that was last reviewed and revised in May 2013. This has 15 different sections and deals with audit and budget procedures, petty cash handling, tax and procurement. Most financial work is centralised and handled by the central office, with data provided by field offices. Bedari's financial books, accounts and procedures are reviewed by external auditors on an annual basis. The last audit was in April 2014, and all documentation and procedures were approved. As concerns MFS II financial modalities, Bedari believes that the ICDI template used for the reporting requirements of MFS II are overly complex, require too much reporting and take up a lot of staff time.

Performance reviews of all staff are conducted on an annual basis by project supervisors and senior management. For new employees these are also conducted at the end of the probation period. The organisation also provides opportunities for training and professional skill development. Such training is provided by senior staff and external trainers, and includes gender training for field staff. There is an internal code of conduct for the organisation, and a committee that looks into any allegations or complaints of sexual harassment. However, Bedari continues to not have an HIV/AIDS workplace policy.

International linkages: International linkages are important for Bedari's continued functioning but these are pursued largely through its international funding sources, such as its participation in GPP study visits. It is, however, part of the Girls Not Brides global partnership of over 400 organisations that is focused on preventing child marriages, an issue that links closely to one of Bedari's main areas of work in Pakistan through AACM. It does not, however, play a very active role in the network.

Technical resources: Bedari has improved its performance in this area considerably. It has a website for sharing information with partners, and for facilitating contact by victims of violence in urban areas. Initially it was managed by external experts and it was a static website with about 1000-1500 visitors a month. Now they have in-house experts and the website has been upgraded. Consequently, in the last 5-6 months it has had over 8,000 visitors per month from up to 40 different countries. Bedari also actively uses other social media to spread awareness of available options for victims of violence, and to facilitate referrals. It has become particularly active on Facebook through daily updates, which it has realised is a better way to reach people outside the main cities of Pakistan, as compared to Twitter. Bedari also participates in TV talk shows on related issues, and one of its staff members is also a regular blogger.

CSI Dimension 3: Practice of values

Bedari's overall score for CSI Dimension 3 increased from 2.0 in 2012 to 2.5 in 2014.

Internal governance: Bedari believes that it has developed a high level of understanding of its target communities' needs over the last many years, and that the issues are fairly visible and obvious to it now. Formal needs analysis is thus not undertaken, but the staff is very familiar on a regular basis with what the particular needs of its target groups are. As an organisation it is now much more focused on a constant process of reflection on its modus operandi and its various processes for dealing with its different programmes and staff. This process of reflection has resulted in a new Standard Operating Procedure (SOP) being created in Urdu for all staff, in response to various experiences and events over the last two years.

Transparency: Bedari now has a Code of Conduct for staff against sexual harassment and a Standard Operating Procedure (SOP) to cover other areas is currently under development. The Code of Conduct is shared with staff, and during induction they need to sign off on this. There are also training sessions on sexual harassment and ethical behaviour, and a set of 'Bedari values' are prominently displayed around the offices of the organisation. Staff are also expected to live up to the organisation's values in general by not employing children as domestic labour or being party to domestic violence. Details on transparency in terms of financial management and information is already covered above under CSI Dimension 2.

A number of logistical and financial procedures exist to deal with fraud and misuse of funds, including regular audits, inventory updates, procurement procedures (external and internal), delegation of power to entire teams rather than focusing on individuals, bank reconciliation of transactions, and a separate administration department. Bedari's 7-member board also reviews and maintains oversight over procedures to ensure transparency and compliance.

CSI Dimension 4: Perception of impact

Bedari's overall score for CSI Dimension 4 increased from 2.3 in 2012 to 2.67 in 2014.

Responsiveness: This dimension captures Bedari's work with different policy-focused actors with the objective of impacting social and cultural frameworks. The most important of these is the government, with which Bedari has worked in different ways. Its engagement has been particularly extensive with four departments at the district level – health, education, social

welfare and police, with whom it has had regular consultations on child marriages and domestic violence, as well as some training activities. This engagement has led to positive responses and endorsements from district departments for the National Bill on Domestic Violence, with which Bedari has been intensively involved. Beyond this, Bedari has participated in seminars with government actors at different levels and has commented on relevant statements of different government agencies in an attempt to influence its policies and regulations.

As the founding member of the Alliance Against Child marriages (AACM) Bedari has also worked very closely with provincial parliamentarians in Punjab on the issue of child marriages, and their work in this area has been publicly recognised by the provincial Population Welfare Minister, to whom the Child Marriage Prohibition Bill, a Bedari initiative, was submitted before it was passed as a resolution by the provincial legislature in December 2014. Through the AACM, Bedari has also consulted regularly with the departments of Law, Population Welfare, Social Welfare, and Women Development at the provincial level.

Bedari has not developed any partnerships or working relationships with the private sector over the last two years, and has focused its energies instead on working with different parts of government and civil society networks.

Social Impact: A few other organisations in Pakistan work on issues of violence against women and children, but no other organisation does so in the districts in which Bedari works through MFS II funding. Bedari has also started involving its target communities in project formulation, and some staff travelled to target districts, including Muzaffargarh, Lodhran and Bahawalpur, to meet with people for consultations on a new USAID project focused on working with youth groups. This included consultations with women, whom Bedari considers their core constituency.

On the GPP in particular, target communities were not involved at conception but they have been involved since in both planning and execution through Child Protection Committees (CPCs) and Children's Clubs that are organised within each community through the programme. These clubs function as literacy programmes for children who are not in school. Such children are hard to access and the formation of the clubs helps provide literacy while also building linkages to help on issues of abuse and violence. The communities provide in-kind contributions through assistance in the formation of Children's Clubs and CPCs, and acting as focal persons in each community.

Policy Impact: Bedari has recorded considerable progress in this area and has achieved results that have contributed to changes in policies and laws during the last 2 years. As already recorded in CSI Dimension 4a, the organisation has been working with parliamentarians and government departments on drafting and passing the Child Marriage Prohibition Bill. This bill was debated by the Punjab provincial government for most of 2014 due to active pressure and advocacy by Bedari and its partner CSOs within the AACM network, and was finally passed as a resolution by the provincial legislature on 24th December 2014 (just as this report was being prepared for submission). Bedari's work on the Domestic Violence Bill is another example. This Bill has already been passed by the National Assembly in 2009 and the Senate in 2012, but was then time barred as the relevant department was devolved from the centre to the province. Yet another draft law, the Child Protection Bill, is also stuck at the same stage. While it maintains its efforts to have these bills move forward,

Bedari has started the consultation process on yet another law, the Acid Survivors Bill, which is currently being drafted.

Bedari has worked extensively in this area of law and policy reform over the last two years, but its success has been restricted by a generally unfavourable attitude of the government at present. According to respondents, one of the delaying tactics used by the government is to send all draft laws on women and children to the Council of Islamic Ideology, which then indulges in lengthy deliberations on these that delays their passage into law.

In terms of working with other organisations, Bedari has worked with AusAid, European Commission and Save the Children on their strategic plans and planning processes, but they are not aware of the extent to which they were able to influence the incorporation of action against domestic violence into these plans.

CSI Dimension 5: External environment

Bedari's overall score for CSI Dimension 5 did not change in 2014 as compared to the baseline in 2012, and remained at 1.5.

Socio-economic, socio-political, and socio-cultural context: According to Plan Pakistan, the GPP was a joint effort at the design stages between Plan Pakistan and Plan Netherlands, and is customised to an extent to the particular context of each country. In Pakistan it focuses on post-primary education and protection from violence (in which it works with Bedari). Bedari staff claimed that they were able to work with the CFA extensively to jointly identify appropriate interventions at the beginning of the partnership. This included a 3-day design workshop for GPP-Pakistan in 2010 in which issues of design were discussed in detail. Subsequent budget adjustments have, however, led to a negative impact on salaries, and consequently on staff retention, which is a major issue. Staff members also mentioned that due to the way programmes are designed and monitored, very often core developmental interventions are decided by donors more than by local civil society, and that CSOs have limited space to decide exactly how to address development concerns based on the needs that they identify.

Bedari, together with AASM, has conducted a situation analysis of child marriages in Pakistan and has a position paper on it. Beyond this, it has not participated in studies of civil society in Pakistan. The main reason for this is the reliance on project funding, because of which staff are busy with planned project activities and there is no core funding to support participation in studies like this. The SPO also does not make much use of such studies conducted by other organisations, since it thinks that these often simply state the obvious, and add little value to the ways in which the organisation works. Bedari did, however acknowledge and accept its weakness in this area.

Bedari rated its position in the local context provided by politics, government and media as fairly satisfactory. It is not overly influential but over the years it has developed leverage at both the district and provincial levels. This is despite the fact that the socio-political environment in which it functions has become worse over the last two years. This is for a number of reasons, including the current government's hostile attitude, the volatile security situation in the country, and the targeting of NGOs by the Punjab Education Department. Intelligence agencies have also increased their involvement and monitoring since the death of

Osama bin Laden as a result of a campaign in which an international NGO is thought to have been involved. At the same time, parliament's attitude towards bills being lobbied for by Bedari and its network partners has not been forthcoming. The attitude of religious organisations has also deteriorated in general, but Bedari has had no major public relations issues or faced any major problems with these.

Bedari has had a generally good experience working with the media, with which it has managed to collaborate on highlighting issues of violence within the districts. One such instance was that of the media helping highlight and expose the case of a local landlord who had been involved in an acid attack on a woman. It has also helped highlight the issue of child marriages through regular coverage of both the issue and the bill that AACM has drafted against it. The media can, however, be difficult at times, especially in press conferences when they push through with problematic questions. Bedari has conducted some capacity building activities with the media.

Research Question 2: Tracing causal mechanisms

For the purpose of process tracing the outcome of the Bedari programme activities funded by MFS II, we chose an area of the SPO's work that falls across two dimensions of the CSI:

- Dimension 2: Level of Organisation, specifically:
 - Sub-dimension 2a: Organisational level of civil society.
 - Sub-dimension 2b: Peer-to-peer communication.
- Dimension 4: Perception of Impact, specifically:
 - Sub-dimension 4a: Responsiveness.
 - Sub-dimension 4c: Policy impact.

The specific outcome collectively defined by this sub-set of dimensions and activities is the following: 'policies and legal frameworks that are more supportive of the rights of women and children'. This outcome area encompasses Bedari's work on gaining recognition for the basic human rights of women and children, specifically by putting the issues of domestic violence, child marriages and violence against children on policy makers' agendas. We believe that it is in this area that Bedari has had the greatest success over the last two years, and where it has also recorded the most obvious change. It would, thus, be very interesting and pertinent to see exactly how this change was achieved, and to what extent this was linked to the activities funded through MFS II.

Theory of change:

As defined earlier in Section 3, Bedari's implicit theory of change for strengthening civil society and influencing policy is based on three pillars: (1) raising awareness about basic human rights of women and girls through its Theatre Programme, and through the organisation of numerous seminars and forums in its Capacity Building and Training Programme; (2) influencing policy through its membership of different networks; and (3) establishing linkages with politicians and government institutions at the local and national level. This theory of change is based on the assumption that: (a) there is a lack of awareness of the basic rights of women and children, which leads to violence against them and their inability to protect themselves; and (b) there is a lack of laws that support the rights of women and children, the institution of which could help prevent violence against them.

This theory of change has guided all of Bedari's activities, and is fairly consistent with the areas on which Bedari has focused in particular, and on which it has gained considerable momentum over the last two years. However, it does not explicitly lay out a causal process for the envisioned change. In conducting process tracing, it was not therefore possible to use the deductive theory-testing variant of the method, in that we could not test whether the causal process identified by the given theory of change was visible in the observed sequence of activities. Instead, an inductive variant was used in which the various activities on which information was recorded were arranged to construct a causal mechanism.

Various diagnostic pieces of evidence and the workshop with Bedari staff were central to the construction of these mechanisms. The SPO's staff was encouraged to re-organise the given theory as a series of logical steps, or causal pathways, that would place each of these stated activities — establishing linkages, influencing policy, raising awareness — along sequential chains that would lead from activities to the main original planned outcome, which in the case of the selected sub-dimensions is policies and legal frameworks that are more supportive of the rights of women and children. This can be considered a final outcome, since Bedari's focus at present is on using civil society networks to affect laws, rather than to monitor the implementation of those laws.

Tracing outcomes:

In order to achieve this outcome, Bedari would have had to undertake two main intermediate sub-outcomes: (a) strengthened and more influential civil society networks and campaigns for the rights of women and children; and, (b) recognition of the rights of women and children by policymakers to better protect their rights. This in turn would have required Bedari to adopt two specific strategies: (a) increase its role in civil society networks and use its resources to strengthen their impact, and (b) increase its engagement with policymakers, specifically provincial legislators, to institute new laws. The rest of this section looks at the evidence available on Bedari having adopted these strategies in order to move towards the planned intermediate and final outcomes, and details the causal mechanisms that were identified in the process.

Sub-outcome 1: Strengthened and more influential civil society campaigns and networks.

Bedari's work within communities in three districts of Punjab contributes directly to civil society strengthening at the local level by establishing community groups and building their capacity in different ways to work together better on preventing violence against women and children. These groups have multiplied over the last few years, but Bedari's most significant success over the last few years lies in its work with networks at the national and provincial levels.

Bedari is a member of many of the most important networks within civil society in Pakistan, and is also the founding member of some of these, and the secretariat of others. According to respondents from other CSOs, there are four large forums in Punjab that have worked towards the strengthening of civil society: Mumkin Alliance, AACM, CRM and the Civil Society Forum for Local Governance. Of these, Bedari is an active member of two and a founding member of one. Its role within these networks has increased over the last few years, both in terms of stature and the frequency of its participation, and it is considered a leading member of civil society in the area of women and child rights, especially on the more recent

issue of the prevention of child marriages. Partner organisations in Lahore, the provincial capital where many of AACM-related activities have been focused, confirmed not only the fact that Bedari has been leading many of these activities through its Lahore office, but also that its Executive Director has been a very strong and proactive member of the network despite being based in Bedari's Islamabad office and having to travel to each meeting. This is evidence of the fact that this issue and the value of approaching it through a strong network has been a priority area for Bedari.

What has led to Bedari's leading role over the last two years? We were able to connect and trace a process through a number of its activities. The most obvious point at which to start tracing was Bedari's most recent activities as part of the Alliance Against Child Marriages (AACM), that it helped start in May 2013 along with Action Aid, which was also working on the same issue. The sequence of activities from there on was as follows, each part of which was confirmed through interviews with other CSOs. Bedari drafted the Child Marriage Prohibition Bill with the help of a Rawalpindi-based lawyer. It then passed this to other network members. A member of AACM from another NGO confirmed that much of the discourse within the network from this point on revolved around and was shaped by the draft prepared by Bedari. At the same time it took on advocacy activities to both enlarge and strengthen the network, and to raise awareness of the bill. It held press conferences, and also utilised resources developed through the GPP, such as its theatre and radio programmes, to spread information about child marriages and the draft bill. It held a civil society wide consultation to get everyone, including media groups, to think through synergies and to act collectively to strengthen their voice against child marriages. This was confirmed by other members of the network in interviews. Soon after Bedari compiled the various perspectives on the subject within the network to issue a position paper, but a full situation analysis was left to other partners.

At the same time it continued to consult with lawyers both within the network (in the legal aid units of various member organisations) and outside it on the language of the bill and its many technicalities. It also held consultations with parliamentarians in the three districts where the GPP is implemented and a few other cities of Punjab (Faisalabad and Rawalpindi), and found a particularly welcoming audience amongst female provincial legislators. On 6th June 2014 AACM handed the final draft of the bill to the Punjab women's caucus in the provincial legislative assembly, and thereafter, maintained regular contact and pressure to make sure it would be passed. Finally, on 24th December, as this report was being finalised for submission, the bill was passed as a resolution by the Punjab Assembly.

From here it was fairly simple to trace further back to see that Bedari was replicating here a strategy that it had developed and used for a number of other bills over the last few years. It worked successfully on having the Domestic Violence bill passed through the national parliament, and for this it worked through the Mumkin Alliance that was formed by 21 organisations to deal specifically with the passage of this bill. The Child Rights Movement, a network of over 140 members working for the protection of child rights, including Bedari, has led on pushing for change on various child rights related bills that have been pending over a long period of time, including the Child Protection (Criminal Law) Amendment Bill 2013. Respondents from both Bedari and partner organisations emphasised that the significant success of putting these issues on policymakers agendas and bringing them so close to being passed as law was made possible only through the pressure applied by the collection of such a large number of organisations through these various alliances. It was these lessons that had led Bedari to initiate the AACM.

A significant contributing factor within this causal mechanism was the liberalisation of media and the simultaneous technology boom that allowed the growth of social media across the country. This helped strengthen the environment for CSOs like Bedari, with it being able to reach out to a larger population and support base, despite the increasingly unfavourable environment for NGOs. Of particular importance in this area has been the mushrooming of local media that has allowed Bedari to get its message out more easily within the districts where it works, and has also provided a local ally for highlighting certain cases. There is evidence based on our own previous work experience in rural Punjab to confirm that FM Radios are particularly popular in small towns and rural areas, and are being used extensively by CSOs. Bedari has chosen to work closely with local media personnel through training and sensitisation activities in order to use it for attitudinal change in society. It has also used this to help the media move beyond anecdotal coverage towards more analytical reporting that may help build pressure on local legislators for policy change. The growth of social media has also helped. Bedari, AACM, CRM and AASHA all have active web sites and Facebook accounts that help them get their messages out and also allows their target groups to access them more easily.

Through interviews with network partners, we were able to trace the origins of this successful strategy even further back to a few other contributing events. Bedari's first experience of a successful involvement in a network was the success of the Alliance Against Sexual Harassment (AASHA) in pushing through laws against sexual harassment (both an amendment of the Criminal Procedure Code and the Protection Against Harassment of Women at Workplace Act 2010). The laws had even then been drafted by Bedari through a group of lawyers. AASHA took a while to mature as a fully cooperative movement, but once it did, it achieved success in a fairly short period of time and taught its members a new way of working. As the political and social environment became more difficult after this, the idea of providing mutual support and building a critical mass around gender issues took hold. AASHA was formally closed after the laws were passed but it left behind a legacy of what could be achieved through cooperation and coordination, which was still fairly new within civil society in Pakistan.

Tracing the process a little further using interviews and other secondary sources, we find that part of the legacy of cooperation across CSOs is the result of the response to the massive earthquake of 2005 in northern Pakistan and the devastating floods of 2010 and 2011. These natural disasters affected very large populations and areas and required a large rescue, relief and rehabilitation effort. In mounting this effort the government and UN agencies took a central planning and coordinating role, and organised the response from CSOs by assigning them to work in groups in particular areas so as to keep duplication to a minimum and to cover more area (Cochrane 2008, Ferris 2010). According to some respondents, some of the lessons from these events affected how CSOs have worked since then in two significant ways: (a) it got them to work more closely with the government — especially district administration at the local level in the affected areas — which was unusual for NGOs who had insisted on keeping a distance from state actors until now; and (b) it got them to work together rather than in competition, another fairly unusual thing for the development sector in Pakistan. This new *modus operandi* is now commonly referred to in Pakistan as the “cluster approach” and often mentioned in the literature and in interviews (including in the documentation of the NDMA, the International Red Cross, and reports to the US Congress).

Both these changes are amply visible in the way Bedari works today. Over the last few years it has prioritised its work within networks, starting from working within AASHA, and then applying lessons from this network's early success in leading to a new law to a number of other issues. Most visibly, this has led to success again on the issue of child marriages, on which Bedari maintains a leadership role within the network AACM. Various pieces of diagnostic evidence provided "smoking gun" evidence of Bedari's learning, subsequent strategy, and its consequent growing role in making civil society networks influential. It is clear that strengthened campaigns and networks are a necessary condition for civil society to be able to affect change in policy and legal frameworks, but they are in no way sufficient to achieve the final outcome. We still need to see whether Bedari was able to secure the support of politicians that could affect such a change.

Sub-outcome 2: Recognition of the rights of women and children by policymakers.

The most direct piece of evidence of Bedari's efforts to affect laws through greater engagement with policy actors, especially provincial parliamentarians, is its opening of an office in the capital of Punjab province, Lahore, after the ministries concerned with women and children's rights were devolved to the provinces in 2010. This made a presence in the provincial capital important for moving future bills forward through the requisite alliances and consultations with provincial legislators. The AACM was subsequently formed and supported through the Lahore office, and with the help of network partners the bill against child marriages was submitted to Zakia Shahnawaz, the provincial Population Welfare Minister in June 2014.

This strategy appears to have worked. In October 2014 various newspapers and television channels reported on the bill as a government initiative against early child marriage, evidence of the fact that Bedari and its partners had not only engaged parliamentarians but had done so in a way that helped build government ownership of the draft bill. Most of these reports were following up on remarks made by the provincial minister at a policy dialogue with parliamentarians organised by Bedari and UNFPA to mark the International Day of the Girl Child. Various newspaper articles over the last few months have recorded AACM's public statements on the bill and the lack of further action on it, and both Bedari and the CFA, Plan Pakistan, have been prominently mentioned in many of these. This provides strong evidence of both the extent of Bedari's involvement, as well as its central role and leadership.

This is not the first time that Bedari has managed to move draft bills to an advanced stage. Its work on the Domestic Violence Bill and Child Protection Bill led to both being passed by the National Assembly (though they were time barred by the Senate). How has Bedari managed to achieve this, together with its network partners? The answer lies in different strategies that the organisation has followed over the last few years, pieced together here as a causal mechanism through various pieces of diagnostic evidence.

At the most basic level, and most pertinent to MFS II funding, it is fairly obvious from the various interviews and programme documentation that Bedari has built considerable leverage and influence with local administration in the districts within which it implements the GPP. The main way in which Bedari accomplished this was by establishing linkages with departments at the district level through the main activities within the GPP. This has led to consultations with the departments on child marriages and domestic violence, and this engagement has led to positive responses and endorsements from district departments for the National Bill on Domestic Violence, with which Bedari has been intensively involved.

The Domestic Violence Bill was stalled by the Senate in Islamabad eventually, but a similar strategy with the provincial government in Lahore on child marriages led to support from the chairperson of the women's parliamentary caucus. Subsequently, on Women's Day on 8th March 2014 the Punjab Chief Minister, Shahbaz Sharif, announced the 'women empowerment package' and within its many clauses, one dealt specifically with measures to prevent child marriages. This means that while the bill is still not a law, it is now a provincial policy. Further probing of this provincial policy, however, revealed that though this was a significant step forward, it left out some of the bill's demands for the protection of the survivors of violence, including the training and sensitisation of officers that deal with the cases. Bedari, therefore, still had a distance to travel to have the last passed.

As a leading member of the AACM, Bedari continued to work very closely with provincial parliamentarians in Punjab past March 2014, especially the women parliamentarians' caucus in the Punjab Assembly, and the provincial Population Welfare Minister, to whom the Child Marriage Prohibition Bill was eventually submitted formally. Bedari has also consulted regularly with the departments of Law, Population Welfare, Social Welfare, and Women Development in building a support base for the draft bill and for maintaining pressure for it to be passed as law. In fact, quite unusually for civil society networks, the provincial Social Welfare Department is actually a member of the AACM, and further investigation revealed that Bedari and a few other AACM members are reciprocally represented on a committee on child marriages within the department. The network has put an emphasis on this kind of collaboration with the government, in recognition of the fact that the Social Welfare department was given the major mandate at the provincial level in 2012 for legislation related to women and children.

This is all particularly impressive, given the following quote from a 2001 report of the NGO Resource Centre based in Karachi: "The stakeholder survey indicated CSOs not to be very successful in representing the interests of their constituents and putting them on the public policy agenda (only 14% agreed that CSOs had been successful in this regard). Similarly, less than a quarter each agreed that CSOs could successfully influence the government policy, or could successfully co-operate with the government in implementing policies" (NGORC 2001: 20). Civil society in Pakistan in general, and Bedari in particular, has come a long way from this situation and is now in a much stronger position to affect social and legal change.

When the Punjab legislative assembly passed a resolution on child marriages on 24th December 2014, it brought Bedari very close to realising its intended outcome of affecting legislation on the rights of women and children by policymakers to better protect their rights. The process is not complete since the law has not yet been passed, but the issue is now firmly on the agenda of policy actors and regular media coverage. Bedari's contribution to this process passes "hoop tests", which shows that its role may not have been sufficient to have fully affected policy but that there is enough evidence to suggest that it was a very necessary part of the process that led to this level of recognition and support by a critical mass of parliamentarians and the media.

Alternative explanations:

The causal mechanisms presented above have been pieced together through interviews with a number of respondents and other documentary sources. They are, therefore, supported by

evidence and it is quite plausible that the sequence of events that have led to these intermediate outcomes are the result of these particular causal chains. However, we could still push further to consider a possible alternative explanation for each of the intermediate sub-outcomes stated above. For sub-outcome 1, it could be possible that Bedari's role was not at the forefront of the strengthened networks and that some other set of actors may have been responsible; and for sub-outcome 2, it could be that the policy change was achieved not because of the work of the networks but because government has become more receptive to these proposals and issues over the last two years. Both these alternative explanations are fairly plausible, but also easy to dismiss.

The first alternative explanation is easier to dismiss. AACM's role in pushing forward the bill against child marriages is well established through the evidence gathered and presented in the preceding sections, as is Bedari's leading role within this network. In fact, an attempt to attribute credit to other actors or networks, or to take it away from Bedari, would not be able to convincingly pass "hoop tests" in process tracing. For example, governmental departments have supported the bill against child marriages but most evidence shows that this is as a result of advocacy and pressure maintained by AACM and its members. The role of the main civil society networks and Bedari's proactive role and initiative in these networks is well documented in the media and acknowledged by its network partners, including the CFA.

The second alternative explanation also fails to pass a simple hoop test. Most respondents, both within Bedari and partner organisations, talked extensively of the generally unfavourable attitude of the government and the fast deteriorating environment within which they work. There is also plenty of evidence to this effect in the media. Further evidence of the fact that the environment has become less favourable rather than conducive, is provided by a comparison of the current PML-N government and the previous government headed by the PPP. Not only did respondents say that they had received more support from the PPP government and more space within which to operate until the election of 2013, but there is also the fact that while Punjab (where the PML-N is the provincial government) is still discussing the Child Marriage Prohibition bill, the provincial government of Sindh (headed by the PPP) already passed the bill in April 2014. According to various respondents, the difference between the two situations is political will for progressive reforms, available under the PPP in Sindh — and at the centre prior to the change of government in 2013 — and absent in Punjab under the PML-N, where Bedari has all of its programmes. This in turn is connected to the PPP's more secular turn and fewer connections with the religious right, as compared to the right-wing and more overtly religious PML-N. The comparison between the two provinces makes it possible to dismiss the alternative explanation that the political environment may have become more conducive for reforms over the last two years.

There is also other evidence to confirm that Bedari's work with the government has not been simple, especially since the passage of the 18th Amendment in 2010. The responsibility for women's rights and issues are now spread across a number of provincial departments — including the Social Welfare Department, the Population Welfare Department, the women's caucus in the legislature, and the Punjab Commission of the Status of Women. Respondents explained that it has been difficult to figure out exactly where to focus efforts. Furthermore, each time agreement is reached with the Secretary of any department, they are transferred out and replaced, requiring a replication of efforts. Conversations with civil servants and a review of the last 18 months reveals that this issue affects Punjab more than other provinces.

Given these facts, it seems more plausible to accept that the impetus built within policy circles for legislative change can be attributed more to the existence and work of the networks that Bedari is a part of, rather than the alternative explanations.

MFS II contribution:

All that remains now is to assess the extent to which these particular causal mechanisms and outcomes can be attributed to MFS II contributions. The results here are mixed. Bedari's partner organisations insisted that this new move towards working through alliances had nothing to do with donor impetus. In fact, to them it represents the exact opposite, with the greater coordination being seen as a way of gaining greater self-reliance and sustainability through the sharing and pooling of resources. Some even insisted that the success of the networks has more to do with the spirit of voluntarism and activism, than with the type of funding.

Bedari itself, however, insisted that it is MFS II funding that has allowed it the space to increase its role and profile within these networks. For almost each causal chain that Bedari staff constructed in the workshop, they put a heavy emphasis on their ability to gain knowledge from the field and from their target communities' experiences and needs. According to them, Bedari's networks at the grassroots levels in three districts, supported entirely through the MFS II-funded GPP, have contributed significantly to its role and leadership within higher level networks, especially, as some respondents pointed out, in being able to define interventions and draft bills that are closer to the actual need of local communities. They stressed that MFS II funding had helped ensure that the conversation on child marriages was embedded in the districts through the GPP and not just within the capitals, and this was visible in the language of the draft bills put before the provincial legislature.

Given that Bedari's expansion to south Punjab (Multan and Vehari) was made possible in particular by MFS II support, there is a direct link between this funding and the strengthening of Bedari's district and provincial capacity, networks and alliances. MFS II funding also made possible Bedari's expansion to Lahore, the provincial capital. This has helped expand its profile and role within provincial level networks and made it possible to work more effectively with the provincial bureaucracy and legislature. An advisor to Bedari confirmed that there is a push from donors too towards more effective networking and coordination to improve the effectiveness of projects.

Research Question 3: Relevance of results

Bedari's work with communities in Multan, Chakwal and Vehari under the MFS II funded GPP is extremely relevant to the needs of women and children who face violence in different forms. The networks that it forms to strengthen civil society within these districts are also still highly relevant to the work it has managed in terms of capacity building of civil society actors. The same is true of its efforts at the provincial and national levels to improve the legal and political frameworks that govern women and children's rights. In this sense the interventions are still appropriate in that they are consistent with what the target groups, the country and various partner organisations require. In fact, Pakistan's recent transition from military rule to democratic governance makes it extremely pertinent and relevant to focus on

institutional development and the creation of supportive legal frameworks for the rights of different groups of citizens.

6. Discussion

Project Design and Recommendations

The GPP is well designed in terms of its various activities and the ways in which it seeks to reach its target communities and strengthen local networks of different types of societal actors. Various respondents within the SPO stressed the fact that it was Bedari's success at the local level with the GPP and other projects that has strengthened its stature and profile at the provincial and national levels, and allowed it to play a more effective role within civil society networks at these levels.

However, a number of points about financial management were raised, especially about short-term project-based funding as compared to funding for long-term programmes. Many respondents made the case that to see real impact a programme needs between 5 and 10 years. Instead, what seems to be the norm within the development sector in Pakistan are 6-month project cycles accompanied by expectations of outcomes and even impact in about 2 years. This has implications for civil society strengthening, since it is not possible to talk of real impact when most organisations are focused on meeting the targets of 6-month project cycles and short-term funding streams.

The development of institutional procedures within SPOs also requires time and stability, which is difficult to manage through short-term project specific funding, but can be encouraged through stable funding for long-term programmes that require systematised procedures as a natural prerequisite. Although respondents at Bedari felt supported by ICDI and Plan, they also believe that the CFAs funding mechanisms are overly restrictive, and require approval for each activity, and does not allow flexibility even across budget lines.

Based on Bedari's work to date, we would recommend further funding. The networks are now well established and work effectively in the cities. However, for greater strengthening and to affect wider societal change, many of the conversations on policy frameworks need to move out of the larger cities to district towns. NGO projects, such as the GPP, and their target communities and committees allow space for this, but this has not yet been fully realised. Further funding may be able to ensure this next important and logical step to networking and civil society strengthening. Bedari has managed that better than other NGOs possibly, given that its field offices work regularly with district level networks, but this can be further strengthened through longer term funding.

Many of the networks discussed in this report are run through pooled resources and voluntarism. They are actively looking for funds to support their advocacy and policy change work but such resources have so far been elusive. Furthermore, the laws that these networks have pushed for are close to being passed, but there is no guarantee of the ways in which they will be implemented. Some core funding for these networks and advocacy activities may allow CSOs to keep up the pressure and to monitor their implementation.

Improvements to Impact Evaluation

The impact evaluation worked well in general but it had two major limitations: (a) the timeframe, and (b) the tools to assess civil society.

Regarding the timeframe, the period between the baseline survey and the follow-up survey was far too short to be able to assess and evaluate outcomes, far less impact. This is especially true when the subject being evaluated is the strengthening of civil society and changes in political and social frameworks, which are essentially long-term processes with a complex configuration of contributing factors. This explains to some extent the very small changes recorded in scores during the baseline and follow-up surveys. Evaluations should allow some time for the impact of intervention to become obvious beyond outputs before attempting to capture these. The use of process tracing as a tool is also better geared to assessing longer-term change across a larger group of actors and events. Its full potential could not be realised given the short time frame under assessment.

Moreover the CSI methodology chosen to evaluate changes and outcomes in civil society strengthening might not be the most appropriate. It aims at drawing general conclusions on changes in civil society based on a very limited number of CSOs that certainly do not represent the general state or strength of civil society in Pakistan. This was dealt with to some extent by key respondent interviews and workshops, but a more targeted tool that could have drawn lessons from the experience of each SPO would have been more useful.

Validity of Causal Mechanisms

We believe that the causal mechanisms traced in the previous section are strong and valid beyond the case of advocacy for the rights of women and children, and can be extended fairly easily to other issue areas. To reiterate briefly, the causal mechanisms traced the process from initial conditions defined by a lack of legal frameworks and by the inability or unwillingness of civil society groups to either work with one another or with the state, to a situation where strong, coordinated and cooperative CSOs are working together by pooling resources and engaging with political actors, specifically legislators, to achieve stronger legal and policy frameworks. This strategy and process, as we have seen in the previous section, has actually led to a strong recognition within policy circles of various issues connected to the rights of women and children. The implications of this should be able to travel fairly easily to other CSOs and networks working across a number of thematic areas, especially health, education, governance, environment, and so forth. In particular, as stated earlier, it is a particularly pertinent and relevant causal mechanism given Pakistan's recent transition to democratic rule, and the consequent need to now strengthen institutional frameworks left underdeveloped by long periods of intermittent military rule. It demonstrates how CSOs can build their influence and capacity to affect and strengthen these weak institutional frameworks.

7. Conclusion

Evaluation Questions

1. What are the changes in civil society in the 2012-2014 period, with particular focus on the relevant MDGs & themes in the selected country?

The preceding sections have laid out in some detail the changes in civil society as a whole over the last two years. Most pertinently, CSOs are not only focusing on issues that are left unattended by the state, but in the process, are also actively engaging and partnering with various state actors in doing so. Civil society is also coming together in networks, consortiums and alliances more concerted and regularly than it did before. This is a great opportunity for NGOs dealing with scarce resources and weak capacity, and it has helped increase the voice and visibility of CSOs vis-à-vis other sectors.

At the same time, CSOs are increasingly threatened by a hostile and suspicious government, growing religiosity in society, greater threat from religious fundamentalist groups and reduced funding modalities that allow long-term capacity building of these organisations. There is also little money available for building capacity in terms of research and databases that can inform the design of interventions. For example, with regard to Bedari's work, there has been no comprehensive surveys on issues of domestic violence or child rights. This affects the work of other organisations too, and collectively CSOs work from project to project, meeting immediate targets rather than building their capacity through longer-term strategic planning and systems, databases and knowledge acquisition, and the retention of experienced staff.

On the specific issue of the empowerment of women and children, not only are both state and society unsupportive but CSOs like Bedari feel that the funding situation is also becoming unfavourable. Respondents explained that some donors, such as AusAid, do not focus on issues of violence against women, while others like DFID are now providing funds to the government, rather than directly to CSOs. Given the government's current attitude towards these organisations, this will further dry up available funding. Yet others like NORAD and CIDA have very small programmes in Pakistan. This means that fewer funds will be available in the coming years to deal with issues of violence against women and children in particular. Furthermore, due to the way programmes are designed and monitored, it appears that core developmental interventions are decided by donors rather than by local civil society, which appears to have a reduced space within which to decide exactly how to address development concerns.

2. To what degree are the changes identified attributable to the development interventions of the Southern partners of the MFS II consortia (i.e. measuring effectiveness)?

Section 5 has laid out in great detail how Bedari in particular, and its partner organisations in a number of civil society networks in general, have contributed to making civil society more influential and capable of affecting change in political and social frameworks, and of strengthening legal and political institutions left weak by decades under military rule. Bedari's role within the AACM, CRM, EVAW and IHI, among others, has contributed to this

change by leveraging its work through the GPP, which together with its budget for civil society strengthening, is funded entirely by MFS II.

3. What is the relevance of these changes?

As stated earlier, the causal mechanisms discussed in this paper traced the process from initial conditions defined by a lack of legal frameworks and by the inability or unwillingness of civil society groups to either work with one another or with the state, to a situation where strong, coordinated and cooperative CSOs are working together by pooling resources and engaging with political actors, specifically legislators, to achieve stronger legal and policy frameworks. This change, and the interventions that made it possible, are extremely relevant in terms of strengthening both civil society and legal and political institutions in Pakistan. These changes are consistent with what Bedari's target groups, various partner organisations and the country in general require.

5. What factors explain the findings drawn from the questions above?

A number of factors explain the greater strength and ability of civil society to affect policy change in Pakistan. This includes:

- Civil society's ability to learn lessons from past interventions. This includes the sector's ability to take lessons from past experiences, such as the coordination of rehabilitation efforts during the natural disasters that have affected Pakistan in the recent past, as well as its ability to learn from new ways of working, such as the success of the AASHA network in affecting policy change.
- CSOs ability to leverage its work and strengths in one area to affect change in another, such as Bedari's leveraging of its work through the GPP in three districts to increase its role and stature within various networks at the provincial and national levels.
- A growing recognition among donors of the value of coordination across different programme, projects and partners, and a real push from them towards more effective networking and coordination to improve the effectiveness of projects.
- CSOs' and donors' ability to change an increasing unfavourable and unsupportive political environment into an opportunity to pool resources to work together collectively, including with more receptive actors within the state.

Project Scores

	Scores
The project was well designed	9
The project was implemented as designed	9
The project reached all its objectives	9
<i>The observed results are attributable to the project interventions</i>	7
The observed results are relevant to the project beneficiaries	9

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Annex 1: List of interviews/discussions

Internal - Islamabad

1. Saleem Malik (Executive Director)
2. Saima Toor (Programme Manager, Girl Power Programme)
3. Farida Naeem (Manager, Finance)
4. Safeer Ullah Khan (Manager, Communication & Advocacy)
5. Rafique Khan Jadoon (Programme Manager)
6. Focus Group Discussion with staff of Islamabad national office (workshop)

Internal - Others

7. Summiya Yousaf (Advocacy Manager and Women's Rights Activist (Lahore office))
8. Yasmeen Fatima (Monitoring Support Officer, GPP (Vehari office))
9. Asif Hoat (Project Manager, Citizen Voice Project (Multan office))
10. Saima Ali (Youth Coordinator, (Multan office))
11. Ahmad Riaz (Youth Coordinator, (Multan office))

External (Islamabad and Lahore):

12. Anbreen Ajaib (Capacity Development Advisor to Bedari)
13. Zulqarnain Rafiq (PLAN, Manager MFS-Girl Power Programme (Pakistan))
14. Salman Abid (Strengthening Participatory Organisation (SPO) - Partner organisation)
15. Bushra Khaliq (Women in Struggle for Empowerment (WISE) - Partner organisation)

Annex 2: SPO Civil Society Strengthening - Quick Assessment Sheet

NAME OF SPO: Bedari

Civil Society Index (CSI) Dimensions

The overall scores for the five CSI dimensions are as follows:

CSI Dimension		Sub-component score in 2012	Overall Score in 2012	Sub-component score in 2014	Overall Score in 2014
1	Civic Engagement		0.5		1
1a	Diversity of socially-based engagement	1		2	
1b	Diversity of political engagement	0		0	
2	Level of Organisation		2.0		2.2
2a	Organisational level of civil society	2		2	
2b	Peer-to-peer communication	2		3	
2c	Financial and human resources	3		2	
2d	International linkages	1		2	
2e	Technical resources	2		3	
3	Practice of Values		2.0		2.5
3a	Internal governance	2		3	
3b	Transparency	2		2	
4	Perception of Impact		2.3		2.67
4a	Responsiveness	2		2	
4b	Social impact	3		3	
4c	Policy impact	2		3	
5	Environment		1.5		1.5
5a	Socio-economic, socio-political and socio-cultural context	2		2	
	Studies of civil society	1		1	
	TOTAL		1.66		1.97

CSI Dimension 1: Civic Engagement

Priority Result Area:	1.a - Diversity of socially-based engagement
Key Question:	To what extent do partner organisations act on behalf of their constituency (legitimacy) and do they include social target groups in their analysis and planning and take the needs of the poor/marginalised into account?
Score in baseline:	1
Assessment and Context in 2012:	Bedari does not have a long-term strategic plan due to lack of long-term funding. All project activities are based on specific needs of its target group. At end of project implementation, all trained persons are informed about the results and local newspapers are used to inform target group about project results. The conducted project activities and results are not systematically reviewed with the target and/or external stakeholders.
Reported changes in result area (outcome):	In 2014 there was significant change in this area, with project staff highlighting the fact that programme direction and targets are based on a consultative process involving staff and target communities with enough flexibility to allow learning and course correction. Target communities are not involved at the conceptual level but are in implementation. Bedari aims for progressive change and so a lot of its work is based on feedback. Project reviews are conducted in partnership with the small local NGOs and CBOs with whom Bedari works in the districts, and which it considers to be a part of its constituency.

	<p>The organisation has also built its capacity in the area of handling complaints from its target group, though this is still being developed and so is not yet systematic. There is currently a phone number available to those that require it, and follow up actions to complaints registered with field staff. There will soon also be display boards in all field offices that clearly display complaint mechanisms.</p> <p>There is also negative change. While in 2012 the organisation was reporting back to its target groups on activities and results, this was no longer true in 2014. Now, they said that they provide information when asked but have no regular channels for feeding back information to its constituents.</p>
Specific activities that can be attributed to role of CFA/ contribution from MFS2:	These activities are all a part of the GPP, which is funded in its entirety by MFS II. Also, there is evidence that many of the consultative activities are a part of Plan International's requirements and programme design.
Score in 2014	2

Priority Result Area:	1.b - Diversity of political engagement
Key Question:	To what extent is a diverse segment of the target group of partner organisations represented in locally elected bodies of government and/or in sectoral user groups?
Score in baseline:	0
Assessment and Context in 2012:	Non applicable as Bedari's target group consists of women and girls, who are victims of violence.
Reported changes in result area (outcome):	This is still not applicable.
Specific activities that can be attributed to MFS2:	
Score in 2014	0

CSI Dimension 2: Level of Organisation

Priority Result Area:	2.a - Organisational level of civil society (infrastructure CSI)
Key Question:	To what extent are partner organisations and alliances organised in national network/umbrella organisations and do they represent CBO's and other actors?
Score in baseline:	2
Assessment and Context in 2012:	Bedari is founding member of AASHA and active member of four other national networks focusing on basic human rights of women and girls in Pakistan. Bedari does not represent CBOs or any other actors in these national networks.
Reported changes in result area (outcome): (if no change, explore why not)	<p>This is possibly Bedari's greatest area of strength and also success over the last few years. It is a member of the most important networks within civil society in Pakistan, and also the founding member of some of these, and the secretariat of others. Bedari is a founding member of AASHA (the Alliance against Sexual Harassment at Work Place), and the Alliance Against Child Marriages (AACM), and a leading member of Insaani Haqooq Ittehad (IHI), the Child Rights Movement (CRM), Ending Violence Against Women and Girls (EVAW/G), the Child Marriage Alliance, and the Mumkin Alliance.</p> <p>Within districts Bedari brings together about 40-50 CBOs and NGOs within each district. To these it regularly provides training on child protection, laws on women, gender-based violence and budget monitoring and advocacy.</p>

	There is no change in the scores, since Bedari has been playing this role for a few years now. There has been a change, however in the number of networks in which it participates, as well as a qualitative increase in the role it plays within these.
Specific activities that can be attributed to role of CFA/ contribution from MFS2:	Without this funding the SPO would not be part of some of these networks. MFS II funding also made possible Bedari's expansion to Lahore, the provincial capital. This has helped expand its profile and role within these networks and made it possible to work more effectively with the provincial bureaucracy and legislature.
Score in 2014	2

Priority Result Area:	2.b - Peer-to-peer communication
Key Question:	To what extent do partner organisations, networks and alliances share information and do they collaborate in joint analysis in order to function effectively?
Score in baseline:	2
Assessment and Context in 2012:	During last 2 years, Bedari organised Rural Women's Day and a number of conferences together with other civil society organisations. Bedari also brings civil society organisations together for joint training as part of its Capacity Building and Training Programme. Bedari participated in more than 30 seminars, workshops and other events that were organised by other organisation to share information and experiences. Bedari also organised workshops and seminars on various topics, including girls' marriage and domestic violence. As member of IHI and CRM, Bedari was involved in joint analysis of the socio-political context. It also initiated a gender analysis with local NGOs through its regional offices
Reported changes in result area (outcome):	As part of the networks, Bedari works closely with other member organisations. It is the most active member of the Alliance Against Child Marriages (AACM), a network of 16 other organisations, and it works extensively with these as part of the network. It participates in monthly meetings for AACM, as well as for other networks. This has also included regular consultation with partner organisations on the increasing hostile attitude of the new government towards NGOs, and its attempts to more closely regulate and monitor national and international organisations working within the development sector. Bedari's field staff in Multan, Vehari and Chakwal meets on a monthly basis with district level networks. It also organised a conference on Child Marriages in Multan in 2013, in which over 150 people from their target communities, NGOs, CBOs, government agencies, universities and media participated. There have been other seminars too, and Bedari staff meets regularly with the executive directors of local CBOs and NGOs for joint planning of activities.
Specific activities that can be attributed to role of CFA/ contribution from MFS2:	The activities at the district level are all a part of the GPP, which is funded in its entirety by MFS II. This funding makes participation in these networks possible.
Score in 2014	3

Priority Result Area:	2.c - Financial and human resources
Key Question:	To what extent are financial resources of partner organisations and alliances diversified with sound internal financial and human resource management?
Score in baseline:	3
Assessment and Context in 2012:	During the last 2 years, Bedari received funding from international NGOs, UNDP and EC as well as small donations from individuals in Pakistan and United Kingdom. Core funding has become more difficult as fewer donors are operational in Pakistan and most funding goes to disaster relief. The total budget for the 2011-2012 financial year was PKR 29.6 million (Euro 245,000),

	<p>including PKR 9.3 million (Euro 77,000) from ICDI under MFS II.</p> <p>Bedari has a well developed financial management system with a separate financial management department (4 staff members) using QuickBook software with double entry system. A financial management manual describes the role and responsibilities of all concerned staff members. Co-signatory system is in place for any disbursements. The financial books and accounts are reviewed by external auditors each year. The performance of all field staff is annually reviewed by the supervisor for each project. Although a regular training needs assessment is not carried out, all professional staff is regularly trained in various topics, including M&E skills and children rights, either in-house or by external training providers.</p> <p>Bedari does not have an HIV/AIDS workplace policy, but an anti-sexual harassment policy is in place with an internal anti-sexual harassment committee where any complaints could be submitted.</p>
Reported changes in result area (outcome):	<p>Bedari has a fairly diversified funding base that includes about 9 donors over the review period. This includes international NGOs, the UN system and even some private donors. However, these sources are not diversified enough, in that they do not include any funding from national sources (such as the government, private sector, other local organisations) and does not include revenues generated through its own activities.</p> <p>Senior management said it had become easier to secure funding over the last two years, and the organisation is entirely donor funded since 2006. It seems that since the baseline, there is now lesser funding generated through own financial resources than before.</p> <p>Bedari's total budget for civil society strengthening is funded 100% by MFS II. The same is true of the 5-year GPP. However, the GPP budget represented only about 16% of Bedari's total funding for 2012-13 and 17% for 2013-14.</p> <p>The organisation has a strong financial management programme with standardised processes. In response to its growing projects and profile, it has worked to streamline many of these procedures. It now has a finance manual and a human resources manual that defines roles and responsibilities for financial planning, reporting and internal control. It also has a Finance Policy since 2010 that was last reviewed and revised in May 2013. This has 15 different sections and deals with audit and budget procedures, petty cash handling, tax and procurement.</p> <p>It uses the programme Quickbook for financial management at the head office. Field offices have finance managers that use Excel. Most financial work is centralised and handled by the central office, with data provided by field offices. Bedari's financial books, accounts and procedures are reviewed by external auditors on an annual basis. The last audit was in April 2014, and all documentation and procedures were approved. The organisation believes that the ICDI template used for the reporting requirements of MFS II are overly complex, require too much reporting and takes up a lot of staff time.</p> <p>Performance reviews of all staff are conducted on an annual basis by project supervisors and senior management. For new employees these are also conducted at the end of the probation period. The organisation also provides opportunities for training and professional skill development. Such training is provided by senior staff and external trainers, and includes gender training for field staff. There is an internal code of conduct for the organisation, and a committee that looks into any allegations or complaints of sexual harassment. Bedari does not have an HIV/AIDS workplace policy.</p>
Specific activities that can be attributed to role of CFA/ contribution from MFS2:	<p>It is largely due to MFS II funding that the organisation could develop many of these procedures.</p>

Score in 2014	2
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Priority Result Area:	2.d - International linkages
Key Question:	To what extent are partner organisations and alliances organised in international network/umbrella organisations and do they represent CBO's and other actors?
Score in baseline:	1
Assessment and Context in 2012:	Bedari is a regular member of two international networks. Although Bedari was invited to participate in global events, it was unable to attend due to lack of funds.
Reported changes in result area (outcome):	International linkages are important for Bedari's continued functioning. The GPP programme is entirely funded by ICDI and Plan International, and the expansion of the organisation's work to south Punjab (Multan and Vehari) was made possible in particular by this support, in terms of funding but also by building Bedari's capacity and allowing it to expand its alliances. It has also participated in GPP study visits. Bedari is also part of the Girls Not Brides global partnership of over 400 organisations that is focused on preventing child marriages. It does not, however, play a very active role in the network. Beyond this and GPP, Bedari has limited participation in international networks.
Specific activities that can be attributed to role of CFA/ contribution from MFS2:	This has been made possible through MFS II funding.
Score in 2014	2

Priority Result Area:	2.e - Technical resources
Key Question:	To what extent are partner organisations using the internet and social media?
Score in 2012:	2
Assessment and Context in baseline:	Bedari has a website in order to provide basic information about the organisation itself as well as to establish contact with other organisations. Cases of abuse and violence against women and children can be reported via the website as well. Bedari also has a Facebook account, which is mainly used for campaigns and used 1 to 2 times per month.
Reported changes in result area (outcome):	Bedari has a web site for sharing information with partners and facilitating contact by victims of violence in urban areas. Initially the website was managed by external experts and it was a static website with about 1000-1500 visitors a month. Now they have in-house experts and the website has been upgraded. Consequently, in the last 5-6 months it has had over 8,000 visitors per month from up to 40 different countries. Bedari also actively uses other social media to spread awareness of available options for victims of violence, and to facilitate referrals. It is particularly active on Facebook through daily updates, which it believes is a better way to reach people outside the main cities of Pakistan, as compared to Twitter. Bedari also participates in TV talkshows on related issues, and one of its staff members is a regular blogger.
Specific activities that can be attributed to role of CFA/ contribution from MFS2:	Connected to GPP work, so the flow of funding through MFS II has made it possible for Bedari to focus on this area and develop its online presence.
Score in 2014	3

Priority Result Area:	3.a - Internal governance (democratic decision-making and governance)
Key Question:	To what extent do partner organisations and the CSO's they support involve their target group in decision making?
Score in baseline:	2
Assessment and Context in 2012:	Due to its direct contact with women and girls being victims of abuse and violence, Bedari is able to identify the specific and changing needs of its target group. In this way, Bedari identified the need for legal aid as the need for vocational training to empower women.
Reported changes in result area (outcome):	Bedari believes that it has developed a high level of understanding of its target communities' needs over the last many years, and that the issues are fairly visible and obvious to it now. Formal needs analysis is not undertaken, but the staff is very familiar on a regular basis with what the particular needs of its target groups are. As an organisation it is now much more focused on a constant process of reflection on its modus operandi and its various processes for dealing with the programmes and staff. This process of reflection has resulted in a new Standard Operating Procedure (SOP) being created in Urdu for all staff, in response to various experiences and events over the last two years.
Specific activities that can be attributed to role of CFA/ contribution from MFS2:	Both the constant interaction with the communities and the space for self-reflection has been made available through the regularity and predictability of MFS II funding.
Score in 2014	

Priority Result Area:	3.b - Transparency
Key Question:	To what extent are partner organisations and CSO supporting transparency on financial information and do staff members respect internal procedures (code of conduct)?
Score in baseline:	2
Assessment and Context in 2012:	Transparency on financial information is already covered under priority result area 2.c of CSI Dimension 2. Bedari does not have a (written) Code of Conduct for its staff. However, it has other policies to promote and guarantee good ethical behaviour of its staff, including a Child Right Policy under which any staff member employing children as domestic help will be fired. Any staff member arrested for domestic violence will also be dismissed.
Reported changes in result area (outcome): (if no change, explore why not)	Transparency on financial information is already covered under priority result area 2.c of CSI Dimension 2. Bedari now has a Code of Conduct for staff against sexual harassment and a Standard Operating Procedure (SOP) to cover other areas is currently under development. The Code of Conduct is shared with staff, and during induction they need to sign off on this. There is also a training sessions on sexual harassment and ethical behaviour, and staff are expected to live up to the organisation's values in general by not employing children as domestic labour or being party to domestic violence. A number of logistical and financial procedures exist to deal with fraud and misuse of funds, including regular audits, inventory updates, procurement procedures (external and internal), delegation of power in teams rather than focusing on individuals, bank reconciliation of transactions, and a separate administration department. Bedari's 7-member board also reviews and maintains oversight over procedures to ensure transparency and compliance.
Specific activities that can be attributed to role of CFA/ contribution from	Not clear, but regular and predictable funding helps create space for dealing with institutional procedures.

MFS2:	
Score in 2014	2

CSI Dimension 4: Perception of Impact

Priority Result Area:	4.a - Responsiveness
Key Question:	To what extent are partner organisations and the CSO's they support considered as counterparts by (local) government and private sector?
Score in baseline:	2
Assessment and Context in 2012:	<p>During the last 2 years, Bedari played a crucial role in the enactment of the Anti-Sexual Harassment at Workplace Act 2010 through the AASHA network and cooperation with the federal government. Furthermore, Bedari is regularly invited for UN forums dealing with human rights of women and children.</p> <p>At present, Bedari is not engaged with the business sector. It has tried to establish links with private companies for donations, but they prefer to finance less controversial projects than violence against women and girls.</p> <p>Bedari has established relationships with politicians and government institutions at local and national level in order to influence their policies and to obtain their support for activities.</p> <p>Bedari also participates in the National Commission on Status of Women, which is statutory body established in 2000 to examine policies, programmes and other measures taken by the government for women's development and gender equality; review laws, rules and regulations affecting the status of women; and monitor mechanisms and institutional procedures for redress of violations of women's rights.</p>
Reported changes in result area (outcome):	<p>Bedari has worked with the government in different ways. Its engagement has been particularly extensive with four departments at the district level – health, education, social welfare and police, with whom they have had regular consultations on child marriages and domestic violence, as well as some training activities. This engagement has led to positive responses and endorsements from district departments for the National Bill on Domestic Violence, with which Bedari has been intensively involved.</p> <p>As the founding member of the Alliance Against Child marriages (AACM) Bedari has also worked very closely with provincial parliamentarians in Punjab on the issue of child marriages, and their work in this area has been publicly recognised by the provincial Population Welfare Minister, to whom the Child Marriages Bill, a Bedari initiative, has been submitted. Through the AACM, Bedari has also consulted regularly with the departments of Law, Population Welfare, Social Welfare, and Women Development.</p> <p>Bedari does not work with the private sector.</p>
Specific activities that can be attributed to role of CFA/ contribution from MFS2:	The organisation's expansion in the last 2 years and access to district level departments was a direct result of this funding. Some consultations for the Bill on Domestic Violence were also financed by this, though the major portion of the funding came from UNFPA.
Score in 2014	2

Priority Result Area:	4.b - Social impact
Key Question:	To what extent do partner organisations, in the sectors they work in, provide services that respond to one or more basic social needs of their target group?
Score in baseline:	3
Assessment and Context in 2012:	<p>In the working areas of Bedari, a few other organisations (i.e. Save the Children, Plan Pakistan) provide more or less similar services to the target group.</p> <p>Due to the nature of its activities, Bedari cannot involve women and girls survivors of violence in a problem analysis and project formulation. As women and girls come to</p>

	Bedari with their specific problems (i.e. domestic violence, rape, child marriage, etc.), all project activities are firmly based on the specific needs of its target group. The fact that Bedari supports over 1000 women and girls every year clearly illustrates the need. For those women and girls, Bedari is often the only chance/option to get help and be protected from further acts of violence.
Reported changes in result area (outcome):	<p>A few other organisations in Pakistan work on issues of violence against women and children, but no other organisation does so in the districts in which Bedari works through MFS II funding. Bedari has also started involving its target communities in project formulation, and some staff travelled to target districts, including Muzaffargarh, Lodhran and Bahawalpur, to meet with people for consultations on a new USAID project focused on working with youth groups. This included consultations with women, whom Bedari considers their core constituency.</p> <p>On the GPP in particular, target communities were not involved at conception but they have been involved in both planning and execution through Child Protection Committees (CPCs) and Children's Clubs in their target communities. These clubs function as literacy programmes for children who are not in school. Such children are hard to access and the formation of the clubs helps provide literacy while also building linkages to help on issues of abuse and violence. The communities provide in-kind contributions through assistance in the formation of Children's Clubs and Child Protection Committees (CPCs) and acting as focal persons in each community.</p>
Specific activities that can be attributed to role of CFA/ contribution from MFS2:	Bedari has used MFS II funds to establish 50 rural Child Protection Committees (CPCs) in Vehari and Chakwal and 5 Children's Clubs in Multan, mostly in urban slums. A small drop-in centre has also been established in Vehari.
Score in 2014	3

Priority Result Area:	4.c - Policy impact
Key Question:	To what extent do partner organisations successfully influence government policy or planning/budgeting/policy making of international organisations in the sectors they work in?
Score in baseline:	2
Assessment and Context in 2012:	Bedari's contribution to the enactment of the Anti-Sexual Harassment at Workplace Act in 2010 was a major achievement that improved the position of women considerably. Bedari's participation in different UN forums, seminars and workshops, and the National Commission of Status of Women may have influenced the policies of the government and (international) organisations but it is difficult to specify to which extent.
Reported changes in result area (outcome):	<p>Bedari has recorded considerable progress in this area and has achieved results that have contributed to changes in policies and laws during the last 2 years. As already recorded in CSI 4a, the organisation has been working with parliamentarians and government departments on drafting and passing the Child Marriage Bill, which is now with the Punjab provincial government. Bedari is using the AACM to gain more support to push the bill through the provincial legislature. Its work on the Domestic Violence Bill is another example. This Bill is at a more advanced stage, since it has already been passed by the National Assembly and is currently time barred in the Senate. Yet another draft law, the Child Protection Bill, is also stuck at the same stage. Bedari has started the consultation process on yet another law, the Acid Survivors Bill, which is currently being drafted.</p> <p>Bedari has worked extensively in this area of law and policy reform over the last two years, but its success has been restricted by a generally unfavourable attitude of the government at present. One of the delaying tactics used is to send all draft laws on women and children to the Council of Islamic Ideology, which then indulges in lengthy deliberations on these that delays their passage into law.</p>

	Bedari has worked with AusAid, European Commission and Save the Children on their strategic plans and planning processes, but they are not aware of the extent to which they were able to influence the incorporation of action against domestic violence into these plans.
Specific activities that can be attributed to role of CFA/ contribution from MFS2:	There has been no direct impact, but MFS II funding has contributed to raising the stature and profile of the organisation, thus allowing it to work more effectively in the area of policy and law reforms.
Score in 2014	3

CSI Dimension 5: Environment

Priority Result Area:	5.a - Socio-economic, socio-political and socio-cultural context
Key Question:	To what extent are interventions of the Alliance the choice of the partner organisations and are their interventions based on a quality context analysis of the space and the role of civil society in that specific country (including socio-economic, political and cultural context)?
Score in baseline:	2
Assessment and Context in 2012:	<p>Since September 2009, Bedari is actively involved in the formulation of the (long-term) policy and programme of the Child Rights Alliance in general and Plan Pakistan in particular through consultation meetings at different levels. A context analysis of the role of the civil society in Pakistan was an integrated part of the consultations with Plan Pakistan.</p> <p>Due to a reduction of the MFS II budget with about 20%, Bedari will reach less women and girls facing violence as it had to reduce the number of districts where the project will be implemented.</p>
Reported changes in result area (outcome):	<p>Bedari worked with the CFA extensively to jointly identify appropriate interventions at the beginning of the partnership. Subsequent budget adjustments have led to a negative impact on salaries, and consequently on staff retention, which is a major issue.</p> <p>Bedari rated its position in the local context provided by politics, government and media as fairly satisfactory. It is not overly influential but over the years it has developed leverage at both the district and provincial levels. This is despite the fact that the socio-political environment in which it functions has become worse over the last two years. This is for a number of reasons, including the current government's hostile attitude, the volatile security situation in the country, and the targeting of NGOs by the Punjab Education Department. A letter issued by the Punjab Education Secretary to Executive District Officers (EDOs) of the Education department disallows NGOs from working in government schools, making access to girls' schools in particular very difficult. The new Sharif government has instituted Provincial Disaster Management Authorities (PDMA) in each province to extend its control over the development sector (beyond that which the government exercised previously through the National Disaster Management Authority (NDMA) in the period immediately following the 2005 earthquake and the floods of 2010 and 2011). NGOs now need to get a No Objection Certificate (NOC) from the PDMA to work in any district. Ostensibly this is to coordinate the work of different development organisations in each district, but it works to increase the regulation and monitoring of NGOs all over the country. Intelligence agencies have also increased their involvement and monitoring since the death of Osama bin Laden as a result of a campaign in which an international NGO is thought to have been involved. At the same time, parliament's attitude towards bills being lobbied for by Bedari and its network partners has not been forthcoming. The attitude of religious organisations has also deteriorated in general, but Bedari has had no major public relations issues or faced any major problems with these.</p>

	<p>As recorded in CSI 4a and 4c, Bedari has been actively involved with national and provincial level politicians and has managed to cooperate with some high profile political actors on a number of draft bills, especially the Child Marriages Bill. It has also worked with local administration in the districts, both to facilitate interventions and to train some of their staff. Beyond this, it has participated in seminars with government actors at different levels and has commented on relevant statements of different government agencies in an attempt to influence its policies and regulations.</p> <p>It has also had a good experience in general in working with the media, with which it has managed to collaborate on highlighting some issues in the districts. One such instance was that of the media helping highlight and expose the case of a local landlord who had been involved in an acid attack on a woman. It has also helped highlight the issue of child marriages through regular coverage of both the issue and the bill that AACM has drafted against it. The media can, however, be difficult at times, especially in press conferences when they push through with problematic questions. Bedari has conducted some capacity building activities with the media.</p> <p>Bedari has no working relation with the private sector.</p>
Specific activities that can be attributed to role of CFA/ contribution from MFS2:	The high profile nature of the Bills being lobbied for by Bedari with MFS II funding have raised the stature of the organisation with the provincial and district governments.
Score in 2014	2

Key Question:	To what extent do partner organisations take into account and participate in studies of civil society in the country they work in?
Score in baseline:	1
Assessment and Context in 2012:	No comprehensive studies of the role of the civil society in Pakistan have been undertaken. However, the role of government and media, the security situation in different parts of the country, the impact of the Blasphemy Act and the recent developments in Balochistan province are discussed among representatives of different civil society organisations during meetings of the national networks, seminars and workshops.
Reported changes in result area (outcome):	<p>There is an active debate and discussion on the role of civil society in Pakistan, centred around three main points. First, there is a greater move towards cooperation and coordination between CSOs, and working through, building and utilising networks to achieve programme objectives. This represents a move away from CSOs behaving as competitors towards them working as partners. Second, there are discussions on how to maintain focus and continue to deliver programmes despite fatigue from extreme violence. With so many losses and casualties, it requires a special effort to continue to move towards trying to find ways for long-term change. Finally, there are discussions around the fact that CSOs are still project-based and function constantly in survival mode in terms of funding. This debate is focused on finding institutional funding to sustain and retain long-term core programmes and staff.</p> <p>Bedari, together with AACM, has conducted a situation analysis of child marriages in Pakistan and has a position paper on it. Beyond this, it has not participated in studies of civil society in Pakistan. The main reason for this is the reliance on project funding, because of which staff are busy with planned project activities and there is no core funding to support initiatives or participation in studies like this. The SPO also does not make much use of such studies conducted by other organisations, since it thinks that these often simply state the obvious, and add little value to the ways in which the organisation work. Bedari did, however acknowledge and accept its weakness in this</p>

	area.
Specific activities that can be attributed to role of CFA/ contribution from MFS2:	N/A
Score in 2014	1

FINAL QUESTION RELATED TO SOCIO-POLITICAL ENVIRONMENT FOR NGOS

What are the major threats and constraints, opportunities and weaknesses for the civil society in general and your organisation in particular?

Strengths	Weaknesses
- Bedari focuses on issues that government does not, which the organisation sees as its strength.	- There is a lack of data on the issues that Bedari works on. No comprehensive surveys on issues of domestic violence or child rights are available, and it has not been able to focus on building such a database.
Opportunities	Threats
- Civil society is coming together in networks, consortiums and alliances. This is a great opportunity for NGOs. It has helped increase the voice and visibility of CSOs vis-à-vis other sectors.	- Increasing religiosity in society. - Current government policies regarding NGOs and foreign funding. - Fewer donors are offering funding for Bedari's focus areas, due to which funding is drying up.

What must change to improve the role and functioning of the civil society in general and your organisation in particular?

<ol style="list-style-type: none"> 1. There has to be a move away from short-term project-based funding cycles that keep NGOs in survival mode and focused on resource mobilisation. Long-term funding that will allow more strategic planning and the long-term retention of experienced staff is essential. 2. Sustainability needs to come from donors, rather than just us. Donor agencies need to help NGOs identify and devise more sustainable funding streams and resource generation activities, instead of focussing on reducing asset building through projects that make organisations more vulnerable. 3. Moreover, due to the way programmes are designed and monitored, it appears that the core developmental issues of Pakistan are decided by donors, rather than by local civil society. This has to change to allow CSOs more space to decide how to address development concerns. 4. More funding is required to deal with issues of violence against women and children in particular. Some donors, like AusAid do not focus on issues of violence against women. Other like DFID are now providing funds to the government, rather than directly to CSOs, and given the governments current attitude towards such organisations, this will further dry up available funding. Yet others like NORAD and CIDA have very small programmes in Pakistan. This means that fewer funds will be available in the coming years. 5. The high levels of violence and growing security concerns are key obstacles to the functioning of both civil society in general and Bedari in particular.

Annex 3: Questionnaire for Strengthening Civil Society

Year of establishment:	
Founding members:	
Rationale/reason for establishment:	
Type of organisation:	
Registration:	Year:
	Legal status:
Location of headquarter:	
Number and location of regional offices:	Number:
	Location:
Number of location of field offices:	Number:
	Location:
Constituency: [Note: Definition of the constituency: geographic or thematic individuals, groups and organisations on whose behalf the SPO works and aims to support change.]	
Target group Target group(s): [Note: definition of target group: the people on whom the work of the SPO is focused.]	Description:
	Total target group population:
	Gendered group:
Working area (geographical scope)	<input type="checkbox"/> National
	<input type="checkbox"/> Provincial (Name of province(s): _____)
	<input type="checkbox"/> District (Name of district(s): _____)
Current number of professional staff in head office (2011-12)	<ul style="list-style-type: none"> • Managerial: • Professional: • Support: • Total:
Current number of professional staff in regional/field offices (2011-12)	<ul style="list-style-type: none"> • Managerial: • Professional: • Support • Total:
Board of Trustees/Directors?	<input type="checkbox"/> Yes <input type="checkbox"/> No
• If Yes, number of members:	
• If Yes, composition:	
Management Committee?	<input type="checkbox"/> Yes <input type="checkbox"/> No

• If Yes, number of members:	
• If Yes, composition:	
Advisory Board?	<input type="checkbox"/> Yes <input type="checkbox"/> No
• If Yes, number of members:	
• If Yes, composition:	
Representation of target group(s) in a decision making organ of SPO	<input type="checkbox"/> None <input type="checkbox"/> Board of trustees <input type="checkbox"/> Management committee <input type="checkbox"/> Advisory board <input type="checkbox"/> Other(s), specify: _____
National/local partners of the SPO:	
International partners of the SPO:	
Membership of national networks and/or alliances :	
Membership of international networks and/or alliances:	

Description of SPO in 3 key words?	
Vision/ mission (if anything formulated):	
Specific goals/ objectives for the next five years (if anything formulated):	
Ongoing core programmes:	
Cross-cutting issues (i.e. gender, governance, human rights):	
Ongoing projects:	
Budgets and funding sources:	<u>2011-12</u> <ul style="list-style-type: none"> • MFS 1/2: • Other Dutch partners: • Other partners/donors: • Own resources:
Campaigns:	

Civil Society Index 1: Civic Engagement

Priority Result Areas

1.a Diversity of socially-based engagement

Key question: To what extent do partner organisations act on behalf of their constituency (legitimacy) and do they include social target groups in their analysis and planning and take the needs of the poor/marginalised into account? (similar to 5C Tool question # 3.2 and 4.2)

How did the SPO set its programme and targets for this (financial) year?	
Did the SPO involve its constituency and/or target group in its own policy/strategy formulation during last 2 years? (C3.2)	<input type="checkbox"/> Yes <input type="checkbox"/> No
<ul style="list-style-type: none"> • If Yes, how? (ask for evidence) • If No, why not? 	
Did the SPO report to its constituency and/or target groups with respect to activities and results during last 2 years? (C3.2)	<input type="checkbox"/> Yes <input type="checkbox"/> No
<ul style="list-style-type: none"> • If Yes, how and when? • If No, why not? 	
Did the SPO with its target group, constituency and/or other external stakeholders jointly review the conducted project activities and results during last 2 years? (C4.2)	<input type="checkbox"/> Yes <input type="checkbox"/> No
<ul style="list-style-type: none"> • If Yes, how and example(s) • If No, why not? 	
Does the SPO have a policy for handling complaints from its target group and/or other stakeholders? (C3.2)	<input type="checkbox"/> Yes <input type="checkbox"/> No
<ul style="list-style-type: none"> • If Yes, how is the policy implemented? 	<input type="checkbox"/> Not implemented <input type="checkbox"/> Not implemented – there are no such cases <input type="checkbox"/> Implemented at times <input type="checkbox"/> Implemented systematically

Overall Score

<input type="checkbox"/> 0 = Absent/low	<input type="checkbox"/> 1= Moderate	<input type="checkbox"/> 2= Considerable	<input type="checkbox"/> 3 = Fully/completely
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1.b Diversity of political engagement

Key question: To what extent is a diverse segment of the target group of partner organisations represented in locally elected bodies of government and/or in sectoral user groups?

Is the target group of the SPO able to raise its voice in politics, especially local politics?	
Is the SPO's target group and/or constituency represented at the moment in locally elected bodies of government?	<input type="checkbox"/> Yes <input type="checkbox"/> No
<ul style="list-style-type: none"> • If Yes, which type of local government body? 	
<ul style="list-style-type: none"> • If Yes, how many? (ask for names) 	
<ul style="list-style-type: none"> • If Yes, are women representing the target 	<input type="checkbox"/> Yes <input type="checkbox"/> No

group and/or constituency at the moment in local government body?	
- If Yes, how many?	
Is the SPO's target group and/or constituency represented at the moment in organized user groups?	<input type="checkbox"/> Yes <input type="checkbox"/> No
• If Yes, which type of organized user groups? How many?	
• If Yes, has there been a role of the SPO in this regard?	<input type="checkbox"/> Yes <input type="checkbox"/> No
• If Yes, are women representing the target group and/or constituency in organized groups?	<input type="checkbox"/> Yes <input type="checkbox"/> No
- If Yes, which type and how many?	
- If Yes, has there been a role of the SPO in this regard?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Has there been any impact of MFS-2 on this topic/issue?	<input type="checkbox"/> Yes <input type="checkbox"/> Not significant
• If Yes, describe	

Overall Score

<input type="checkbox"/> 0 = Absent/low	<input type="checkbox"/> 1= Moderate	<input type="checkbox"/> 2= Considerable	<input type="checkbox"/> 3 = Fully/completely
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Civil Society Index 2: Level of Organisation

Priority Result Areas

2.a Organisational level of civil society (infrastructure CSI)

Key question: To what extent are partner organisations and alliances organised in network/umbrella organisations and do they represent CBO's and other actors? (similar to 5C tool question # 3.3)

Is the SPO member of one or more national alliances and/or networks? (C3.3)	<input type="checkbox"/> Yes <input type="checkbox"/> No
• If Yes, which type of national alliances/networks?	
• If Yes, what is the role of the SPO in these national alliances/ networks?	
• If Yes, does the SPO formally represent CBOs and any other actors in these national alliances/ networks?	<input type="checkbox"/> Yes <input type="checkbox"/> No
• Has there been any impact of MFS-2 on this topic/issue?	<input type="checkbox"/> Yes <input type="checkbox"/> Not significant
• If Yes, describe	

Overall Score

<input type="checkbox"/> 0 = Absent/low Fully/completely	<input type="checkbox"/> 1= Moderate	<input type="checkbox"/> 2= Considerable	<input type="checkbox"/> 3 =
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2.b Peer-to-peer communication

Key question: To what extent do partner organisations, networks and alliances share information and do they collaborate in joint analysis in order to function effectively? (5C Tool: part of question # 3.3 and 4.4)

What is the cooperation with other organisation in analysing political and social issues?	
Was the SPO involved in peer-to-peer communication, sharing information, joint learning and analysis, joint programmes, joint publications or events with other organisation during last 2 years? (C3.3)	<input type="checkbox"/> Yes <input type="checkbox"/> No
• If Yes, describe how many events	
Did the SPO actively participate in seminars, workshops and/or other gatherings to share information with others during last 2 years?	<input type="checkbox"/> Yes <input type="checkbox"/> No
• If Yes, how many workshop were attended during last 2 years?	<input type="checkbox"/> 1-3 <input type="checkbox"/> 3-6 <input type="checkbox"/> 7-10 <input type="checkbox"/> 10-20 <input type="checkbox"/> More
Did the SPO (regularly) organise workshops and/or seminars to share information with others during last 2 years? (C4.4)	<input type="checkbox"/> Yes <input type="checkbox"/> No
• If Yes, how many workshop were organised during last 2 years?	<input type="checkbox"/> 1-3 <input type="checkbox"/> 3-6 <input type="checkbox"/> 7-10 <input type="checkbox"/> 10-20 <input type="checkbox"/> More
Did the SPO undertake regular joint analysis with other SPOs of the socio-political context in its working area during last 2 years?	<input type="checkbox"/> Yes – in writing <input type="checkbox"/> Yes – by regular discussion <input type="checkbox"/> No
• If Yes, when was it last done?	
Did the SPO undertake regular joint analysis with other SPOs of the security situation in its working area during last 2 years?	<input type="checkbox"/> Yes <input type="checkbox"/> No
• If Yes, how and how often in 2011-12? • If No, why not?	
Did the SPO pay explicit attention to gender issues in the joint analysis with other SPOs during last 2 years?	<input type="checkbox"/> Yes <input type="checkbox"/> No
• If Yes, example(s)	
Has there been any impact of MFS-2 on this topic/issue?	<input type="checkbox"/> Yes <input type="checkbox"/> Not significant
• If Yes, describe	

Overall Score

<input type="checkbox"/> 0 = Absent/low Fully/completely	<input type="checkbox"/> 1= Moderate	<input type="checkbox"/> 2= Considerable	<input type="checkbox"/> 3 =
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2.c Financial and human resources

Key question: To what extent are financial resources of partner organisations and alliances diversified with sound internal financial and human resource management? (5C
Tool: part of question # 1.2a, 1.4 and 5.3)

Has it become more difficult for the SPO to secure funding for programmes?	<input type="checkbox"/> Yes <input type="checkbox"/> No
• If Yes, what is/are the main reason(s)?	
What are the main sources of funding for the SPO? (C1.4)	<input type="checkbox"/> Contributions paid by members <input type="checkbox"/> Own incomes <input type="checkbox"/> Funds provided by government <input type="checkbox"/> Funds provided by (other) national NGO(s) <input type="checkbox"/> Funds provided by international NGO(s) <input type="checkbox"/> Funds provided by UN organisations <input type="checkbox"/> Other(s), specify: _____
How many donors did the SPO have during last 2 years? (C1.4)	
Indicate how large the proportion of MFS-1/2 was in the total amount of funds provided by donors?	
For how many years have donors provided funding for implementation of projects/programmes? (C1.4) (per donor)	
Does the SPO generate own financial resources during last 2 years? (C1.4)	<input type="checkbox"/> Yes <input type="checkbox"/> No
• If Yes, how?	
Does the SPO have a financial management system assuring standardisation of processes? (C5.3)	<input type="checkbox"/> Yes <input type="checkbox"/> No
<ul style="list-style-type: none"> • If Yes, ask for evidence • If No, why is it not required/done 	
Are roles and responsibilities for financial planning, reporting and internal control within the SPO formally defined and documented? (C5.3)	<input type="checkbox"/> Yes <input type="checkbox"/> No
• If Yes, ask for evidence	
How does the SPO assess the reporting requirements of MFS-2?	<input type="checkbox"/> Simple <input type="checkbox"/> Normal <input type="checkbox"/> Overly complex
Does the SPO have procedures that assure an effective internal control? (C5.3)	<input type="checkbox"/> Yes <input type="checkbox"/> No
<ul style="list-style-type: none"> • If Yes, how? • If No, why not? 	
Are financial systems and data independently and periodically reviewed by external auditors? (C5.3)	<input type="checkbox"/> Yes <input type="checkbox"/> No
• If Yes, how frequent?	
• If Yes, when was the last external audit?	

• If Yes, did the external auditor approve the financial systems and data of the SPO?	<input type="checkbox"/> Yes <input type="checkbox"/> No
• If No, why not?	
Does the SPO have a policy to review the performance of all its professional staff members? (C1.2a)	<input type="checkbox"/> Yes <input type="checkbox"/> No
• If Yes, how frequently?	
• If Yes, who is responsible to do the review?	
• If No, why not?	
Does the SPO provide training opportunities to its professional staff members to improve their skills? (C1.2a)	<input type="checkbox"/> Yes <input type="checkbox"/> No
• If Yes, average number of training days per profession staff during last 2 years	
• If Yes, ask for training activities during last 2 years	
• If Yes, who provides staff training?	
• If No, why not?	
Does the SPO have an HIV/AIDS work place policy? (C1.2a)	<input type="checkbox"/> Yes <input type="checkbox"/> No
• If Yes, is it actively implemented and how?	
• If No, why not?	
Does the SPO have an anti-sexual harassment policy? (C1.2a)	<input type="checkbox"/> Yes <input type="checkbox"/> No
• If Yes, how is it implemented?	
Has there been any impact of MFS-2 on this topic/issue?	<input type="checkbox"/> Yes <input type="checkbox"/> Not significant
• If Yes, describe	

Overall Score

<input type="checkbox"/> 0 = Absent/low	<input type="checkbox"/> 1= Moderate	<input type="checkbox"/> 2= Considerable	<input type="checkbox"/> 3 = Fully/completely
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2.d International linkages (not in Call for Proposals) (5C Tool: part of question # 3.3)

How important are the linkages with international organisations/institutions in general and the Dutch NGOs for the functioning of the SPO?	<input type="checkbox"/> Not important at all <input type="checkbox"/> Moderately important <input type="checkbox"/> Important <input type="checkbox"/> Very important
Is the SPO member of one or more international alliances and/or networks at present? (C3.3)	<input type="checkbox"/> Yes <input type="checkbox"/> No
• If Yes, which type of international alliances/networks?	
• If Yes, what is the role of the SPO in these international alliances/networks at present?	

<ul style="list-style-type: none"> If Yes, does the SPO formally represent CBOs and any other actors in these international alliances/ networks at present? 	<input type="checkbox"/> Yes <input type="checkbox"/> No
Did the SPO participate in global events (i.e. meetings, conferences, etc.) during the last 2 years?	<input type="checkbox"/> Yes <input type="checkbox"/> No
<ul style="list-style-type: none"> If Yes, how many times during last 2 years? 	<input type="checkbox"/> 1-3 <input type="checkbox"/> 3-6 <input type="checkbox"/> 7-10 <input type="checkbox"/> 10-20 <input type="checkbox"/> More
<ul style="list-style-type: none"> If Yes, what was the role of the SPO? 	
Has there been any impact of MFS-2 on this topic/issue?	<input type="checkbox"/> Yes <input type="checkbox"/> Not significant
<ul style="list-style-type: none"> If Yes, describe 	

Overall Score

<input type="checkbox"/> 0 = Absent/low	<input type="checkbox"/> 1= Moderate	<input type="checkbox"/> 2= Considerable	<input type="checkbox"/> 3 = Fully/completely
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2.e Technical resources (not in Call for Proposals)

Key question: To what extent are partner organisations using the internet and social media?

Does the SPO have a website?	<input type="checkbox"/> Yes <input type="checkbox"/> No
<ul style="list-style-type: none"> If Yes, for which purpose(s) is the website used? 	
<ul style="list-style-type: none"> If Yes, what is the number of unique visitors and visits in 2010 and 2011? 	
Does the SPO make use of other social media (i.e. Facebook, twitter, etc)?	<input type="checkbox"/> Yes <input type="checkbox"/> No
<ul style="list-style-type: none"> If Yes, which other social media are used? 	
<ul style="list-style-type: none"> If Yes, for which purpose(s) are these other social media used? 	
<ul style="list-style-type: none"> How intensive? 	

Overall Score

<input type="checkbox"/> 0 = Absent/low	<input type="checkbox"/> 1= Moderate	<input type="checkbox"/> 2= Considerable	<input type="checkbox"/> 3 = Fully/completely
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Civil Society Index 3: Practice of Values

Priority Result Areas

3.a Internal governance (democratic decision-making and governance)

Key question: To what extent do partner organisations and the CSO's they support involve their target group in decision making (for instance as members of social organs of the CSO's)? (5C Tool: part question # 3.1)

Does the SPO undertake regular analysis of the (changed) needs and opinions of its target group during last 2 years? (C3.1)	<input type="checkbox"/> Yes <input type="checkbox"/> No
<ul style="list-style-type: none"> • If Yes, how and how often? • If No, why not? 	
<ul style="list-style-type: none"> • If Yes, did the SPO use the results of the analysis to adjust its policy and/or strategies? 	<input type="checkbox"/> Yes <input type="checkbox"/> No

Overall Score

<input type="checkbox"/> 0 = Absent/low Fully/completely	<input type="checkbox"/> 1= Moderate	<input type="checkbox"/> 2= Considerable	<input type="checkbox"/> 3 =
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3.b Transparency

Key question: To what extent are partner organisations and CSO supporting transparency on financial information and do staff members respect internal procedures (code of conduct)? (5C Tool: part question # 5.4)
Transparency on financial management is already covered in 2.c: Financial and human resources of this questionnaire

Does the SPO have a written Code of Conduct?	<input type="checkbox"/> Yes <input type="checkbox"/> No
<ul style="list-style-type: none"> • If Yes, is every staff member of the SPO informed about the Code of Conduct? 	<input type="checkbox"/> Yes <input type="checkbox"/> No
- If Yes, how?	
<ul style="list-style-type: none"> • If No, why not? 	
Are (other) (in)formal mechanisms in place to promote and guarantee good ethical behaviour in the SPO? (C5.4)	<input type="checkbox"/> Yes <input type="checkbox"/> No
<ul style="list-style-type: none"> • If Yes, describe 	
Are mechanisms and procedures in place to prevent misuse and/or fraud? (C5.4)	<input type="checkbox"/> Yes <input type="checkbox"/> No
<ul style="list-style-type: none"> • If Yes, describe 	
Has there been any impact of MFS-2 on this topic/issue?	<input type="checkbox"/> Yes <input type="checkbox"/> Not significant
<ul style="list-style-type: none"> • If Yes, describe 	

Overall Score

<input type="checkbox"/> 0 = Absent/low Fully/completely	<input type="checkbox"/> 1= Moderate	<input type="checkbox"/> 2= Considerable	<input type="checkbox"/> 3 =
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Civil Society Index 4: Perception of Impact

Priority Result Areas

4.a Responsiveness

Key question: To what extent are partner organisations and the CSO's they support considered as counterparts by (local) government and private sector? (5C Tool: part of question # 3.4)

Was the SPO invited by other organisations to participate in policy discussions and formulation during last 2 years? (C3.4)	<input type="checkbox"/> Yes <input type="checkbox"/> No
• If Yes, best example(s)	
• If Yes, what are the results?	
Did the SPO take the initiative to engage with government during last 2 years? (C3.4)	<input type="checkbox"/> Yes <input type="checkbox"/> No
• If Yes, best example(s)	
• If Yes, what are the results?	
Does the SPO engage with the business sector during last 2 years? (C3.4)	<input type="checkbox"/> Yes <input type="checkbox"/> No
• If Yes, best example(s)	
• If Yes, what are the results?	
Has there been any impact of MFS-2 on this topic/issue?	<input type="checkbox"/> Yes <input type="checkbox"/> Not significant
• If Yes, describe	

Overall Score

<input type="checkbox"/> 0 = Absent/low	<input type="checkbox"/> 1= Moderate	<input type="checkbox"/> 2= Considerable	<input type="checkbox"/> 3 = Fully/completely
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4.b Social impact

Key question: To what extent do partner organisations, in the sectors they work in, provide services that respond to one or more basic social needs of their target group?
(5C tool question # 2.3)

To what extent are other organisations at the moment providing similar services to the target group(s) of the SPO?	<input type="checkbox"/> No other organisation in working area <input type="checkbox"/> One other organisations <input type="checkbox"/> Several other organizations <input type="checkbox"/> Others, specify: _____
Was the target group actively involved in the problem analysis and the formulation of the project/programme during last 2 years?	<input type="checkbox"/> Yes <input type="checkbox"/> No
• If Yes, how? • If No, why not?	
• If Yes, were women actively involved?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Was the target group actively involved in the formulation of project activities aimed at resolving the analysed problems during last 2 years?	<input type="checkbox"/> Yes <input type="checkbox"/> No
• If Yes, how? • If No, why not?	
• If Yes, were women actively involved?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Did the target group (formally) approve/endorse the formulated project activities and agreed implementation	<input type="checkbox"/> Yes <input type="checkbox"/> No

modalities during last 2 years?	
• If Yes, were women actively involved?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Was target group actively involved in the planning and execution of the project activities during last 2 years?	<input type="checkbox"/> Yes <input type="checkbox"/> No
• If Yes, how? • If No, why not?	
• If Yes, were women actively involved?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Did the target group contribute in cash, labour and/or kind to the costs of executed project activities during last 2 years? (C2.3)	<input type="checkbox"/> Yes <input type="checkbox"/> No
• If Yes, how and how much? • If No, why not?	
Has there been any impact of MFS-2 on this topic/issue?	<input type="checkbox"/> Yes <input type="checkbox"/> Not significant
• If Yes, describe	

Overall Score

<input type="checkbox"/> 0 = Absent/low	<input type="checkbox"/> 1= Moderate	<input type="checkbox"/> 2= Considerable	<input type="checkbox"/> 3 = Fully/completely
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4.c Policy impact

Key question: To what extent do partner organisations successfully influence government policy or planning/ budgeting/policy making of international organisations in the sectors they work in? (5C Tool: part of question # 2.2)

Is the current policies and plans of the government in favour or detrimental to the needs of your target group?	<input type="checkbox"/> Positive/ supportive policies <input type="checkbox"/> Positive policies but not implemented <input type="checkbox"/> Neutral <input type="checkbox"/> Detrimental
Did the SPO achieve results that contribute to changes in <u>policies, laws and regulations</u> , which improve the quality of life of those affected by poverty and economic, social and political inequality during last 2 years? (C2.2)	<input type="checkbox"/> Yes <input type="checkbox"/> No
• If Yes, best example(s) and (potential) livelihoods impacts	
• If Yes, what are the impacts?	
Did the SPO successfully influence planning/ budgeting/policy making of national and/or international organisations in the sectors they work in?	<input type="checkbox"/> Yes <input type="checkbox"/> No
• If Yes, best example(s)	
Has there been any impact of MFS-2 on this topic/issue?	<input type="checkbox"/> Yes <input type="checkbox"/> Not significant
• If Yes, describe	

Overall Score

<input type="checkbox"/> 0 = Absent/low Fully/completely	<input type="checkbox"/> 1= Moderate	<input type="checkbox"/> 2= Considerable	<input type="checkbox"/> 3 =
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Civil Society Index 5: External Environment

Priority Result Areas

5.a Socio-economic, socio-political and socio-cultural context

Key question: To what extent are interventions of the Alliance the choice of the partner organisations and are their interventions based on a quality context analysis of the space and the role of civil society in that specific country (including socio-economic, political and cultural context)? (supposed to be covered in paragraph 5.1 of each country strategy)

Are interventions of the Dutch CFA based on the choice of the SPO?	<input type="checkbox"/> Yes <input type="checkbox"/> No
<ul style="list-style-type: none"> If Yes, was the SPO actively involved in the formulation of the project/programme funded by the Dutch CFA under MFS-2? 	<input type="checkbox"/> Yes <input type="checkbox"/> No
- If Yes, how?	
<ul style="list-style-type: none"> If No, why not? 	
Have the MFS-2 budget adjustments (reduction) affected the scope of work of the SPO?	<input type="checkbox"/> Yes <input type="checkbox"/> No
<ul style="list-style-type: none"> If Yes, describe how 	
<ul style="list-style-type: none"> If Yes, was the SPO actively involved in the context analysis of the space and the role of civil society? 	<input type="checkbox"/> Yes <input type="checkbox"/> No
- If Yes, how?	
<ul style="list-style-type: none"> If No, why not? 	
Has the socio-political environment improved or deteriorated during the last 2 years and what were the main reasons/factors for any changes?	
How is the attitude of religious organisations and institutions towards the civil society in general and your organisation in particular and did it improve or deteriorate during the last 2 years?	
Describe the links of the SPO with local politics?	<input type="checkbox"/> Trying to systematically avoid <input type="checkbox"/> Trying to influence and/or training <input type="checkbox"/> Trying to get support for activities <input type="checkbox"/> Jointly implemented activities <input type="checkbox"/> No relation <input type="checkbox"/> Others, describe _____
Give a short assessment of the worst and best experiences with local politics during last 2 years	
Describe the links of the SPO with national politics?	<input type="checkbox"/> Trying to systematically avoid <input type="checkbox"/> Trying to influence and/or training <input type="checkbox"/> Trying to get support for activities <input type="checkbox"/> Jointly implemented activities <input type="checkbox"/> No relation

	<input type="checkbox"/> Others, describe _____
Give a short assessment of the worst and best experiences with national politics during last 2 years	
What is the relation of the SPO with media?	<input type="checkbox"/> Trying to systematically avoid <input type="checkbox"/> Trying to influence and/or training <input type="checkbox"/> Trying to get support for activities <input type="checkbox"/> Jointly implemented activities <input type="checkbox"/> No relation <input type="checkbox"/> Others, describe _____
Give a short assessment of the worst and best experiences with media during last 2 years	
Has the attitude of government institutions towards the civil society in general and your organisation in particular changed during last 2 years?	<input type="checkbox"/> Yes <input type="checkbox"/> No
• If YES, did it improve or deteriorate?	
What is the relation of the SPO with local government?	<input type="checkbox"/> Trying to systematically avoid <input type="checkbox"/> Trying to influence and/or training <input type="checkbox"/> Trying to get support for activities <input type="checkbox"/> Jointly implemented activities <input type="checkbox"/> No relation <input type="checkbox"/> Others, describe _____
What is the relation of the SPO with provincial government?	<input type="checkbox"/> Trying to systematically avoid <input type="checkbox"/> Trying to influence and/or training <input type="checkbox"/> Trying to get support for activities <input type="checkbox"/> Jointly implemented activities <input type="checkbox"/> No relation <input type="checkbox"/> Others, describe _____

What is the relation of the SPO with national government?	<input type="checkbox"/> Trying to systematically avoid <input type="checkbox"/> Trying to influence and/or training <input type="checkbox"/> Trying to get support for activities <input type="checkbox"/> Jointly implemented activities <input type="checkbox"/> No relation <input type="checkbox"/> Others, describe _____
Give a short assessment of the worst and best experiences with government during last 2 years	
What is the relation of the SPO with private sector?	<input type="checkbox"/> Trying to systematically avoid <input type="checkbox"/> Trying to influence and/or training <input type="checkbox"/> Trying to get support for activities <input type="checkbox"/> Jointly implemented activities <input type="checkbox"/> No relation <input type="checkbox"/> Others, describe _____
Give a short assessment of the worst and best experiences with private sector during last 2 years	
Did MFS-2 influence the relation of SPO with external institutions?	<input type="checkbox"/> Yes <input type="checkbox"/> No

<ul style="list-style-type: none"> If Yes, which type(s) of institutions? 	<input type="checkbox"/> Local politics <input type="checkbox"/> National politics <input type="checkbox"/> Media <input type="checkbox"/> Government <input type="checkbox"/> Private sector <input type="checkbox"/> Other(s), specify: _____
<ul style="list-style-type: none"> If Yes, describe 	
How would you rate the position of your SPO at present in the local context of politics, government, media, private sector`?	
What would you like to change in the next 2 years (if anything)?	

Overall Score

<input type="checkbox"/> 0 = Absent/low Fully/completely	<input type="checkbox"/> 1= Moderate	<input type="checkbox"/> 2= Considerable	<input type="checkbox"/> 3 =
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Key question: To what extent do partner organisations take into account and participate in studies of civil society in the country they work in? (5C Tool: part of question # 3.4)

Is there a debate on the role of civil society in Pakistan? According to you what are the three main points?	<input type="checkbox"/> Yes <input type="checkbox"/> No
<ul style="list-style-type: none"> If Yes, what are the three main points of discussion? 	
Does the SPO participate in studies of civil society in Pakistan?	<input type="checkbox"/> Yes <input type="checkbox"/> No
<ul style="list-style-type: none"> If Yes, example(s) If No, why not? 	
Does the SPO use studies of civil society carried out by others in Pakistan in order to adjust its policies and/or strategies?	<input type="checkbox"/> Yes <input type="checkbox"/> No
<ul style="list-style-type: none"> If Yes, example(s) If No, why not? 	

Overall Score

<input type="checkbox"/> 0 = Absent/low Fully/completely	<input type="checkbox"/> 1= Moderate	<input type="checkbox"/> 2= Considerable	<input type="checkbox"/> 3 =
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FINAL QUESTION RELATED TO SOCIO-POLITICAL ENVIRONMENT FOR NGOS

What are the major threats and constraints, opportunities and weaknesses for the civil society in general and your organisation in particular?

Strengths	Weaknesses
Opportunities	Threats

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What must change to improve the role and functioning of the civil society in general and your organisation in particular?	
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PAKISTAN

FOLLOW-UP REPORT

MFS II JOINT EVALUATIONS

Lok Sanjh Foundation

Compiled by IDS, MetaMeta and MDC

April 2015

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List of Acronyms

AAU	Arid Agriculture University
AIDS	Acquired Immunodeficiency Syndrome
AJ&K	Azad Jammu and Kashmir
AUF	Agriculture University Faisalabad
BoD	Board of Directors
CBO	Community-Based Organisation
CEO	Chief Executive Officer
CFA	Co-Financing Agency
CSI	Civil Society Index
CSO	Civil Society Organisation
FAO	Food and Agriculture Organisation of the United Nations
FFS	Farmer Field Schools
FGD	Focus Group Discussion
GM	Genetically Modified
GMO	Genetically Modified Organism
Ha	Hectare
HBS	Heinrich Böll Stiftung
HH	Household
HIV	Human Immunodeficiency Virus
HYV	High-Yielding Variety
IDS	Institute of Development Studies
Kanal	Local unit for land size (1/8 acre)
Kg	Kilogramme
LSF	Lok Sanjh Foundation
MAFSO	Mountain Areas Farmer Support Organisation
M&E	Monitoring & Evaluation
Md	Maund (local weight unit equivalent to 37.3 kg)
MDC	Management Development Centre
MDG	Millennium Development Goal
MFI	Micro-Finance Institution
MFS	Medefinancieringsstelsel (co-financing system)
MIS	Management Information System
NARC	National Agriculture Research Council
NGO	Non-Governmental Organisation
NWO	Nederlandse Organisatie voor Wetenschappelijk Onderzoek (Netherlands Organisation for Scientific Research)
NWO- WOTRO	Nederlandse Organisatie voor Wetenschappelijk Onderzoek (Netherlands Organisation for Scientific Research) – Stichting voor Wetenschappelijk Onderzoek van de Tropen en Ontwikkelingslanden (Foundation for Research in the Tropics and Developing Countries)
PAN-AP	Pesticide Action Network - Asia Pacific

PARC	Pakistan Agriculture Research Council
PCFS	Peoples' Coalition on Food Security
PKR	Pakistani Rupee
PME	Planning, Monitoring and Evaluation
PPAF	Pakistan Poverty Alleviation Fund
PWS	Potable Water Supply
SAAG	Sustainable Agriculture Action Group
SAAPE	South Asia Alliance for Poverty Eradication
SANFEC	South Asia Network on Food Ecology and Culture
SCI	System for Crop Intensification
SPO	Southern Partner Organisation
SRI	System for Rice Intensification
TPL	Traditional Pit Latrine
UN	United Nations
US\$	US Dollar
USAID	United States Agency for International Development
UVAS	University of Veterinary and Animal Sciences
VLC	Village Learning Centre
VPL	Ventilated Pit Latrine

1 INTRODUCTION

Country:	Pakistan
Consortium:	IMPACT
Responsible Dutch NGO:	Oxfam Novib
MDG Project:	Food Security in the Changing Climate
Southern Partner Organisation:	Lok Sanjh Foundation (LSF)

The purpose of this paper is to present the main findings and conclusions of the follow-up survey undertaken for the southern partner organisation *Lok Sanjh Foundation (LSF)*, which receives MSF II funding from the IMPACT consortium with Oxfam Novib as the responsible NGO from The Netherlands.

The "Food Security in the Changing Climate Project", which is carried out by LSF with MFS II funding, was pre-selected for the study on MDG 1. LSF itself was pre-selected for the assessment of SPO capacity development. The Pakistan research team decided to select LSF also for the assessment of efforts to strengthen civil society.

The outline of this paper is as follows. Section 2 describes the context in which the Lok Sanjh Foundation operates, section: section 3 presents the MFS II-funded Food Security in the Changing Climate Project, section 4 is devoted to the achievement of the MFS II-funded project with regard to MDG 1, section 5 describes the assessment of capacity development of LSF and section 6 presents the assessment of efforts to strengthen civil society.

Brief Summary of Analyses and Findings:

MDG I Project

The programme was effective at rolling out parts of the planned activities to the project villages. This is especially true for advocacy and awareness activities, low carbon ecological farming and improved varieties of wheat. However, the activities were often unheard of by the non-lead and non-link farmers in project villages so that the take up of activities in villages as a whole remained limited.

There is no evidence of more systematic use of systems of crop intensification, sisal cultivation and improved varieties of seeds other than wheat in project villages than in control villages. This suggests that the changes in project designs hampered the capacity of LSF to carry out the activities and/or that some activities were not fully adapted to the local context.

Overall then, some critical activities of the project were not more systematically implemented in project villages than in control villages, or were more systematically implemented but for a short period of time only given the changes in project designs.

Analyses by propensity score matching reveal some benefits of the programme in terms of food dietary diversity, but no impact on wages, income, yields or livelihoods. The lack of impact is not surprising given the points made above on the duration of project implementation and prevalence of take-up. Regarding yields and income, only the use of improved varieties of wheat, usually introduced one year before the follow-up survey, was significantly more prevalent among project beneficiaries. Other determinants of income and yields, such as improved seeds varieties for other crops, fertilizers and systems of crop intensification were not more common among project beneficiaries.

Despite the lack of impact on MDG I, the take-up of kitchen gardening, clean cotton, and participation in advocacy and awareness campaigns and initiatives suggest that the project may have been more successful in promoting the use of efficient and climate resilient farming practices.

SPO Capacity Development

Between 2012 and 2014, the capacity of LSF became stronger as it scored higher on all five core capabilities. The overall average score increased from 3.2 in 2012 to 3.8 in 2014.

LSF's core capability to "Commit and Act" was strengthened due to the preparation of the strategic plan 2013-2016, the recruitment of staff for the financial management positions in the zonal office, and the increased involvement of professional staff in planning and review of project activities. To ensure that all professional staff at regional level remains fully committed, LSF conducts quarterly staff meetings to review completed project activities and plan the activities for the next quarter using suggestions for improvement from the concerned field staff. The high staff turnover and the inability to attract qualified staff for a few specific positions will have negative impact on this core capability. Another weakness is the quality of submitted project proposals and annual reports as expected and realised outputs and outcomes are not (sufficiently) reported.

The core capability to "Achieve Development Results" became stronger due to increased involvement of rural women in project activities and the involvement of universities and research institutes in debate about climate change and food security. Although village and women committees, producers' groups, VLCs and Kissan Open University were established to ensure sustainability of implemented project activities, it is doubtful if their results are sustainable as many conducted project activities are one-time events. The relevance of conducted project activities for the target groups is not always ensured as LSF has to operate within framework of projects funded by donors, which also have their preferences.

The core capability of LSF to "Relate" improved due to enhanced legitimacy and accountability towards target groups through annual Dehqan Assembly meetings and the linkages established with a number of universities and research institutes as well as the private sector. LSF continues to play an active role in a number national networks/alliances through which it developed relationships with other organisations, such as MAFSO. Government staff are regularly invited for meetings, forums and conferences organised by LSF in order to influence government policies but it seems difficult to do so.

LSF's core capability to "Adapts and Self-Renew" further developed due to the improvement of the PME system, training of field staff in research techniques and improved feedback from target groups through Dehqan Assemblies and regular meetings at village level. The production of training manuals and videos related to organic farming produced as well as the organisation of two-weekly Dialogue for Development meetings, seminars and conferences also contributed to the strengthening of this core capability. However, not all (new) project activities, such as Clean Cotton and sisal cultivation, were developed with involvement of target groups.

The core capability to "Achieve (Retain) Coherence" was enhanced mainly due to the fact the new 4-year strategic plan developed with active involvement of professional staff and all newly recruited staff receive two-week orientation training. The coherence in organisational structure improved after the head of financial management department has become a member of the management team and senior management staff of LSF have been replaced by three independent members in the Board of Directors.

Efforts to Strengthen Civil Society

The overall average score for the five CSI dimensions dropped from 2.0 in 2012 to 1.8 in 2014. Especially the score on CSI dimension "Level of Organisation" decreased from 2.2 in 2012 to 1.6 mainly due to high staff turnover, lack of maintenance of its (new) website, and no use of social media. The average score on CSI dimension "Perception of Impact" also declined from 2.3 in 2012 to 2.0 in 2014 as small male and female farmers were not always involved in the identification of project interventions and the relevance of a number of conducted project interventions for the target groups was not always clear. Furthermore, the conducted advocacy and lobbying activities had a very limited impact on influencing government policies so far.

Through the MFS II-funded project, LSF has carried out the following interventions that contributed to the strengthening of civil society:

- Provision of support for the establishment and capacity building of a number of women's committees and producers' groups as an integrated part of the value chain development for organic farm produce;
- Establishment of functional linkages with a number of universities and research institutes, including Arid Agriculture University (AAU) in Rawalpindi, Agriculture University of Faisalabad (AUF), University of Agriculture in Azad Jammu and Kashmir (AJ&K), University and Veterinary and Animal Sciences (UVAS) in Lahore, Barani Research Institute and National Agriculture Research Council (NARC);
- Organisation of seminars, fora and workshops with other CSOs, including a seminar "Let's Go Organic" together with the Network for Consumers Protection, a forum on climate change challenges in agriculture in collaboration with AAU, a forum on animal diversity in collaboration with UVAS, and a forum on rice policy;
- Organisation of a number of conferences, including Kissan Conference in Kashmir in collaboration with AJ&K University with 250 small farmers, Conference on Mountain Agriculture in collaboration with ICIMO and NARC, and Conference on Role of Youth and Environmental Protection in collaboration with Pakistan Youth Council and Department of Environmental Sciences of the Government College University Faisalabad; and
- Organisation of two campaigns to make farming communities, scientists and policy makers aware of the threats to the livelihood of (small) farmers covering following topics: climate change adaptation/mitigation, no to GMOs, water and democracy, and future of small women farmers.

Furthermore, LSF is the founder of the Sustainable Agriculture Action Group (SAAG) and the GREEN Network. Through these two national networks, LSF collaborates with various other CSOs and it also supported the capacity development of a number of CSOs, such as MAFSO, by providing training and advice.

2 CONTEXT

2.1 Impact of Climate Change on Agriculture

The changing environment and year-to-year variability in climate is resulting in ecological degradation. This is a threat to rural livelihoods and food security of the most marginalised groups at grass root levels, where exposure is high and adaptive capacity is low. Climate change is already being felt in terms of gradual increases in temperature, variations in annual rainfall and a greater prevalence of extreme events such as drought and floods. Rural communities must adapt to these changes if any development progress is to continue and if further impoverishment is to be avoided. Minor changes in climate may push some areas and households to food insecurity. People currently and in the future will be facing new threats beyond their experience or capacity to cope with. In addition to local effects, agricultural losses will translate into macro-economic impacts that will exacerbate problems of food access for the urban poor and push up food prices, seriously affecting all poor consumers.

In this context, Pakistan agriculture on the whole is quite sensitive to changes in climatic conditions with outcomes affecting food security, livelihoods and economic prosperity of the rural poor. This is an invisible threat that, in the shorter term, can significantly affect the most vulnerable given their limited resources and high exposure to risk. It is not an issue that can be left to the future as the impact is already felt in many parts of the region. (Lok Sanjh Foundation (2011): 4-5)

2.2 Problems and Challenges in Project Area

In Pakistan, agriculture provides a livelihood for almost 70% of the population. More than 93% of them are engaged in small-scale agriculture. Multiple risks and extreme vulnerability are part of day-to-day life for poor smallholder farmers. In the areas where LSF works, recurring droughts coupled with dependence on increasingly uncertain rainfall and rainfed agricultural production for survival as well as poor technical knowledge and inputs means that the population is especially vulnerable to changes in climate and are at the risk of both long-term and transient malnutrition. The exclusion of smallholder farmers, ethnic minorities, and women from national and local policy and decision-making processes has continued to be a major manifestation of poor governance and disempowering these already marginalised communities.

The Southern Punjab zone is called the cotton-wheat belt of Punjab; other crops include sugarcane, maize, citrus, mango, fodder crops and all seasonal vegetables. Most farms are only between 3 to 5 acres of arable land. At the tail of canal irrigation system, the area is facing a water crisis due to low availability of water. The use of fertilisers and pesticides is quite high. As highly hazardous pesticides beyond threshold level are used to control the pests and diseases on cotton crops, the cost of cotton production is high. Transgenic cotton varieties were also introduced in this area with the promise of high yields. Farmers in the run to earn more profit adopted the technology but experienced heavy losses due to low germination, higher irrigation requirements and reduced immunity to diseases and pests, especially the leaf curl virus.

The project area faces serious challenges of changing climatic conditions, including sudden changes in temperature, erratic rains and expansion in the summer season, which contribute to lower crop yields and increased cost of production. (Lok Sanjh Foundation (2011): p. 2-3)

2.3 Other Actors

The MFS II-funded project is implemented without any established linkages with the concerned government agencies, such as the Punjab Agriculture Department, or any other NGOs and CSOs. With regard to the promotion of sisal production, however, LSF collaborated with the Arid Agriculture University related to in-vitro tissue cultivation for sisal as well as the Pakistan Jute Mill Association to investigate opportunities for the marketing of sisal.

At present, the Punjab Agriculture Department does not promote organic farming practices among the farmers, whereas the number of other NGOs and CSOs having a similar agenda as LSF is very limited.

3 PROJECT DESCRIPTION

LSF was established as a non-profit, non-governmental organisation by a group of farmers and rural activists in 1996 in order to make an organised effort to raise awareness among farming communities of their rights and enable them to struggle for the protection of farmers' rights.

At the start of the Project in June 2011, LSF envisaged that the Project would be implemented in South Punjab until May 2014 based on an approved 3-year project proposal. Due to a decentralisation process within Oxfam Novib and uncertainty about MFS II funds, however, Oxfam Novib decided that it will fund projects of its partner organisations for only one year. After the first project implementation year (June 2011 - May 2012), LSF and Oxfam Novib reviewed the results of the conducted project activities and discussed the future implementation of the Project during a number of meetings during the second half of 2012. As Oxfam Novib was not satisfied with the conducted activities and achievements during the first project implementation year, it asked LSF to formulate innovative ideas that have the potential to grow. As a result, LSF drafted a new one-year project proposal for the second project implementation year (December 2012 - November 2013), which was extended to January 2014. The scope and planned activities were drastically changed by dropping a significant number of project activities carried out during the first project implementation year and incorporating a few new project activities. A third one-year project proposal was prepared for the third project implementation period (February 2014 - January 2015), in which the number of planned activities are significantly reduced.

3.1 Project Area

It was envisaged in the first project proposal that the Project is implemented in 20 villages located in one district (Attock) in North Punjab province and 25 villages situated in three districts (Toba Tek Singh, Kamalia and Jhang) in South Punjab. In its Country Strategy 2015, however, Oxfam Novib made a choice to focus geographically on Central and South Punjab (and Sindh). As a result, LSF had to prepare an exit strategy for the planned project activities in North Punjab and the implementation of the Project in North Punjab was limited to one year (June 2011 - May 2012).

The actual number of project villages were as follows:

- First project year: 10 project villages in Kamalia District and Khanewal District;
- Second project year: 10 project villages in Toba Tek Singh District; and
- Third project year: 20 project villages in Kamalia, Khanewal and Toba Tek Singh Districts covered during the first two project years and 5 new project villages in Toba Tek Sigh District.

3.2 Goal, Objectives and Outcomes

The Food Security in the Changing Climate Project (hereinafter called "Project") has been designed by LSF as a continuation of two earlier projects: Rebuilding Communities Cultivating Peace (2004-2007) and Development for Justice - Regenerating Livelihoods: Fighting Poverty in Rural Pakistan (2007-2011).

The goals of the project are twofold: (1) to develop and implement climate change adaptation strategies in the face of food insecurity as an integral part of agricultural development and food sovereignty; and (2) to build the capacity of key stakeholders (i.e. small farmers, implementers policy-makers, scientists) to adjust their actions and agendas aimed at addressing the challenges of future livelihood threats (climate change) for food security.

The Project works towards the attainment of MDG 1 on eradicating extreme poverty and hunger, which aims to halve between 1990 and 2015 the proportion of people whose income is less than one dollar a day and the proportion of people who suffer from hunger.

The specific objectives of the Project as formulated in the three project proposals are as follows:

First Project Proposal	Second Project Proposal	Third Project Proposal
<ul style="list-style-type: none"> Promotion of low carbon climate efficient ecological agriculture for ensuring village food security and influencing national policies through advocacy, awareness and campaigns; Strengthening efforts to increase women's access to productive resources, skills training, and new technologies for economic development; and Implementation of farmers-led research on ecological agriculture. 	<ul style="list-style-type: none"> Promotion of low carbon climate efficient ecological agriculture for ensuring village food security and influencing national policies through advocacy, awareness and campaigns; Strengthening efforts to increase women's access to productive resources, skill training, and new technologies for economic development; and Introduction of climate efficient cropping patterns. 	<ul style="list-style-type: none"> Promotion and scaling-up of climate efficient and low carbon cropping patterns; and Strengthen efforts to increase women's access to productive resources, skill training, and new technologies for economic development.

3.3 Planned Activities

Based on the three specific objectives, a number of components and corresponding project activities have been formulated in the three project proposals respectively. A short description of the planned activities for each component is provided in Annex A.

3.4 Theory of Change

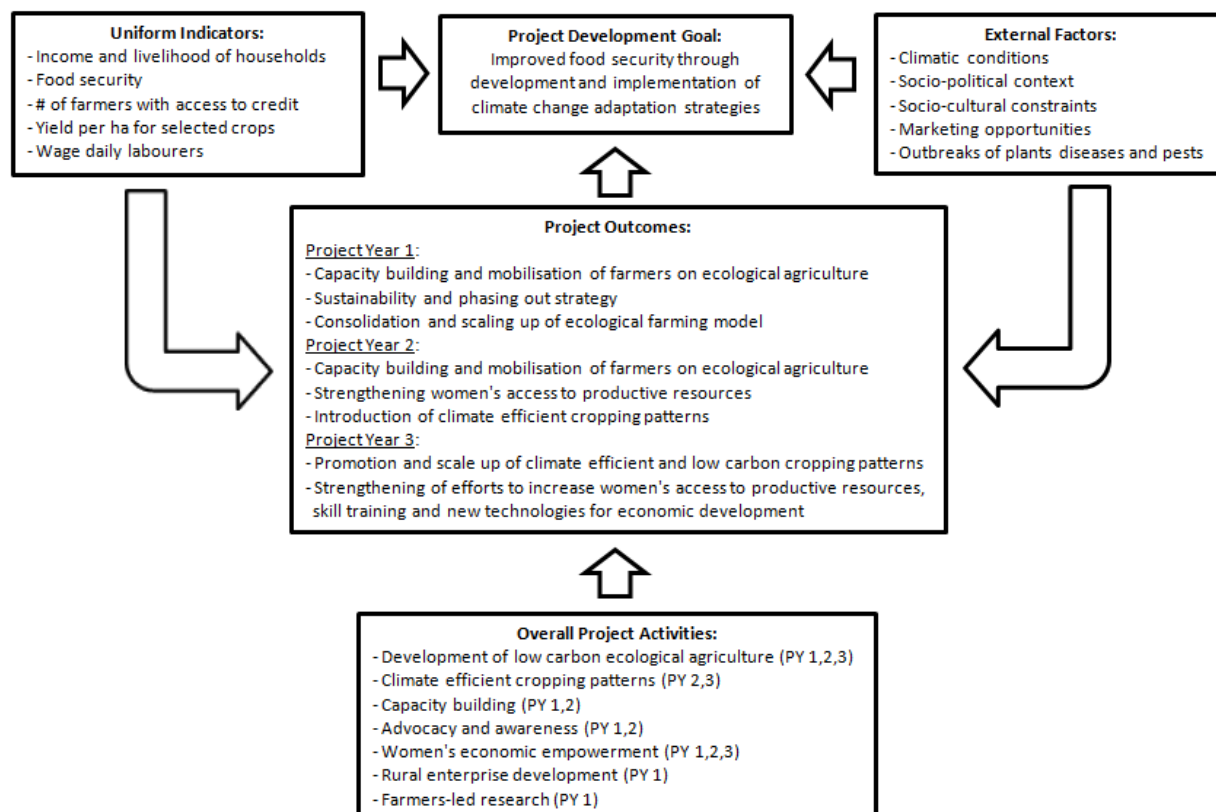
The Project's theory of change comprises two pillars. The first pillar is to develop and implement climate change adaptation strategies in the face of food insecurity as an integral part of agricultural development and food sovereignty. The second pillar is to build the capacity of key stakeholders (i.e. small male and female farmers, implementers, policy-makers, scientists) to adjust their actions and agendas aimed at addressing the challenges of future livelihood threats (climate change) for food security.

The overall outcomes of the Project as formulated in the three project proposals are as follows:

First Project Proposal	Second Project Proposal	Third Project Proposal
<ul style="list-style-type: none"> <u>Capacity building and mobilisation of farmers on ecological agriculture:</u> By the end of May 2014, 1,950 farmers (50% female) in South and North Punjab have had capacity built in various ecological agriculture techniques and 70% of them will have permanently adopted one or more of these techniques and are actively trying to influence policy making at a local and national level to promote the ecological farming model; <u>Sustainability of activities and phasing out strategy:</u> By the end of May 2014, a total of 10 village learning centres (VLCs) in North Punjab and 25 VLCs in South Punjab will be in place to serve as learning and replication models for farmers, landless people and students to enhance sustainability of activities and serve a phasing out strategy; and <u>Consolidation and scaling up of the ecological farming model:</u> By the end of May 2014, LSF together with 	<ul style="list-style-type: none"> <u>Capacity building and mobilisation of farmers on ecological agriculture:</u> By the end of November 2013, 500 farmers in South Punjab will have been capacitated on production of cleaner cotton using IPM, soil and water management techniques and 30% of them will have permanently adopted these techniques, whereas 5,000 farmers will have been mobilised to influence policy making process on land and water rights at local and national level. <u>Strengthening women's access to productive resources:</u> By the end of November 2013, 10 large-scale organic vegetable farms and 25 poultry farms will be in place as women enterprise models to serve as learning and replication models for women farmers in the area. <u>Introduction of climate efficient farming patterns:</u> By the end of November 2013, LSF will have 	<ul style="list-style-type: none"> <u>Promotion and scale up of climate efficient and low carbon cropping patterns:</u> By the end of January 2015, LSF will have introduced planned cultivation of sisal crop in South Punjab after collaborative research with University of Arid Agriculture, plant nurseries at University and community level will have been functional, and 250 farmers will have been engaged in sisal cultivation. <u>Strengthening of efforts to increase women's access to productive resources, skill training, and new technologies for economic development:</u> By the end of January 2015, 30 women will have established "Integrated Rural Household Livelihood Models" consisting of goats, kitchen gardens and free-range poultry birds.

First Project Proposal	Second Project Proposal	Third Project Proposal
universities, research institutes as well as local and national NGOs/networks working on ecological agricultural will have provided research-based evidence that the model is viable and will have an up scaling plan developed and implemented.	introduced planned cultivation of sisal crop in South Punjab after collaborative research with University of Arid Agriculture, including 50 models of sisal will have been established in 10 villages of South Punjab.	

The Project's theory of change is summarised in the following schematic overview:



3.5 Planned and Actual Number of Beneficiaries

In its project proposals, LSF distinguishes direct project beneficiaries and indirect project beneficiaries in its project areas. More detailed information about the direct and indirect beneficiaries is only provided in the first project proposal. The direct project beneficiaries consist of lead and link farmers, who participate in the planning, design and execution of project activities and/or make use of services, facilities and materials provided by the Project.

It was envisaged in the first project proposal that 10 lead farmers in South Punjab are selected in each of the 45 project villages, who will be associated to the Project as implementing partners and master trainers. Each lead farmer must bring in five other farmers from the same village with whom (s)he will work together as link farmers. The link farmers will participate in all training and demonstration activities arranged by LSF, including Farmer Field Schools and Field Business Schools, as well as activities related to value chains.

During the planning of the household surveys and focus group meetings in May 2014, LSF submitted a list with the names of 133 farmers in 20 project villages, including 27 lead farmers and 106 link farmers, who were beneficiaries of project interventions during the first two project implementation years.¹

The indirect project beneficiaries are farming households that do not participate in the project activities but will benefit from positive changes in their villages due to the outcomes of the conducted project activities. LSF envisaged that about 50 households in each project village in South Punjab should be considered as indirect target beneficiaries. Details on the planned and actual number of beneficiaries is found in annex B.

3.6 Budget

The allocated MFS II budget and actual expenditures of the Project for the three calendar years are shown below.

Table 1: LSF Budget

	2011	2012	2013	Total	% of Total
Allocated Budget (PKR)	10,143,082	5,900,000	14,402,500	30,445,582	-
- <i>Project field activities</i>	10,143,082	2,561,500	11,336,500	24,041,082	79%
- <i>Capacity building</i>	-	638,500	1,116,000	1,754,500	6%
- <i>Strengthening civil society</i>	-	2,700,000	1,950,000	4,650,000	15%
Actual Expenditures (PKR)	10,810,871	5,821,493	14,595,886	31,228,250	-
- <i>Project field activities</i>	10,810,871	3,288,335	11,382,792	25,481,998	82%
- <i>Capacity building</i>	-	903,659	1,253,070	2,156,729	7%
- <i>Strengthening civil society</i>	-	1,629,499	1,960,024	3,589,523	11%

Between June 2011 and December 2013, the total allocated budget was PKR 30.45 million or about Euro 230,125². The allocated budget for the period February 2014 - January 2015 is PKR 15,155,000 or about Euro 114,550. Therefore, the total allocated budget would be PKR 45,600,582 or about Euro 344,675.

According to information provided by LSF, the total overhead costs for the MFS II funded project in 2012 and 2013, including all project staff salary costs and 50% of the head office staff costs, were respectively PKR 2,704,565 and PKR 5,422,961, which is equivalent to 46.5% and 37.2% of the total expenditures for 2012 and 2013 respectively.

¹ After the Pakistan research team had contacted LSF with the request to clarify the low number of lead and link farmers, LSF submitted a revised list with direct beneficiaries in October 2014. The explanation for the low number of direct beneficiaries is that all direct beneficiaries of the third project implementation year were not included in the first list prepared by LSF.

² Euro 1 = Pakistan Rupee 132.3 (August 2014)

4 ACHIEVEMENT OF MILLENNIUM DEVELOPMENT GOALS AND THEMES

4.1 Data Collection and Analytical Approach

4.1.1 Description of Baseline and Follow-Up Surveys

In order to assess the impact of the project, a mixed-methods evaluation approach was followed. In particular, the evaluation used a household survey administered to project beneficiaries and members of control groups, focus group discussions and key informant interviews, a review of relevant project documents, and meetings with staff involved in the implementation of the Project.

The follow-up data collection process was significantly modified from the one followed at baseline. The survey instrument has been increased in length in order to capture exposure to activities from each of the project years and to provide more detailed information on household demographics, livelihoods and access to LSF and other development projects. The rationale for the revised instrument is to retrieve enough information to enable the evaluation team to use quasi-experimental techniques such as propensity score matching.

The sample size has been substantially increased from the one used at baseline. The baseline sample comprises 138 observations (in 9 villages), which would detect a 0.5 effect size in only 38% of cases (with an intra-village correlation coefficient of 10%). In the face of the insufficient statistical power of the baseline evaluation and substantially revised instruments, we have decided not to trace back the initial respondents to constitute a panel dataset, but instead to collect a new cross-sectional dataset with the use of retrospective questions to assess the situation before the implementation of the project.

For the individual household survey and the focus group interview, the research team prepared structured questionnaires and corresponding datasheets in MS Excel. Copies of the questionnaires can be found in Annex E. In all questionnaires, the research team has incorporated questions related to various component of the theory of change for the Project, including:

- Specific project activities to be undertaken by LSF in the project villages during the implementation of the 3-year Project;
- Expected results/outputs and outcomes of the Project;
- External factors that may affect the envisaged results /outputs and outcomes of the Project;
- Adopted/selected indicators;
- Household composition and socio-economic status of household members;
- Livelihoods, including detailed modules on farming, crops and yields; and
- Housing, health and sanitation facilities.

A total of 15 individual household surveys were conducted in each project and control villages, whereas one focus group interview with (male) key informants were carried out in six project villages and six control villages. Four teams of one female and two male enumerators were recruited to conduct the surveys and interviews in the selected project and control villages. Prior to implementation of the surveys, the enumerators received extensive training during a 3-day session in Hyderabad. The follow-up survey was carried out between 22 August and 4 September 2014 and a total of 600 individual household surveys and 12 focus group interviews were conducted in 20 project villages and 20 control villages. Subsequently, the collected data and information were entered in the datasheets.

4.1.2 Sampling Design and Sample Sizes

In order to have sufficient statistical power, the follow-up surveys were conducted in all 20 project villages situated in three districts in South Punjab. The 20 control villages were selected in consultation with LSF's zonal staff in Toba Tek Singh. The main criteria for the selection of the control villages were as follows: a) located within same district as the project villages; b) not further away than 5 to 10 km from the project villages; and c) more or less same

size/number of inhabitants. The names and location of the 20 selected project and control villages are presented in annex C.

4.1.3 Implication of Power Calculations

We initially opted to survey direct beneficiaries only, i.e. lead and link farmers in project villages alongside with the control observations. Given that the programme consists in asset transfers and trainings to selected farmers, the impact of the programme on these direct beneficiaries can be expected to be quite large. In contrast, spillovers from direct beneficiaries to other farmers in the project villages are likely to be limited given the short period of time during which the programme has been implemented. Simulations with a 10% intra-village coefficient, 20 villages and 15 observations per village, show that an effect size of 0.5 would be detected in more than 70% of cases (90% with a low intra-village correlation of 5%). Given the budget limitations, the sample was not designed to capture the impact on indirect beneficiaries (which is likely much lower than 0.5) as this would have required a bigger sample than could be afforded.

However, the programme did not reach out to as many direct beneficiaries as intended. According to figures communicated to us by LSF, 183 lead and 688 link farmers were reached at the time of the follow-up survey. However, only a list of 133 lead and link farmers was given to us in the data collection preparation phase. Out of these, only 23 lead and 56 link farmers could be found and interviewed.

As a consequence, the evaluation will probably not be able to detect any significant impact on direct beneficiaries alone (unless the effect size is unusually large). However, the evaluation will retrieve the Intent-to-Treat (ITT) which is the impact of the project on direct and indirect beneficiaries together. The evaluation will also shed light on the proportion of farmers that know about, and participated in, project activities.

4.1.4 Other Data Problems

The shift of focus from the average effect of the treatment on the treated (ATT) to the Intent-to-Treat (ITT) as the quantity of interest of the evaluation carries significant consequences. The ATT would estimate the impact of the treatment on those who have been most closely associated with the project activities. Lead and link farmers are involved in all trainings, asset transfers, facilities, and awareness activities, and as such the programme is supposed to have maximum impact on these farmers. Failing to find a positive impact of the programme on lead and link farmers would cast considerable doubt on the relevance of the project activities.

However, even if one finds the ATT to be positive and significant, this does not guarantee that rolling out the project in other areas will lead to widespread impacts. The key condition for the programme to be effective (in addition to being efficacious) is that the impact extends to indirect beneficiaries. Spreading farming techniques, providing communal facilities, and promoting women empowerment and advocacy and awareness are all supposed to generate effects that spill over beyond the narrow group of direct beneficiaries. The Intent-to-Treat (ITT), which measures the impact of the programme on everyone who could access the programme is therefore a policy relevant indicator in the context of the LSF project.

The shortcoming of focusing on the ITT is the lower expected effect size and thus lower statistical power of the evaluation. As will be clear in the discussion of findings, the absolute difference in key outcomes between project and control observations is so low that it is dubious that the lack of significant impact that is found is due to sample limitations.

The decision to construct a new cross-section of project and control observations due to the limited size of the baseline sample has some consequences as well as we need to rely on retrospective questions in the follow-up survey to gauge the state of the variables at the time the baseline was conducted. Retrospective data are likely to be noisy and even biased (Bamberger 2009, Glewwe et al. 2004) which would cause the statistical power of the study to be even lower, and the results to be systematically biased (for instance if respondents over-estimate their income in

the past). Research on the validity of retrospective data (Bamberger 2009) have shown that quantities like yearly income or yields, which are infrequently measured, are least likely to suffer from this type of bias. In addition, we will also present results based on the differences between the levels of key outcomes at endline only, i.e. without resorting to the retrospective data to gauge the change in outcomes over time. The results are the same in both specifications.

4.1.5 Availability of Financial Data

LSF provided information about the allocated budgets and actual expenditures for three financial years, including more detailed financial data related to the implementation of the MDG project, SPO capacity building and strengthening of civil society as well as the actual overhead costs (see 2.11).

4.1.6 Descriptive Analyses of Key Variables

Table 2 displays the summary statistics of key household characteristics across the sample. The average household comprises 6 members, out of which almost two-thirds (64%) are not working. Virtually every household relies on farming (97%), but other livelihoods are often used in complement. 48% of households also raise livestock, 13% engage in manual/casual labour, 10% derive income from employee work (in private and government sectors) and 5% from the selling of handicraft. The yearly income is slightly above PKR 500,000 on average (about €4100), corresponding to less than €60 per month and per household member.

Household heads (who are 45 years old on average and almost all male) are illiterate for 25% of them, 19% have been to primary school, 16% to middle school, and 34% reached secondary or tertiary education.

58% of households have access to piped water while 33% of them rely on tube wells or hand pumps. 72% of households use flush toilets (54% to pipe, 28% to pit) and less than 1% defecate in the open. Out of the 28 assets listed in the questionnaire, the average household owns 13 of them. Finally, most houses (84%) have a "TR garder" roof and permanent materials for wall (brick or concrete). 49% have a concrete floor whereas 44% have a mud floor.

Table 2: Summary statistics I

	N	Mean	SD
Livelihoods:			
Farming	600	0.97	0.18
Livestock	600	0.48	0.50
Manual labour	600	0.13	0.34
Handicraft	600	0.05	0.22
Employee	600	0.10	0.30
Household characteristics:			
Income 2014 (rupees)	600	507026	782536.7
Household size	600	6.09	2.58
Dependency ratio	600	0.64	0.20
Head is male	591	0.96	0.19
Asset Index	600	-0.51	2.03
Number of assets (Max=28)	600	13.02	3.32
Age of head	591	48.43	13.77
Education level of head of household:			
No formal education	591	0.25	0.43
Primary education	591	0.19	0.39
Middle education	591	0.16	0.37
Matriculation education	591	0.30	0.46
Higher education	591	0.04	0.20

	N	Mean	SD
Access to water:			
Piped water	600	0.58	0.49
Public tap	600	0.08	0.28
Tube well	600	0.14	0.34
Hand pump	600	0.29	0.45
Sanitation:			
Flush piped	600	0.54	0.50
Flush pit	600	0.28	0.45
Open defecation	600	0.07	0.26
Housing:			
TR Garder roof	600	0.84	0.37
Other roof	600	0.16	0.37
Kiln brick wall	600	0.61	0.49
Concrete wall	600	0.23	0.42
Other wall	600	0.16	0.37
Mud floor	600	0.44	0.50
Mud floor	600	0.49	0.50
Concrete floor	600	0.07	0.26
Other floor	600	0.84	0.37
Housing quality index	600	0	1.75
Rent-in Land in 2014	600	0.19	0.39

Looking more closely at agriculture, table 3 reveals that 90% of households own land, in keeping with the fact that 97% of households rely at least partly on farming for livelihood. The average of land owned is 6.6 acres, most of which is irrigated through canal or tube well methods. Consistent with the small size of land owned, only 5% of households rent-out land, whereas 20% cultivate land other than their own. The rent paid out to landowners reaches PKR 200,000, on average, corresponding to 28% of the total income of these households.

30% of households experienced lack of labour to cultivate their plots, 44% hired external labour, and 20% exchanged labour with their neighbours. Most farmers sell their produces individually through contract farming, mostly to middlemen or directly in the village. 30% of households suffer from soil salinity and 18% from chronic waterlogging but none from floods.

Table 3: Summary statistics II

	N	Mean	SD
Land tenure:			
Own land	600	0.90	0.30
Rent out land	600	0.05	0.21
Rent in land	600	0.19	0.39
Amount of rent paid out	100	195965.00	203943.80
Land owned (acres)	539	6.64	6.77
Land irrigated (acres)	541	6.19	6.37
Irrigation:			
Traditional	538	0.71	0.45
Modern	538	0.10	0.31
Tube well	538	0.17	0.38
Assets:			
Number of farm assets in 2014 (max=10)	576	3.20	2.51
Number of farm assets in 2013	576	3.07	2.63

	N	Mean	SD
Number of livestock in 2014	600	1.94	0.99
Number of livestock in 2013	600	1.78	0.98
Climatic conditions:			
Waterlogging	600	0.18	0.38
Soil salinity	600	0.30	0.46
Labour:			
Exchange with neighbours	600	0.20	0.40
Hired labour	600	0.44	0.50
Shortage of labour	600	0.30	0.46
Sell in village	600	0.58	0.49
Sell in market	600	0.28	0.45
Sell to middlemen	600	0.63	0.48
Sell to consumers	600	0.11	0.32
Sell to retailers	600	0.12	0.33
Sell individually	600	0.89	0.31
Contract farming	600	0.89	0.32

Turning to the outcomes targeted by the project, table 4 shows the area cultivated, production (total, sold and consumed) and productivity for all crops considered together. It shows that area cultivated increased slightly between 2013 and 2014 for both Kharif and Rabi seasons. The proportions of production sold and consumed remained stable, and the overall productivity slightly increased between 2013 and 2014. Note that while the production went down between Kharif 2013 and Kharif 2014, the area cultivated and the productivity went up. This apparent contradiction is due to small compositional changes in the portfolio of crops cultivated by farmers (away from the least productive crops). For this reason, comparisons of productivity over time between specific crops are more meaningful and are shown in table 5.

Table 4: Area cultivated and productivity during Kharif and Rabi seasons

	N	Mean	SD
Kharif 2014			
Area cultivated (acres)	600	4.75	6.52
Production (maund)	600	439.82	795.85
Productivity (maund/acre)	558	115.39	229.41
Production sold (maund)	600	414.01	776.97
Production consumed (maund)	600	15.92	65.46
Kharif 2013			
Area cultivated (acres)	600	4.32	5.24
Production (maund)	600	518.88	3422.49
Productivity (maund/acre)	551	113.39	247.76
Production sold (maund)	600	489.93	3416.96
Production consumed (maund)	600	16.52	68.32
Rabi 2014			
Area cultivated (acres)	600	5.71	13.73
Production (maund)	600	257.07	406.10
Productivity (maund/acre)	569	61.75	83.46
Production sold (maund)	600	210.08	394.26
Production consumed (maund)	600	44.72	63.93
Rabi 2013			
Area cultivated (acres)	600	5.49	13.59
Production (maund)	600	242.37	379.63

	N	Mean	SD
Productivity (maund/acre)	563	58.69	77.52
Production sold (maund)	600	196.32	359.84
Production consumed (maund)	600	41.69	63.57

Breaking down production figures by specific crops, one can see in table 5 that 3 crops dominate the Kharif season: cotton, which is cultivated by 63% of households, rice, cultivated by 33% of households, and sugarcane, cultivated by 27% of households. During Rabi, 93% of households cultivate wheat while the production of other crops is quite marginal.

Figures for both area cultivated and productivity were very stable between 2013 and 2014: rice was marginally more cultivated (by 0.5 acres on average) while sugarcane recorded the opposite movement (minus 0.14 acres on average). Productivity of rice and sugarcane increased slightly, that of wheat remained stable and that of cotton went down very marginally.

Table 5: Area cultivated and productivity for major crops during Kharif and Rabi

	N	Mean	SD
Kharif 2014			
Area cultivated (acres)- Cotton	377	3.29	3.62
Productivity (maund)- Cotton	377	30.40	19.79
Area cultivated (acres)- Rice	197	4.72	5.93
Productivity (maund)- Rice	197	47.14	43.11
Area cultivated (acres)- Sugarcane	161	1.95	1.51
Productivity (maund)- Sugarcane	161	600.73	704.15
Kharif 2013			
Area cultivated (acres)- Cotton	367	3.32	3.89
Productivity (maund)- Cotton	367	32.68	33.14
Area cultivated (acres)- Rice	200	4.24	5.38
Productivity (maund)- Rice	200	42.53	25.47
Area cultivated (acres)- Sugarcane	154	1.81	1.50
Productivity (maund)- Sugarcane	154	586.96	774.65
Rabi 2014			
Area cultivated (acres)- Wheat	557	5.59	13.97
Productivity (maund)- Wheat	557	41.02	29.16
Rabi 2013			
Area cultivated (acres)- Wheat	545	5.49	13.96
Productivity (maund)- Wheat	545	40.56	33.86

Table 6: Food security, wages and loans

	N	Mean	SD
Number of meals before harvest:			
Men	598	2.78	0.42
Women	592	2.77	0.43
Boys	453	2.76	0.64
Girls	437	2.74	0.61
Number of meals after harvest:			
Men	595	2.80	0.41
Women	592	2.79	0.41
Boys	452	2.72	0.67
Girls	437	2.71	0.66

	N	Mean	SD
Number of days where food was eaten last week:			
Cereals	599	6.97	0.19
Potatoes	598	3.60	1.71
Vegetables	599	4.19	1.63
Fruits	525	1.94	1.67
Meat	476	0.98	0.95
Eggs	510	2.03	1.80
Fish	337	0.14	0.46
Beans, peas, lentils, groundnut.	513	2.12	1.87
Sunflower, sesame			
Milk	597	6.90	0.63
Food Dietary Diversity Index	599	6.63	1.24
Loan	599	0.26	0.44
Borrowed from:			
Relative	158	0.37	0.48
Shop	158	0.20	0.40
Moneylender	158	0.03	0.16
Bank	158	0.51	0.50
Microfinance institutions	158	0.02	0.14
Daily agricultural wage:			
Male labourer in 2014	255	338.31	94.92
Female labourer in 2014	252	239.88	60.93
Male labourer in 2013	592	313.58	50.16
Female labourer in 2013	591	232.45	60.87

Table 6 shows summary statistics for other outcomes of interest. In terms of food security, virtually no households report having members going to bed hungry, even occasionally. Likewise, the number of meals consumed per day ranges between 2.7 and 2.8 across age and sex groups and does not vary much before and after the harvest.

If the quantity of food eaten seems then quite sufficient, the diversity of the diet is more problematic. The average household consumes cereals every day, potatoes and vegetables about every other day, fruits, eggs and lentils/beans less than three times a week. Meat and fish are consumed on average once per week and once every 10 days, respectively.

About one quarter of households have contracted a loan in the last 5 years. Those which did not have a loan reported a lack of willingness to get a loan rather than the impossibility to obtain one. Half of the loans are contracted through bank, 37% through relatives and 20% through shopkeepers.

Finally, the average daily wage of an agricultural labourer was PKR 338 (314) for a man and PKR 240 (232) for a woman in 2014.

4.2 Analyses and Results

4.2.1 Description of Approach to Analytical Work and Method(s) Used

In order to assess the impact of the programme on food security, income and livelihoods, access to credit and yields, we need to compare the actual situation of households at endline in the project villages with what would have been the situation of these same households in the same villages but in the absence of the programme. The latter is called

the counterfactual and is obviously not observed since households either are exposed to the programme or are not, but not both.³

A variety of experimental and quasi-experimental evaluation methods have been developed to circumvent the problem by relying on control groups which act as proxy for the counterfactual. To estimate the causal impact of a project, the control group needs to be similar in any way to the treatment group except for the access to the treatment itself. If this assumption is not met, then there exist systematic differences between the treatment and control groups even in the absence of the project, which is called selection bias. Selection bias is very common in practice and arises when, for instance, the project is not given at random to villages but instead to the most disadvantaged ones or when households which take up the project activities are either the most in need or those which would benefit most from these.

As discussed in section 3.2.2, we have surveyed an equal number of control villages and project villages in Toba Tek Singh (10 villages in each group), Kamaliya (6 villages) and Khanewal (4 villages). The control villages have been chosen so that they are likely to be as similar as possible to the project villages: they are located nearby project villages, have a similar size to project villages and are equally dependent upon farming as the main livelihood. However, given that LSF did not choose the implementation villages randomly, there is a high likelihood that systematic differences exist in key household characteristics in both types of villages. To correct for this likely selection bias, we will rely on propensity score matching. Matching consists first in estimating the likelihood that households receive the programme. This likelihood is called the propensity score. Second, we identify for each household in the project villages the households among the control group which share the same (or a very similar) propensity score. The logic of matching analysis is that by comparing households in treatment and control groups with the same (or very similar) propensity score, observable characteristics that explain both selection into the programme and the outcome of interest are controlled for, and therefore any difference between these households can be attributed to the project.

When choosing which variables to control for, the main guiding principles are to incorporate all variables that are likely to be correlated with both access to the programme and the outcomes of interest but not to incorporate variables that are affected by the programme itself. In keeping with the first principle, we thus control for land ownership, size of land owned, land tenure pattern, irrigation, livelihoods, age, sex and education of household head, demographic characteristics of the household, asset and farm asset ownership, livestock ownership, access to water and sanitation, existence of waterlogging and soil salinity problems and number of community groups in the village. The full list of variables is provided in table 7. To mitigate the risk of estimating the propensity score with variables affected by the project itself, we use time-invariant variables and variables measured with one year lag. Although some activities were already underway at the time of the baseline survey, variables measured in 2013 are considerably less likely to entail the impact of the programme than endline values. This is especially true for project year 2 and 3 which only started in 2013. Given the small sample size of the baseline survey, we rely instead of retrospective questions asked as part of the endline data collection.

Table 7 shows that households in control villages are not widely dissimilar to those in project villages. In particular, land ownership, irrigation and tenure patterns are not statistically different between the two groups. Nonetheless there are a few characteristics that systematically differ: project households have cultivated very slightly less land in Kharif 2013, they have relied more on casual labour in 2013, have bigger households but with a significantly lower dependency ratio, live in better houses, had more farm assets in 2013, experienced salinity problems more frequently and live in villages with more community groups. A straight comparison between control and project observations is then ruled out as we would not be able to separate the impact of the above differences and that of the project. However, the frequency and extent of the differences seem small enough to allow us to successfully resort to matching strategy.

³ This is referred to as the fundamental problem of causal inference (Holland 1986).

There is indeed a good overlap between the estimated propensity scores in both project and control villages, as can be seen in figure 1, annex D. The standardised differences in the observable characteristics of project and control variables are systematically lower than 10% after matching. It is usually considered that standardised differences between 10 and 25% are acceptable (Austin 2009a; Stuart, Lee, and Leacy 2013). This is visually represented in figure 2, annex D. There is also no significant difference remaining for any covariate as measured by a test of equality of means. Moreover the quality of the matching process can be gauged by the very low explanatory power of the covariates on the probability of receiving the project, once we control for the propensity score (2.3%).

Once the control group has been established with matching, one can compare posttest outcomes across the two groups and attribute any meaningful differences to the impact of the project. A slightly stronger approach consists in comparing the change between posttest and pretest across treatment and control groups instead of comparing posttest only.⁴ We will use three different matching specifications: nearest neighbour, nearest neighbour with caliper and kernel matching. With the nearest neighbour matching, treatment households are matched with the household in the control group with the closest propensity score. The nearest matching with caliper does the same but discards the comparison pair if the distance between the propensity score exceeds some threshold.⁵ Finally, kernel matching uses the weighted average of all the control group observations to construct the counterfactual outcome. Weights are given by the distance between each household from the control group and the participant observation for which the counterfactual is estimated.⁶

Table 7: Estimation of the likelihood to receive the program (propensity score)

Land owned (acres)	0.0589 (0.0359)
Land irrigated (acres)	-0.0717 (0.0385)
Cultivate rented-in land in 2013	0.282 (0.312)
Farming in 2013	0.00692 (0.754)
Land cultivated for Kharif 2013 (acres)	-0.0602* (0.0275)
Land cultivated for Rabi 2013 (acres)	0.00260 (0.00759)
Traditional irrigation	0.127 (1.096)
Modern irrigation	0.343 (1.134)
Tube well irrigation	0.0131

⁴ In the parlance of impact evaluation, these designs corresponds to posttest only with control group and posttest and pretest with control group, respectively (Shadish, Cook and Campbell 2005). The empirical techniques corresponding to these two designs that will be used are (propensity score) matching and a combination of (propensity score) matching and difference-in-difference (DID) techniques.

⁵ Following Wang et al. (2013), we fix the caliper width at 20% of the standard deviation of the log of odds of the propensity score.

⁶ For more information, see e.g. Caliendo and Kopeinig (2005).

	(1.119)
Raised livestock in 2013	0.277 (0.202)
Relied on casual labour in 2013	0.706* (0.341)
Employee in 2013	0.176 (0.356)
Sex of head of household	-0.407 (0.525)
Age of head of household	0.000478 (0.00794)
Head of household is illiterate	0.319 (0.424)
Head of household has been to primary school	0.156 (0.432)
Head of household has been to middle school	0.170 (0.407)
Head of household has been to secondary school	0.130 (0.381)
Household size in 2013	0.120** (0.0459)
Dependency ratio in 2013	-1.100* (0.528)
Asset index	0.0307 (0.0638)
Access to piped water	0.123 (0.251)
Hand pump	-0.506 (0.276)
Flush to pipes toilets	-0.136 (0.221)
Housing quality index	0.192** (0.0731)
Farm assets index in 2013	0.148*

	(0.0652)
Livestock index in 2013	0.0559 (0.0959)
Waterlogging	0.0471 (0.309)
Soil salinity	0.789** (0.250)
Number of community groups	0.320*** (0.0914)
<i>N</i>	505

4.2.2 Research Question 1: Provide the Results

Table 8 displays the estimated impact of LSF project for each food security outcome of interest and all 3 specifications. The overall impact of the programme, as measured by the food dietary diversity index, is positive, and statistically significant for the nearest 3 neighbours with caliper and kernel matching specifications. The magnitude of the impact (between 0.24 and 0.33) is relatively modest, however, as it corresponds at most to 25% of the standard deviation of the food diversity variable. Looking specifically at the types of food consumed, the project seems to foster the consumption of chicken or meat (but only significant at usual levels of confidence with kernel matching), fish, beans and lentils (significant in 2 out of 3 specifications) and milk (with kernel matching only).

Table 8: Impact of LSF on food security outcomes, propensity score matching estimations

Outcome:	Matching technique		
	Nearest neighbour	Nearest 3 neighbours with caliper	Kernel
Food dietary diversity index	0.242 (0.165)	0.269* (0.149)	0.333** (0.134)
Ate cereals during last 7 days	-0.011 (0.028)	-0.014 (0.021)	-0.015 (0.019)
Ate potatoes or other root and tuber food during last 7 days	0.115 (0.244)	-0.120 (0.209)	-0.133 (0.186)
Ate vegetables during last 7 days	0.085 (0.241)	-0.049 (0.204)	-0.069 (0.182)
Ate fruits during last 7 days	-0.216 (0.260)	-0.070 (0.231)	-0.009 (0.202)
Ate chicken or meat during last 7 days	0.140 (0.148)	0.187 (0.130)	0.276** (0.119)
Ate eggs during last 7 days	-0.041 (0.270)	0.082 (0.226)	0.209 (0.205)

Outcome:	Matching technique		
	Nearest neighbour	Nearest 3 neighbours with caliper	Kernel
Ate fish during last 7 days	0.143* (0.079)	0.139* (0.072)	0.122* (0.064)
Ate beans, peas, lentils, groundnuts, sunflower or sesame during last 7 days	0.444 (0.290)	0.614** (0.249)	0.656*** (0.224)
Ate or drank milk or milk products during last 7 days	0.066 (0.113)	0.077 (0.074)	0.125* (0.070)

Table 9 displays results on income, wage and livelihoods using the same estimations. It is clear that there is no significant impact on any of the considered outcomes. The effects are usually very small in magnitude and statistically indistinguishable from 0. This is true for income levels in 2014, changes in income over the last 12 months, wages levels in 2014 and changes in wages over the last 12 months, as well as livelihood strategies in 2014.

Table 9: Impact of LSF on income, wage and livelihood, propensity score matching estimations

Outcome:	Matching technique		
	Nearest neighbour	Nearest 3 neighbours with caliper	Kernel
Log income in 2014	0.077 (0.123)	-0.025 (0.119)	-0.021 (0.105)
Income change between 2014 and 2013 (PKR)	16949 (65097)	18099 (92192)	-21173 (80772)
Daily wage male labourer in 2014 (PKR)	-6.239 (16.086)	8.365 (14.525)	0.861 (14.415)
Daily wage female labourer in 2014 (PKR)	11.842 (11.844)	4.369 (9.852)	1.134 (10.952)
Change in daily wage for male labourer between 2014 and 2013 (PKR)	13.248 (19.698)	17.358 (15.304)	13.657 (14.929)
Change in Daily wage for female labourer between 2014 and 2013 (PKR)	11.667 (12.563)	2.718 (8.644)	4.114 (9.301)
Raised livestock in 2014	-0.031 (0.072)	-0.011 (0.062)	-0.029 (0.056)
Casual labour in 2014	0.05 (0.047)	-0.035 (0.037)	-0.025 (0.032)
Employee in 2014	0.008 (0.042)	0.028 (0.035)	0.009 (0.033)

One of the major outcomes that LSF wishes to influence through the programme under consideration are agricultural yields (via improved seeds, crop intensive techniques, biopesticide etc). Table 10 shows that no impact on yields can be detected, irrespective of the crop. This is true when considering yields levels in 2014 or the changes in reported yields over the last 12 months. In fact, the difference in yields for cotton and rice over time turn out to be negative in project villages although the estimated coefficient is almost never statistically significant. The lack of impact could be due to too short a time gap since the beginning of the project (which might also account for the possible negative impact on cotton yields if farmers used new seeds or techniques for the first time). Statistical power is also quite low for sugarcane and rice given the number of farmers cultivating these crops.

Table 10: Impact of LSF on yields (per maunds per acre), propensity score matching

Outcome:	Matching technique		
	Nearest neighbour	Nearest 3 neighbours with caliper	Kernel
Cotton yield in 2014	-1.439 (6.194)	-1.807 (4.045)	-0.686 (3.362)
Rice yields in 2014	2.277 (8.583)	-5.792 (10.543)	-7.306 (8.346)
Sugarcane yields in 2014	-4.004 (132.807)	117.691 (145.729)	113.133 (138.133)
Wheat yields in 2014	3.087 (1.894)	2.632 (3.631)	0.556 (3.329)
Change in cotton yields between 2014 and 2013	-9.048 (7.461)	-8.943* (4.823)	-6.417 (4.434)
Change in rice yields between 2014 and 2013	-5.577 (8.838)	-3.728 (10.115)	-9.666 (7.560)
Change in sugarcane yields between 2014 and 2013	23.280 (133.415)	243.056 (252.517)	262.294 (227.467)
Change in wheat yields between 2014 and 2013	-0.527 (1.302)	-0.045 (5.375)	0.023 (4.264)

4.2.3 Research Question 2: Did the project reach its objectives? Can the results be attributed to the project? If not, why not? Did other factors play a role?

Is the lack of impact due to ineffective programme, too short an implementation period, or a lack of take-up of project activities? Table 11 compares the rates of household access to and participation in every programme activities in project and control villages.

Crop intensive systems are not significantly more in use in project villages. In fact, systems of crop intensification for rice are used by 20% of households in control villages and only 12% of households in project villages (a difference significant at the 1% level). In contrast, **hybrid seeds** for cotton, sugarcane and wheat cultivation are significantly more frequently used in project villages (41% versus 32% for cotton seeds, 6% versus 2% for sugarcane and 45% versus 32% for wheat). The only exception is for improved varieties of rice used by 13% of households in control villages but only 7% in project villages. The focus of the project on resorting to local varieties of seeds does not then

seem to translate into facts, as measured by the reliance on hybrid seeds. Chemical and organic fertilisers are equally widespread in project and control villages but **biopesticides** are more frequently used in the former (by 31% of households in project villages versus 21% in control villages).

Virtually all users of hybrid wheat seeds do so for less than a year (99% of the 244 users), so that this practice can be safely related to the presence of the current LSF project. Similarly, all farmers who switched to improved varieties of rice did so during the last 3 years. Timings of first use of hybrid seeds for other crops suggest, however, that these practices were established before the current project. The median number of years since first using hybrid seeds is 6 years for maize and 7 years for cotton and sugarcane.

Whereas a sizable proportion of surveyed respondents heard **about sisal cultivation training**, actual planting is not significantly different between project and control villages. The extent of the practice is also very low. Just 5% of respondents did attend the training in project villages and 2% planted sisal afterwards. The main reasons put forward by respondents for why they did not plant sisal are: (i) that it would involve too much work (32%), (ii) that it is too complex (30%), (iii) lack of information (15%) and (iv) that it is too risky (10%). **Clean cotton** met greater interest from farmers: 18% of respondents attended the training and 12% cultivate clean cotton in project villages. The switch to clean cotton cultivation may be responsible for the observed decline in cotton yields (which was significant at the 10% level in one out of three specifications).

Advocacy and awareness activities are considerably more frequent in project villages. This is true for e.g. LSF campaigns, Villages of Hope and harvest festivals, diffusion of the Kissan magazine, Dehqan assemblies or Kissan conferences. However, the absolute rate of coverage of the activities is modest even in project villages. To the exception of the LSF campaign, known by 60% of respondents, advocacy and awareness activities never reached more than one third of surveyed respondents in project villages.

Women empowerment activities are also significantly more frequently reported in project villages than in control villages but they only reached a minority of households: less than 20% for training in poultry and goat management and less than 10% for livestock transfer. Labour saving technologies were absent in both project and control villages. **Low carbon ecological agricultural practices** are significantly more used in project villages. This is true for kitchen gardening, community seeds bank, greenhouses, clean cotton training and planting, presence of farmer field schools and research farms.

Overwhelmingly, the main reasons for why farmers did not attend the various trainings described above is that they did not hear about it or that none was organised. This suggests that trained farmers found it difficult to reach other farmers in their communities. Overall then, the penetration of project activities seem to low or too recent (for seeds) to be able to generate an impact on income and yields.

Table 11: Take-up of planned LSF activities

	Mean (SD) Control villages	Mean (SD) Project villages	Difference in Mean (P-value)
System of Crop Intensification			
Cotton	0.314 (0.465)	0.361 (0.481)	-0.047 (0.228)
Rice	0.197 (0.398)	0.118 (0.323)	0.079*** (0.008)
Sugarcane	0.138 (0.345)	0.151 (0.358)	-0.013 (0.656)
Wheat	0.476 (0.500)	0.495 (0.501)	-0.019 (0.640)

	Mean (SD) Control villages	Mean (SD) Project villages	Difference in Mean (P-value)
Hybrid seeds			
Cotton	0.320 (0.467)	0.413 (0.493)	-0.094** (0.018)
Rice	0.127 (0.334)	0.0721 (0.259)	0.056** (0.025)
Sugarcane	0.0241 (0.153)	0.0623 (0.242)	-0.038** (0.022)
Wheat	0.361 (0.481)	0.452 (0.499)	-0.092** (0.023)
Fertilizers			
Organic fertilizer	0.904 (0.295)	0.916 (0.278)	-0.011 (0.624)
Chemical fertilizer	0.935 (0.247)	0.938 (0.241)	-0.003 (0.866)
Agrochemical fertilizer	0.914 (0.280)	0.906 (0.293)	0.009 (0.715)
Biopesticide	0.212 (0.410)	0.308 (0.463)	-0.096*** (0.007)
Low carbon ecological agriculture			
Water harvesting	0.116 (0.321)	0.120 (0.326)	-0.004 (0.889)
Kitchen gardening	0.072 (0.259)	0.218 (0.413)	-0.146*** (0.000)
Community Seed Bank	0.003 (0.003)	0.023 (0.009)	-0.019** (0.039)
Greenhouse	0 (0)	0.046 (0.209)	-0.0046*** (0.000)
Trained in clean cotton cultivation	0.007 (0.083)	0.188 (0.392)	-0.181*** (0.000)
Practice clean cotton cultivation	0.003 (0.059)	0.123 (0.329)	-0.120*** (0.000)
Farmer Capacity Building			
Farmer Field School	0 (0)	0.058 (0.235)	-0.058*** (0.000)

	Mean (SD) Control villages	Mean (SD) Project villages	Difference in Mean (P-value)
Research Farm	0 (0)	0.049 (0.216)	-0.049*** (0.000)
Advocacy and awareness			
Campaign by LSF	0.0514 (0.221)	0.675 (0.469)	-0.624*** (0.000)
Participated in a LSF campaign	0.0377 (0.191)	0.610 (0.488)	-0.573*** (0.000)
Campaign by other group	0.0205 (0.142)	0.370 (0.484)	-0.350*** (0.000)
Participated in campaign by other groups	0.0171 (0.130)	0.334 (0.473)	-0.317*** (0.000)
Dehqan assemblies	0.010 (0.101)	0.318 (0.467)	-0.308*** (0.000)
Participated in Dehqan assembly	0 (0)	0.250 (0.434)	-0.250*** (0.000)
Kissan magazine	0.020 (0.142)	0.351 (0.478)	-0.330*** (0.000)
Read Kissan magazine	0.010 (0.101)	0.250 (0.434)	-0.240*** (0.000)
Other farmer magazine	0.021 (0.008)	0.065 (0.014)	-0.044*** (0.008)
Read other farmer magazine	0.021 (0.008)	0.058 (0.014)	-0.038** (0.018)
LSF Harvest festival	0.014 (0.116)	0.331 (0.471)	-0.317*** (0.000)
Participated in LSF harvest festival	0 (0)	0.253 (0.436)	-0.253*** (0.000)
Other harvest festival	0.010 (0.006)	0.162 (0.021)	-0.152*** (0.000)
Participated in other harvest festival	0.007 (0.005)	0.127 (0.019)	-0.120*** (0.000)
Village of Hope	0	0.107	-0.107***

	Mean (SD) Control villages (0)	Mean (SD) Project villages (0.310)	Difference in Mean (P-value) (0.000)
Participated in "Village of Hope"	0 (0)	0.091 (0.288)	-0.091*** (0.000)
"Seed for Hope"	0.017 (0.130)	0.240 (0.428)	-0.223*** (0.000)
Participated in "Seed for Hope"	0.003 (0.059)	0.130 (0.337)	-0.126*** (0.000)
Kissan Conference	0.010 (0.101)	0.247 (0.432)	-0.236*** (0.000)
Participated in Kissan Conference	0.007 (0.083)	0.162 (0.369)	-0.155*** (0.000)
Women Dehqan Assemblies	0.007 (0.083)	0.162 (0.369)	-0.155*** (0.000)
Participated in Women Dehqan Assemblies	0 (0)	0.107 (0.310)	-0.107*** (0.000)
Computerised ID for female household members	0.935 (0.247)	0.958 (0.201)	-0.023 (0.214)
Women Economic Empowerment			
Labour saving technology	0.024 (0.153)	0.049 (0.216)	-0.025 (0.108)
Received livestock	0 (0)	0.097 (0.297)	-0.097*** (0.000)
Trained in poultry management	0.007 (0.005)	0.195 (0.023)	-0.188*** (0.000)
Trained in goat management	0.003 (0.003)	0.182 (0.022)	-0.178*** (0.000)
Sisal cultivation:			
Sisal cultivation training	0.397 (0.490)	0.425 (0.495)	-0.028 (0.486)
Trained in sisal cultivation	0 (0)	0.049 (0.216)	-0.049*** (0.000)
Planted sisal	0	0.019	-0.019**

	Mean (SD) Control villages (0)	Mean (SD) Project villages (0.138)	Difference in Mean (P-value) (0.017)
Training:			
Received agricultural training	0.024 (0.153)	0.360 (0.481)	-0.336*** (0.000)
Received agricultural training by LSF	0.017 (0.130)	0.334 (0.473)	-0.317*** (0.000)
Extension services			
Extension service by LSF	0.010 (0.101)	0.289 (0.454)	-0.279*** (0.000)
Extension service by farmers	0.048 (0.214)	0.097 (0.297)	-0.049** (0.020)
Extension service by government	0.116 (0.321)	0.172 (0.378)	-0.056 (0.053)
Development project	0.017 (0.130)	0.247 (0.432)	-0.229*** (0.342)
<i>N</i>	292	308	

*** $p < 0.001$, ** $p < 0.05$, * $p < 0.1$

4.2.4 Research Question 3: How relevant are the results?

The analysis uncovered four main findings:

- 1) LSF did effectively roll-out many activities in recent years in the project villages. This is especially true for advocacy and awareness programmes, as well as low carbon ecological agriculture.
- 2) Some key activities, however, were not massively implemented by LSF, or at least not in recent years. This is true mostly for systems of crop intensification, improved varieties of cotton, sugarcane and maize or sisal cultivation training.
- 3) For the most part, LSF was successful in reaching out to lead and link farmers. However the rather modest proportion of other farmers than lead and link farmers which have heard of the project and have benefited from the conducted project activities suggest that the trained farmers have not been able (yet) to reach out to other farmers in their villages.
- 4) There is no noticeable impact of the project on direct and indirect beneficiaries in terms of wages, yields or income. There seems to be a positive impact of the project on food dietary diversity.

Given the relatively low proportion of direct beneficiaries in the sample, the lack of impact of the project on wages, yields and income should not be surprising. However, despite the very small sample size, there is no real indication that lead and link farmers became more productive than the controls over the last year. The change in project activities and the subsequent short period of implementation also contributed to the lack of impact. In other words, projects aiming at improving income and yields should follow a consistent approach for a number of years. Since this was not the case with the LSF project, the lack of impact is not too surprising.

In contrast, there are reasons to believe that the project will usefully contribute, even in a more modest way, to the goal of food security and resilience to climate change. The take-up of kitchen gardening, biopesticide, clean cotton activities, improved varieties of wheat, among others, is far from negligible in project villages. If sustained over time, these practices may directly lead to better yields and adaptation to climate change through improved and better suited farming practices.

The take-up of advocacy and awareness activities is also indicative that knowledge of best farming practices and farmers rights will improve in the future. The fact that most farmers who heard about training or advocacy activities have also participated in them show that these activities seem relevant to the farmers.

4.2.5 Efficiency

Planned and Actual Cost per Direct Beneficiary

If the allocated budgets related to project field activities, excluding the expenditures for capacity building and strengthening civil society, for the three project years together are divided by the planned number of 1,500 direct beneficiaries, the planned cost per direct beneficiary would be PKR 23,423 (Euro 177).

Instead of 1,500 direct beneficiaries, the project only reached a total of 871 direct beneficiaries until October 2014, including 183 lead farmers and 688 link farmers. As a consequence, the actual cost per direct beneficiary is PKR 40,339 (Euro 305), which is 1.7 times higher than the planned cost per direct beneficiary.

Reported Costs for Specific Project Outputs

According to information provided by LSF, the costs for specific project outputs are as follows:

Project Output	Size	Items	# Beneficiaries	Cost (Rs)
Water harvesting pond	15 x 8 feet	Construction materials	20 to 25 households	23,100
Community seed bank	-	Seeds, storage materials, training	25 to 30 households	18,700
Green house	25 x 30 feet	Seeds, materials, labour	15 to 20 households	15,000
Kitchen garden	75 m ²	Seed, compost, ploughing, watering	1 household	3,500
Farmer research farm	1,500 to 2,000 m ²	Materials, labour	-	63,000
Farmers' training (one day)	-	Transport, refreshment, stationary, banner	25 farmers	6,200
Organic poultry farm	-	100 birds, transport, materials, vaccination, training	1 household	47,000
Local goat breeding	-	10 goats, transport, materials, vaccination, training	1 household	123,000
Producers' group	-	Travel, meeting, training	-	33,000

4.2.6 Contribution from SPO Capacity Building Interventions

Using MFS II funds, LSF provided training to the concerned field staff in various technical topics, including composting, tunnel farming, olive cultivation, sisal cultivation, water management and solar energy. Most of these training courses were organised in-house to ensure that it is specific to the needs of its staff. However, external experts from different research institutes (i.e. Barani Research Institute and NARC) were also hired for the provision of technical training in very specific technical topics. These training courses ensured that the concerned field staff had the necessary knowledge and skills to conduct farmers' training courses and provide technical advice to farmers.

Exposure visits whereby project staff from one zone visit another zone to facilitate exchange of experiences and ideas were also organised.

In addition, LSF also provided training in financial management and communication for project staff to ensure that they have the necessary skills to manage MFS II funds and report on project implementation progress in an adequate and timely manner.

LSF has been able to recruit qualified and experienced staff for most positions in the field office, although it lost a few (very) experienced staff due to the 8-month gap between the end of the first project year and start of the second project year. However, LSF has been unable to recruit experts in the field of value chain development, certification and sisal as suitable candidates asking for much higher salaries than LSF can pay.

4.2.7 Contribution from Civil Society Strengthening Interventions

Due to its active involvement in a number of national networks/alliances and its participation in seminars, workshops and conferences organised by other organisations, LSF had the opportunity to learn about a few technologies and practices that could be used during the implementation of the MFS II-funded project.

4.3 Discussion

4.3.1 Project Design

The project was well designed in the initial 3-year proposal (2011-2013) as it had an appropriate mix of different types of interventions to develop and implement climate change adaptation strategies in the face of food insecurity, to enhance women farmers' control over resources, and to build the capacity of key stakeholders (i.e. small male and female farmers, implementers, policy-makers, scientists) to adjust their actions and agendas aimed at addressing the challenges of future livelihood threats (climate change) for food security. As part of the development of climate change adaptation strategies, a number of activities would be implemented aimed at introducing appropriate, low-cost technologies to enhance the capacity of male and female farmers to cope with the envisaged effects and impacts of climate change on the cultivation of food crops.

Following the completion of the first project year, during which new/improved technologies and practices (i.e. rainwater harvesting, kitchen gardening, tunnel farming, composting) were realised, the Oxfam Novib office in Islamabad requested LSF to come with new innovative, large-scale and more visible activities as the conducted project activities of the first project year were considered to be too small. As a result, the scope of the project as designed in the initial 3-year proposal was drastically changed and the implementation of many planned activities focused on low carbon ecological agriculture, farmers' capacity building (i.e. farmers' field schools, farmer research farms), rural enterprise development and research studies were abruptly stopped. Instead, the main focus of the second project year was shifted towards the promotion of cultivating clean cotton and sisal. During the third project year, the project would focus on the promotion of sisal cultivation together with activities related to goats breeding, poultry and kitchen gardening targeted on rural women.

It was correctly assumed in the initial project proposal that (at least) three years would be required to successfully change the behaviour of farmers towards climate change adaptation strategies by adopting and using new/improved technologies and practices. Due to these significant changes in its scope, the project ceased to support farmers with the development and implementation of appropriate climate change adaptation strategies related to the cultivation of food crops at the end of the first project year. Instead, the project has shifted to promoting the cultivation of two cash crops (i.e. cotton and sisal). Therefore, the project has moved away from its development goal defined as *"to develop and implement climate change adaptation strategies in the face of food insecurity as an integral part of agricultural development"*.

As sisal is usually grown on rainfed land with marginal soils, it is questionable if the promotion of sisal cultivation by the project is justifiable as its project area in South Punjab is dominated by canal irrigation with (relatively) good soils. It would have been better to introduce and promote sisal cultivation in the rainfed areas of Northern Punjab and other provinces. Furthermore, the project should have confirmed that there is sufficient demand for sisal in the market before promoting the cultivation of this crop among farmers in the 20 project villages.

Another weak aspect of the project is that it is implemented in isolation without any linkages with concerned government agencies and other local stakeholders (i.e. CBOs) responsible for the development of agriculture and improvement of food security. The project is implemented entirely by staff contracted by LSF and it was not envisaged to involve local extension staff and experts of the Agriculture Department, existing CBOs and private sector in the planning and execution of project activities. At the end of the project, it is very likely that all project activities would stop entirely as there is no exit strategy that ensures that the activities started by the project would be taken over by any other organisation.

It is recommended to fund a similar project if it would have been implemented as envisaged in the initial 3-year proposal as food security of small, poor farmers is under threat, especially in rainfed areas, due to different factors, including the envisaged effects and impacts of climate change. The focus of a future project should be on the introduction and promotion of simple, low-cost and (easy) replicable technologies and practices as part of an appropriate climate change adaptation strategy aimed at improving food security of small male and female farmers. To enhance its impact, a future project should be implemented in close collaboration with concerned government agencies and other stakeholders (i.e. NGOs, CBOs and private sector) at local and district level together with a clear exit strategy ensuring that farmers will have access to the necessary services required to improve their farming and food security.

4.3.2 Improvement of Impact Evaluation

The impact evaluation worked well in general but it had two limitations: the timeframe and the ability to measure women empowerment.

Given the change in project design, activities have not been implemented for a long enough period of time to have a chance to generate sizeable impact. This is even the more true for outcomes such as income and yield whose regular variations from year to year tend to mask any impact of a project on a short period of time.

Another issue with the evaluation was that women-related outcomes are difficult to assess as part of the quantitative survey. In a patriarchal society such as Pakistan, men are the ones with the control of the land and farm assets. Coupled with the fact that the number of female lead and link farmers was limited, we therefore often ended-up interviewing men in order to retrieve the information associated with farming.

4.4 Conclusion

4.4.1 Evaluation Questions

Evaluation Question 1: What are the changes under each MDG or theme at community/household level during the 2012–2014 period?

Wages of agricultural labourers were reported to go up by 8% for men and 3% for women between 2013 and 2014. Household incomes increased by 84,000 rupees over the period, which corresponds to a sizable 20% increase on average. Agricultural yields went up for rice, sugarcane and wheat but those of cotton went down. Hunger indicators remained mostly stable over the period.

Evaluation Question 2: To what degree are these changes at target group level attributable to the development interventions of Southern partners of the MFS II consortia (i.e. measuring effectiveness)?

Propensity score matching suggests that the programme caused food dietary diversity to be slightly higher in project villages than control villages in 2014. Consumption of fish was higher, as well as chicken and meat and beans (although the last two items are less robustly related to the project than the former). However, no impact of the project was found on hunger (whose prevalence is very low in the household survey), on wages and incomes (and thus on poverty), on yields and on access to credit.

Evaluation Question 3: What is the relevance of these changes?

The analysis uncovered an improvement on food dietary diversity, notably on increased consumption of fish, chicken and beans. Given that the baseline diversity of the consumed food was low, this is a very important result. However, we did not find any other significant changes due to the project. The lack of attributable impact of the project highlights the difficulty of positively affecting food security and poverty within a short period of time, and a reliance on activities not directly related to these goals.

Evaluation Question 4: Were the development interventions of the Southern partner organisations efficient?

As the project only reached 871 direct beneficiaries until October 2014 instead of the envisaged number of 1,500 direct beneficiaries, the actual cost related to field activities per direct beneficiary is PKR 40,339 (Euro 305) compared with the planned cost per direct beneficiary of PKR 23,423 (Euro 177). The total reported overhead costs for the MFS II funded project in 2012 and 2013, including all project staff salary costs and 50% of the head office staff costs was 46.5% and 37.2% of the total expenditures for 2012 and 2013 respectively.

As only 58% of the targeted number of 1,500 direct beneficiaries have been reached by the project, the cost per direct beneficiary is 1.7 times higher and makes the project less efficient. The reported overhead costs of 46.5% and 37.2% seem to be high, but it includes the salary cost for all project staff. It is debatable if the salary cost of field staff responsible for the planning and execution of project activities should be considered as overhead cost. As the successful implementation of the project largely depends on the input of qualified and experienced field staff, their salary costs should be considered as regular project cost similar as the cost related to the construction of infrastructure and the provision of training.

Evaluation Question 5: What factors explain the findings drawn from the questions above?

One factor that significantly affected the scope and impact of the MFS II-funded project is the 8-month gap between the end of the first project implementation year and the start of the second year. During this period, LSF did not only lose a few qualified and experienced (field) staff but it was also decided to change the scope of the project itself significantly following discussions between LSF and Oxfam Novib. The change of project design resulted in a short implementation time for most project activities which then made it unlikely for the project to register impact on MDG I.

A second factor is the relatively low take-up of activities by non-lead and non-link farmers in project villages. Since attendance to trainings and dissemination of information as well as access to inputs and facilities turned out to be much lower among indirect beneficiaries than among lead and link farmers, it was difficult for the project to generate a significant impact of the project on all farmers in project villages.

A third factor is the discrepancy between the use of short term MDG I indicators and the focus of the project on activities not directly related to farming productivity and access to assets. Climate efficient cropping patterns, advocacy and awareness or low carbon farming activities are not directly and immediately addressing food security and income generation potential of farmers, although they surely do so on the long run.

4.4.2 Statement Scoring

Statement	Score
Project was well designed	5
Project was implemented as designed	6
Project reached all its objectives	4
Observed results are attributable to the project interventions	3
Observed results are relevant to the project beneficiaries	4
Project was implemented efficiently	5

The original design of the MFS II-funded project as described in the first (three-year) project proposal is sound with clear goal, objectives, expected outcomes and planned activities. At the end of the first project implementation year, however, the scope of the project was significantly changed following discussions between Oxfam Novib and LSF. As a result, the newly initiated activities (i.e. clean cotton initiative and promotion of sisal production) do not correspond with the overall goal of the project aimed at ensuring food security through the development and implementation of appropriate climate change adaptation strategies. Furthermore, it is doubtful if the promotion of sisal production in a canal-irrigated area in South Punjab as a newly initiated activity is relevant to the project beneficiaries. As the project only reached a total of 871 of the 1,500 planned direct beneficiaries (58%) until October 2014, the actual cost per direct beneficiary is 1.7 times higher than the planned cost per direct beneficiary.

Due to these implementation challenges, it is not surprising that we did not find evidence of the project reaching its objectives, with the possible exception of food dietary diversity. The use of a control group and propensity score matching has allowed us to establish that the improvements across a wide range of outcomes over the last 12 months were not attributable to the project, and affected project and control villages alike.

5 CAPACITY DEVELOPMENT OF SOUTHERN PARTNER ORGANISATION

5.1 Context

According to the interviewed managers of LSF, there is sufficient male and female staff in the market with the necessary knowledge, skills and relevant working experience. However, it is not always easy for LSF to recruit them as there is a large demand for qualified and experienced experts among both national and international NGOs, national and international consultancy firms and development projects. As a result, larger NGOs, consultancy firms and projects are able and willing to pay higher salaries for (highly) qualified and experienced experts with specific skills. Consequently, LSF has not always been able to recruit staff with the necessary skills and experience as it is financially unable to pay the high salaries that these experts are asking for. At the same time, a few experienced staff members have left LSF in recent years as LSF could not fulfil all their demands, including higher salaries and a contract for a longer period.

In general, LSF has been able to employ field staff for the implementation of its activities in the rural areas, including (young) female staff who are willing to travel to the villages.

With regard to access to external training, LSF strongly relies on its donors, including Oxfam Novib, to organise and/or finance training for its staff in specific topics, such as financial management and gender. There are not many other SPOs active in the specific sector in which LSF operates, which could be engaged to provide staff training in specific technical topics. However, LSF has been successful in establish linkages with a number of universities and research institutes, who have provided resource persons for the provision of training of its (field) staff.

5.2 Data Collection and Analytical Approach

The first activity carried out during the follow-up phase was to contact both LSF and Oxfam Novib with the request to send all available data and information related to activities funded under MFS II. The research team also searched the internet, including the LSF website, for relevant data and information related to LSF and MFS II-funded activities.

Subsequently, the research team thoroughly reviewed the collected documents, including the annual reports for 2011, 2012 and 2013 as well as available Audit Reports for 2011 and 2012.

In May 2014, a first one-day meeting with two senior management staff members of LSF was conducted to collect all necessary information related to the five core capabilities and corresponding indicators by using the same questionnaires used during the baseline survey in 2012. The findings of the follow-up survey were compared with those of the baseline survey to identify (significant) changes in the five core capabilities and corresponding indicators of.

Using a checklist, another meeting with two senior management staff members of LSF was held in May 2014 to discuss the internal and external factors that caused the identified changes in the five core capabilities, including the role of Oxfam Novib and MFS II.

Meetings with three LSF staff members (i.e. Financial Management Officer, M&E Manager and Zonal Coordinator) were organised in May 2014 to discuss the training received during the last 2 to 3 years, including the topics, duration, location, training provider and effectiveness, training needs and used channels to inform LSF about need for additional training.

Another meeting with one senior management staff member was conducted in August 2014 to collect additional information related to capacity development.

The research team contacted the following two universities by phone in order to conduct a short interview about their cooperation with LSF: i) Arid Agriculture University (AAU) in Rawalpindi; and ii) University of Veterinary and

Animal Sciences (UVAS) in Lahore. A short questionnaire was sent by email to the coordinators of the Green Network and Sustainable Agriculture Action Group (SAAG) to collect information about: i) role of LSF in these two national networks; and ii) level of cooperation between LSF and respectively ActionAid Pakistan in Islamabad and Mountain Areas Farmer Support Organisation (MAFSO) in Skardu, for which both network coordinators usually work.

A list with the names of all contacted persons can be found in Annex F.

5.2.1 Process Tracing

Based on a thorough review of the identified changes in core capability 1 and 4 together with the internal and external factors that contributed to these changes, the following two key capabilities were selected for process tracing:

- Capability to attract and retain qualified staff (Capability 1.2a: Human Resource Management and Qualifications); and
- Innovative capability (Capability 4.4: Innovation).

With regard to the capability to attract and retain qualified staff, the planned outcome was to have all necessary qualified and experienced staff required for the implementation of project activities. However, LSF has been unable to fully achieve the planned outcome as it still experience a high staff turnover and difficulties with recruiting qualified staff for specific positions.

With regard to its innovative capability, the planned outcome is to make LSF an organisation with an innovative and learning capability, so that it has the ability to identify and develop new and improved technologies and practices that are appropriate for small farmers to make their agriculture green(er) and (more) environmentally sustainable as well as to improve their food security and reduce poverty. In recent years, LSF has become a highly innovative organisation that has identified and developed a significant number of new and improved technologies and practices that have been promoted and introduced among male and female farmers in the various project areas.

During a workshop with 10 LSF staff members in May 2014, including senior management staff as well as senior and junior professional staff (see Annex F for the names of the participants), possible causal mechanisms for both selected capabilities were discussed in order to determine their validity together with one or more convincing examples as evidence needed to substantiate these causal mechanisms. Once the participants agreed on the plausible causal mechanisms for both selected capabilities, each participant had to undertake individually a priority ranking for the validated causal mechanisms. In addition, the Executive Director of LSF sent a number of comments on the outcome of the process tracing workshop related to the issue of high staff turnover.

5.3 Results

5.3.1 Descriptive Analyses of Changes in Core Capabilities

A summary of the overall scores on the core capabilities and their sub-components is given in the table below followed by descriptive results for each of the indicators.

	Core Capabilities <i>(with sub-components)</i>	Baseline Score	Follow-up Score
1	Commit and Act	3	3.7
1.1	Strategic & Operational Planning	1	4
1.2a	Human Resource Management and Qualifications	3	3

1.2b	Staff Thematic Expertise	3	3
1.2c	Staff Commitment to Results	4	5
1.3	Leadership	3	3
1.4	Financial Position	4	4
2	Achieve Development Objectives	3	3.3
2.1	Results	3	4
2.2	Sustainability of Results	3	3
2.3	Relevance of Results	3	3
2.4	Cost-Effectiveness of Results	3	3
3	Relate	3	4
3.1	Use of Power Analysis and Strategic Positioning	3	3
3.2	Legitimacy	3	4
3.3	Collaboration	3	5
3.4	Engagement with Other Actors	3	4
4	Adapt and Self-Renew	3.5	4
4.1	Adaptation of Strategies	4	5
4.2	Involving Others in Learning	3	3
4.3	Learning Organization	4	4
4.4	Innovation	3	4
5	Achieve (Retain) Coherence	3.5	3.8
5.1	Strategic Coherence	4	4
5.2	Coherence in Organizational Structure	2	3
5.3	Consistency in Financial Management and Systems	4	4
5.4	Governance	4	4
	Average	3.2	3.8

Core Capability 1: Commit and Act

Compared with the findings of the 2012 baseline survey, the score for core capability 1 improved significantly from 3.0 to 3.7.

Strategic & Operational Planning: The score for this capability improved from 1 in 2012 to 4 in 2014 mainly due to the fact that LSF prepared a four-year strategic plan for the period 2013-16 presenting its mission, core values and its four strategic directions with its objectives. The plan was developed during a consultative meeting using the SWOT analysis where LSF staff from all zones shared their experiences, reflected on successes and shortcomings, and gave suggestions for determining the strategic directions. In addition to other donors, Oxfam Novib requested for a medium-term strategic plan to have a better understanding of the overall goal and objectives of LSF and the

strategies to achieve its goals and objectives. However, no funds were provided by the donors to facilitate the preparation of the strategic plan.

Human Resource Management and Qualifications: Although all financial management positions in its regional offices are filled, LSF experienced difficulties with the recruitment of experts in the field of value chain development, certification and sisal as qualified and experienced candidates asking for much higher salaries than LSF can pay. Therefore, the score for this capacity has not changed compared with the baseline survey in 2012 and remains 3.

Staff Thematic Expertise: Due to a gap of 8 months between the end of the first year of the MFS II-funded Food Security in Changing Climate Project and the start of the second project year, LSF lost a few very experienced field staff as LSF was financially unable to pay their salaries during this period. At the start of the second project year, LSF had to recruit new, less experienced staff, who needed a lot of training and support during the first few months and that has adversely affected the implementation of project activities. Therefore, the score for this capability remains 3.

Staff Commitment to Results: Compared with the baseline survey 2012, the score for this capacity improved from 4 to 5 as all professional and support staff reportedly is fully committed despite the fact that LSF only pays relatively low salaries compared with other NGOs. As one of the interviewed senior management staff stated: "There is no place for staff in LSF that is only interested in pay cheque". To ensure that all professional staff at regional level remains fully committed, LSF conducts quarterly staff meetings to review completed project activities and plan the activities for the next quarter using suggestions for improvement from the concerned field staff.

Leadership: To reduce the burden over the senior management staff, LSF is planning to recruit one or more Programme Coordinators operating between senior management staff and the five Zonal Coordinators following a repeated request from Oxfam Novib to appoint a full-time, qualified coordinator for the MFS II-funded project. As a result, LSF's capacity with regard to leadership did not improve considerably and the score for this capability remains 3.

Financial Position: The total budget dropped from PKR 78.2 million in 2010 to an allocated budget of PKR 46.7 million in 2013 as funds for flood emergency aid stopped by the end of 2012. As a result, MSF II funding has become more important for LSF as it increased from 14% in 2011 to 37% of the total budget in 2014. In addition to Oxfam Novib, LSF receives funding from Bread for the World (Germany), Heinrich Böll Stiftung (Germany), Cotton Connect (UK), IDH (The Netherlands) and IUCN. Furthermore, LSF generates its own cash incomes from the sale of organic produce. As the financial position of LSF is still strong, there is no change score for this capability compared with the baseline survey in 2012 and remains 4.

Core Capability 2: Achieve Development Results

Compared with the findings of the 2012 baseline survey, the score for core capability 2 improved from 3.0 to 3.3.

Results: The active engagement of rural women in project activities, organisation of rural women in committees at village level to express their needs, active participation of rural women in meetings and conferences, and improved access to productive assets are considered to be the major achievement of the last 2 years. Women empowerment features prominently in LSF's mission and agenda, including the 4-year strategic plan, and it is also a major objective of the MDG project funded by MFS II. However, the target of 50% of the direct beneficiaries to be women has not been achieved: only 27% of the selected and trained lead and link farmers are women. Another achievement is the involvement of a number of universities and research institutes in the debate about climate change and food security. MFS II funds enabled LSF to organise a number of conferences and forums, for which universities and research institutes were invited. Due to achievements, the score for this capability improved from 3 to 4.

Sustainability of Results: To ensure sustainability of project activities, LSF supported the establishment of women committees and producers' groups with the expectation that these CBOs continue to operate in the project villages after LSF has stopped its support. LSF also established the Kissan Open University in its zonal office in Attock were

farmers can attend courses in various topics. LSF has invited government staff for its meetings, forums and conferences but it has not resulted in the adoption of organic farming in the government policies. The question is how sustainable these achievements are as LSF interventions are often very short and limited to the provision of a few training courses without follow-up and monitoring for some time afterwards. One explaining factor is that Oxfam Novib only provide funding for one year at a time. Another issue is the design of the MFS II-funded MDG project, whereby most project activities were only supported for one year in each project village. Compared with the 2012 baseline survey, the score for this capability has not changed and remains 3.

Relevance of Results: Not all planned and implemented project activities are (fully) based on the needs and preferences of the project target group. Both LSF and its donors, including Oxfam Novib, have their own agendas. During the long gap of 8 months between first and second year of the MFS II-funded MDG Project, Oxfam Novib requested LSF to come with new innovative, large-scale and more visible activities as the conducted project activities of the first project year were considered to be too small. As a result, the scope of the MDG project was significantly changed before the start of the second year by incorporating the promotion of clean cotton and sisal cultivation in the new project proposal for the second project year without knowing if these new project activities reflect the needs of the project target group. Therefore, the score for this capability did not improve compared with 2012 baseline survey and remains 3.

Cost-Effectiveness of Results: In its annual report at the end of each financial year, LSF states the total actual expenditures and the total number of beneficiaries reached by the conducted project activities. For the MFS II-funded project, the total budget was PKR 14.40 million between December 2012 and January 2014, of which PKR 8.27 million were direct programme costs (57%), PKR 2.35 million as administration and operational cost (16%), PKR 1.86 million as head office coordination and administration staff (13%), and PKR 1.92 million as overhead, audit and capital equipment cost (13%). However, it is not specified per individual project activity. Although LSF stated that about 5% of its total budget is spent on overhead, it was significantly higher for the MFS II-funded project with (at least) 13%, whereas the costs related to administration and operation (16%) as well as head office coordination and administration staff (13%) may also be considered as overhead. Therefore, the score for this capacity remains 3.

Core Capability 3: Relate (Craft, Manage and Sustain Key Relationships)

Compared with the findings of the 2012 baseline survey, the score for core capability 3 improved considerably from 3.0 to 4.0.

Use of Power Analysis and Strategic Positioning: Although the security situation in Pakistan is deteriorating, a security analysis for the project areas is not carried as LSF does not consider its project activities to be (politically) sensitive, although it is encouraging women empowerment in rural areas where religious conservatism is increasing. Oxfam Novib does not request for a security analysis to be undertaken by the SPOs. However, security issues are discussed in different forums and networks as well as the quarterly staff meetings. Compared with the 2012 baseline survey, the score for this capability remains 3 as LSF's capacity was not strengthened.

Legitimacy: LSF legitimates its activities to its target groups through the Dehqan Assembly meetings where it presents its projects and realised outputs in order to get feedback from the participants, including representatives from project villages. LSF is financially able to organise the Dehqan Assembly meetings annually due to the availability of MFS II funds. Field staff also conduct regular review and planning meetings with the lead farmers in the project villages, during which the project activities and outputs are presented and discussed. Due to the improved capacity to LSF to legitimate its activities to its target groups since the 2012 baseline survey, the score for this capability improved from 3 to 4.

Collaboration: Networking with partners and collaborative research are planned activities of the MFS II-funded MDG project. As a result, LSF took the initiative to establish the Scientists for Sustainability Forum with members from different universities, research institutes and government agencies were invited. LSF also established working relations with a number of universities in Pakistan and it signed a MoU with Coventry University in the UK.

Compared with findings of the 2012 baseline survey, LSF extended its collaboration with other institutions significantly and the score for this capability improved from 3 to 5.

Engagement with Other Actors: LSF demonstrated its organic products during forums of the Consumer Network and the National University of Science and Technology in Islamabad. Government staff are regularly invited for meetings, forums and conferences organised by LSF in order to influence government policies but it seems difficult to do so. LSF also established linkages with the private sector related to dairy, seeds and textile. Within the framework of promoting sisal cultivation as part of the MFS II-funded MDG project, Oxfam Novib encouraged LSF to establish linkage with the Pakistan Jute Mill Association. Compared with the 2012 baseline survey, LSF's capacity to engage with other actors improved. Consequently, the score for this particular capability increased from 3 to 4.

Core Capability 4: Adapt and Self-Renew

Compared with the findings of the 2012 baseline survey, the score for core capability 4 improved from 3.5 to 4.0.

Adaptation of Strategies: LSF improved its PME system and reporting format for progress reports. LSF participated in a training funded by Oxfam Novib and implemented by World Citizen to use mobile phone questionnaire for impact assessment. Field staff of the zonal office in Faisalabad received training in appropriate research techniques to facilitate baseline surveys and other research activities, which was funded by Oxfam Novib. As a result, the score for this capability improved from 4 to 5.

Involving Others in Learning: Using MFS II funds, LSF conducts Pakistan Dehqan Assembly meetings where it presents its projects and realised outputs in order to get feedback from the participants, including representatives from project villages. Following discussions with Oxfam Novib at the end of the first implementation year of the MFS II-funded project, LSF decided to focus more on rural business development and value chain development by implementing the Clean Cotton Initiative and the promotion of sisal cultivation, but is not clear if the beneficiaries have been involved in these decisions. Compared with the findings of the 2012 baseline survey, LSF's capacity to involve others in checking its performance and adapting its strategies did not improve much. Therefore, the score for this capability remains 3.

Learning Organisation: LSF continued with its annual competition between the zones and it also organised exchange visits for its field staff to other zones in order to learn and exchange ideas. A number of training manuals related to organic farming were produced. LSF also produces videos of all its training sessions, forums and conferences as well as a number of instruction videos related to organic farming. Oxfam Novib provided funds for the procurement of video equipment a few years ago. As LSF's capacity with regard to this capability did not change significantly since the 2012 baseline survey, the score remains 4.

Innovation: LSF uses different channels to be innovative, including in-house development by senior and field staff, adoption of new technologies/practices developed by other organisations (i.e. NGOs, universities, research institutes), proposed by donors, observed during field/exposure visits, found in reports or on the internet or demonstrated during festivals. LSF organises two-weekly Dialogue for Development meetings with 20 to 30 participants and two seminars per quarter with 80 to 100 participants, during which innovative ideas are shared with others. A few conferences with more than 1,000 participants are also organised each year and that occasion is also used to demonstrative new innovations. A number of these conferences and workshops through the Advocacy and Awareness component of the MFS II-funded MDG project. Due to these conducted activities, LSF's innovative capacity improved considerably compared with the 2012 baseline survey and the score for this capability increased from 3 to 4.

Core Capability 5: Achieve (Retain) Coherence

Compared with the findings of the 2012 baseline survey, the score for core capability 5 improved slightly from 3.5 to 3.8.

Strategic Coherence: The new strategic plan has been developed with the involvement of all professional staff. All

newly employed staff are given a two-week orientation to make them familiar with the mission, vision, objectives and strategies of LSF. The interviewed senior management staff consider all their projects to be coherent with LSF's vision, mission and objectives. Compared with the findings of the 2012 baseline survey, LSF continues to be strategically coherent. Therefore, the score for this capability did not change and remains 4.

Coherence in Organisational Structure: The management team has four members after the Head of the Financial Management Department has been included. At zonal level, each project also has its own coordinator following a request from Oxfam Novib. LSF is planning to employ one or more Project Coordinators in its head office to reduce the burden of the senior management staff, but Oxfam Novib decided to reduce its payment for senior management staff costs from 50% to 20%. Due to these improvements in the organisational structure since the 2012 baseline survey, the score for this capability increased from 2 to 3.

Consistency in Financial Management and Systems: The Quickbook software, which is used to run LSF's financial management system, was updated to version 2014 using funds provided by Oxfam Novib. All procurement and payments are done by staff of the financial management department in the head office. Compared with the findings of the 2012 baseline survey, the consistency in financial management of LSF is still high. Therefore, the score for this capability did not change and remains 4.

Governance: To improve governance, the three LSF senior management staff members have been replaced by three independent members in the Board of Directors and the Executive Director operates as secretary. LSF did not report any misuse of funds at head office or zonal level during the last two years. As there have not been significant changes in the governance of LSF since the 2012 baseline survey and its contribution of the coherence of its core values, the score for this capability remains 4.

5.3.2 Scoring

The overall scores for the five core capabilities in 2012 and 2014 are as follows:

Core Capabilities		Overall Score	
		2012	2014
1	Commit and Act	3.0	3.7
2	Achieve Development Objectives	3.0	3.3
3	Relate	3.0	4.0
4	Adapt and Self-Renew	3.5	4.0
5	Achieve (Retain) Coherence	3.5	3.8
Overall capacity		3.2	3.7

5.3.3 Process Tracing Results

Based on the findings of the follow-up survey, the following two outcomes have been selected for process tracing:

- Inability of LSF to attract and retain all required qualified staff; and
- Highly innovative capability of LSF.

With regard to these two selected outcomes, the process tracing exercise was focused on:

- identifying the plausible causal mechanisms explaining the high staff turnover that LSF is experiencing and its inability to attract qualified staff for specific positions; and
- identifying the plausible causal mechanisms that explain why LSF is highly innovative.

Inability to attract and retain qualified staff

One of the main findings of the follow-up survey is that LSF has been unable to attract and retain all qualified staff required for the implementation of all envisaged project activities.

A theory of change is not given as capacity development of the SPO is not a specific objective of the MFS II-funded project with clear outcomes to be achieved at the end of the three-year project period.

However, LSF has implemented various intervening activities to strengthen its institutional and technical capability required to a) plan and implement projects, including the MFS II-funded project, in an adequate and effective manner; b) manage the provided donor funds properly, including timely reporting; and c) manage LSF as a capable partner organisation for donors (see 5.4.1 for more details).

One of the most essential capabilities for the planning and implementation of (donor-funded) projects in an adequate and effective manner is the capability to attract and retain qualified staff. To strengthen this specific capability, LSF undertook the following three intervening activities, partly financed with MFS II funds:

- Capacity development of professional and support staff;
- Active involvement of professional staff in project management; and
- Provision of (financial) incentives.

With regard to capacity development of professional and support staff, the specific training needs of all individual professional staff members are identified during annual performance assessment undertaken by senior management staff. Based on the identified training needs, LSF organised training courses for its staff using its own senior professional staff as well as external experts, mainly from research institutes (i.e. Barani Research Institute and NARC) for the provision of technical training. Between 2011 and 2013, about 25 different training courses for staff were provided, most of them with the support of its donors, including Oxfam Novib. LSF itself conducts a two/three-day training in financial management twice a year for financial management and programme staff, whereas one-day training in communication is conducted once a year for all professional staff. LSF also organised various training on specific technical topics for programme staff, including composting, tunnel farming, olive cultivation, sisal cultivation, water management and solar energy. In addition to in-house training, LSF also benefitted from training courses organised by its donors. For example, the German NGO Bread for the World organised a 5-day training course on financial management in Nepal for all its partner organisations in South Asia once every two years. The German NGO DKH organised training courses in 2012 on purchase and supply chain management, project proposal writing and LFA, code of conduct, project management, including project cycle management and M&E, and disaster risk reduction. IUCN organised a 2-day training on waste water management and reuse as part of the Pakistan Water Partnership implemented by IUCN in collaboration with Oxfam Novib. LSF staff also participated in a 3-day workshop on “World Citizen Panel Survey” organised by Oxfam Novib to introduce technology-based impact assessment survey by using smart phones. During individual interviews, three professional staff members reported to have benefitted from various training courses organised in-house and by different donors. In addition to the provision of formal training, LSF also organised a number of exposure visits whereby field staff from one zone visits another zone to facilitate exchange of experiences and ideas.

With regard to the active involvement of professional staff in project management, they participate in quarterly staff meetings, during completed project activities are reviewed and activities for the next quarter are planned using suggestions for improvement from the concerned field staff. During the preparation of the strategic plan for the period 2013-2016, the senior management staff organised a consultative meeting where all professional staff, including staff from all zones, shared their experiences, reflected on successes and shortcomings, and gave suggestions for determining the strategic directions. Professional staff members are also involved in the preparation of the annual work plan for the new financial year and they receive a digital copy of the annual report.

In addition to providing staff to develop their professional capabilities through the provision of regular training and to involve professional staff actively in the planning and management of project activities, LSF also provide financial incentives, including payment of bonuses to all staff for special occasions, such as Eid, and a bonus for the elected employee of the year.

Despite the implementation of the aforementioned intervening activities aimed at retaining qualified staff, one of the findings of the conducted follow-up survey is that LSF is not always capable of attracting all qualified staff

required for the implementation of its activities and that LSF also experienced problems with retaining qualified staff.

In order to understand the reasons for LSF's inability to attract and retain qualified staff, it was decided to identify the plausible reasons that may explain why LSF has some problems with recruiting qualified staff and the high staff turnover that LSF is experiencing during the last few years.

During a workshop with senior and junior staff members of LSF, a total of 12 plausible reasons were identified and discussed. (see Annex H). The result was that 6 plausible reasons were considered to be valid for the LSF's inability to attract and retain qualified staff. To substantiate their validity, the workshop participants had to provide following evidence for each of these 6 plausible reasons:

Plausible Reason	Evidence
Higher salaries paid by other organisations:	<ul style="list-style-type: none"> • LSF offers entry salary of Rs 20,000 whereas other organisations pay up to Rs 40,000. • Experienced staff are offered salaries by other organisations that are two times higher sometimes even three or four times higher than LSF can offer.
Better career options with other organisations:	<ul style="list-style-type: none"> • No career development path offered at time of employment.
Contracts with longer duration offered by other organisations:	<ul style="list-style-type: none"> • Number of interviewed staff did not accept 1-year contracts.
Better secondary labour conditions offered by other organisations:	<ul style="list-style-type: none"> • LSF unable to provide pick & drop service for female staff living at longer distance. • Low per diem and must be adjusted in line with inflation/actual costs, such as hotels.
Working for other organisations have a higher (social) status:	<ul style="list-style-type: none"> • Senior staff members left for Oxfam Novib 2 years ago. • Few staff to banks and one staff member joined IUCN.
Working for other organisations is professionally more interesting:	<ul style="list-style-type: none"> • Few medical staff left as they preferred to work in proper health facility.

Based on a priority ranking carried out by the workshop participants, the following four causal reasons are considered to be most important for explaining LSF's inability to attract and retain qualified staff:

- Higher salaries paid by other organisations;
- Better secondary labour conditions offered by other organisations;
- Better career options with other organisations; and
- Contract with longer duration offered by other organisations.

According to the Executive Director of LSF, the following factors contribute to qualified staff leaving an organisation like LSF:

- Increased competition for qualified and experienced (field) staff as a large number of new NGOs have been formed during the last 10 to 15 years and they "hijack" qualified staff by offering higher (financial) incentives;
- LSF have been unable to increase the salaries of its (field) staff during last few years due to financial constraints, mainly caused by significant reductions in allocated funds (i.e. MFS II);
- Donors need a long time for the approval of project proposals; and
- Not all recruited staff have the necessary commitment, enthusiasm and motivation to do their jobs (in the field) and are (less) willing to work in the evenings and/or weekend.

The three aforementioned intervening activities will have contributed to retaining qualified staff but they were not sufficient to avoid that qualified staff left LSF due to other reasons, including higher salaries paid by other

organisation as well as better secondary labour conditions, better career options and contracts with longer duration offered by other organisations.

LSF is unable to address these four reasons that limit its capability to attract and retain qualified staff for the following two main reasons:

- LSF is financially unable to pay significantly higher salaries and offering better secondary labour conditions, including staff transport; and
- LSF mainly relies on project funding for a short period, usually one year, and this limits its ability to offer contracts for a longer period than one year and a career option within LSF to qualified staff.

The provision of technical training to concerned field staff through the MFS II-funded project may have (indirectly) contributed to retaining qualified staff. However, the CFA's policy to impose a maximum on overhead costs, including salaries for (field) staff, has limited LSF's capability to attract and retain qualified staff as it was unable to offer higher salaries and better secondary labour conditions. The policy of the CFA to provide funding for only one year at a time further reduced the capability of LSF to attract and retain qualified staff as it was unable to offer contracts for a longer period and career options.

Furthermore, the gap of 8 months between the end of the first year and the start of the second year of the MFS II-funded project also contributed to the inability of LSF to retain qualified staff as it was financially unable to continue to pay their salaries during this period. As a result, a number of (very) qualified (field) staff left and LSF had to recruit new, less experienced staff at the start of the second project implementation year, who needed a lot of training and support during the first few months of the second project year and that has adversely affected the implementation of project activities.

Innovative capability

The overall aim of LSF is to contribute to the eradication of poverty in rural Pakistan by developing low cost local resources and technologies, and using traditional knowledge to demonstrate results. One of LSF's strategic directions is to work towards a green economy, including the promotion of green production processes of rural economy.

At present, LSF is one of few organisations in Pakistan developing activities in the field of organic agriculture with the objective to contribute towards a green and sustainable agricultural development in changing climate. As conventional farming technologies and practices do not contribute to this particular objective, LSF must think out of the box by identifying and developing new and improved technologies and practices that are appropriate for small (poor) male and female farmers in the rural areas of Pakistan to make their agriculture green(er) and (more) environmentally sustainable as well as to improve their food security and reduce poverty. LSF could only achieve this if it would be an organisation with an innovative and learning capability, which is one of its five core values.

Although a theory of change is not given, LSF has adopted an approach for being an innovative and learning organisation based on a) in-house development of new and improved farming technologies and practices; and b) adoption of appropriate technologies and practices developed by other organisations. These new and improved technologies and practices would be introduced and promoted among male and female farmers in the different project areas with the aim to improve their livelihoods and adapt to the envisaged impacts of climate change.

With regard to its innovative capability, the planned outcome is to make LSF an organisation with an innovative and learning capability, so that it has the ability to identify and develop new and improved technologies and practices that are appropriate for small farmers to make their agriculture green(er) and (more) environmentally sustainable as well as to improve their food security and reduce poverty. In recent years, LSF has become a highly innovative organisation that has identified and developed a significant number of new and improved technologies and practices that have been promoted and introduced among male and female farmers in the various project areas.

During a workshop, the participants identified four intervening activities that have considerably contributed to LSF's innovative and learning capability. The workshop participants were also able to provide various examples as evidence to substantiate the validity of each intervening activity:

Intervening Activity	Evidence/Example(s)
New/improved practices/technologies developed by senior staff of Lok Sanjh	<ul style="list-style-type: none"> • Methodology for biological cleaning of waste water • Adapted effective micro-organism (EM) technology for composting for Pakistani context • Preparation of bio-pesticide using <i>Neem</i> tree
New/improved practices/technologies developed by field staff of Lok Sanjh	<ul style="list-style-type: none"> • Adapted version of fuel-saving stove • Mobile poultry shed • Recycled materials used for rainwater harvesting (RWH) • Use of bicycle for lifting water • Improved traditional flour mill
New/improved practices/technologies developed by Lok Sanjh together with university/research institute	<ul style="list-style-type: none"> • Olive cultivation with Barani Agriculture University and PARC • In-vitro tissue cultivation for sisal with Arid Agriculture University
New/improved practices/technologies identified during (field) visit to other areas in Pakistan and other countries	<ul style="list-style-type: none"> • Sugarcane processing from KPK • Basket making from mountain areas of Pakistan • Mobile sisal decorticator from Tanzania • VLCs from Bangladesh

The workshop participants also identified the following intervening activities that may have contributed to the improved innovative and learning capability of LSF: a) adoption of new/improved technologies and practices developed by universities, research institutes and other NGOs; b) new/improved technologies and practices proposed by donors; c) information collected from internet; and d) new/improved practices and technologies identified and/or presented by farmers and/or women during festivals organised by LSF. Following a discussion, the workshop participants concluded that the contribution of these intervening activities towards the enhanced innovative and learning capability of LSF has been (very) small.

Following the development and/or adoption of a new/improved technology and/or practice, LSF usually organised a training course for the concerned (field) staff responsible for introducing and promoting the use of the new/improved technologies and practices among the male and female farmers in the project areas. Through farmers' training courses, farmers field schools and/or demonstration sites, the new/improved technologies and practices were introduced and promoted among the male and female farmers.

LSF also uses national networks/alliances, such as SAAG, and seminars/conferences to encourage other organisations to adopt new/improved technologies and practices developed by LSF, especially in the field of organic farming. For instance, LSF supported the NGO Mountain Areas Farmer Support Organisation (MAFSO) with development of organic farming, value chain development and women empowerment.

The outcome is that LSF has become a leading organisation in Pakistan to promote a development model based on organic agriculture in order to contribute towards a green and sustainable agricultural development taking into account the envisaged impacts of climate change.

Through the MFS II-funded project, research partnerships between LSF and universities/research institutes were established that contributed to the (improved) innovative capacity of LSF, including the development of in-vitro tissue cultivation for sisal with the Arid Agriculture University. Using MFS II-funds, LSF conducted a number of conferences and workshops, during which new/improved technologies and practices were promoted among other

organisations as well as male and female farmers. During festivals organised with MFS II funding, a number of farmer-developed technologies (i.e. honey extracting device) and practices (i.e. seed preservation) were identified.

5.4 Discussion

Capacity development of LSF itself is not formulated as a goal, objective and/or outcome of the MFS II-funded project. Therefore, it is also not incorporated in the theory of change for the MDG project. During the first two project years of the 3-year project (June 2011 - January 2014), an amount of PKR 2.16 million or 7% of the total MFS II expenditures of PKR 31.23 million was reportedly spent on capacity building. During this period, the allocated MFS II funding for capacity development was used to provide training for LSF staff in various topics, including quarterly planning and review, procurement rules, impact assessment, financial management as well as technical topics. In addition, Oxfam Novib also provided funds for the procurement of upgraded financial management software and video equipment.

It is obvious that capacity development of the SPO itself is not the main objective of the MFS II-funded project and that most of the capacity development interventions were conducted to facilitate the effective implementation of the planned MDG project interventions, including the management of the provided MFS II funds. Therefore, the capacity development component of the MFS II-funded project is well designed as it is mainly based on the specific needs related to the planning, execution, monitoring and management of the MDG activities. The three interviewed LSF staff considered the provided training to be (very) relevant for their respective assignments, but they also stated the need for more training.

In addition to the provision of training with the aim to enhance the skills and knowledge of all concerned staff, it is also important that the SPO is capable of attracting and retaining qualified and experienced staff. One of the findings of the evaluation is that high staff turnover is a problem for LSF. The process tracing exercise clearly demonstrates that higher salaries and better secondary labour conditions offered by other organisations are reportedly the most important reasons for qualified staff to leave LSF. Due to budget constraints (i.e. maximum on overhead costs) imposed by the donors, including Oxfam Novib, and significant reductions in allocated (MFS II) budget, LSF has been unable to retain all its qualified staff by increasing the salaries to such levels that it can compete with other organisations. Furthermore, it is difficult for LSF to employ qualified staff in specific new fields of expertise as suitable candidates ask much higher salaries than LSF can offer. This particular causal mechanism is valid beyond this case as it may also hamper the institutional and technical capability of other SPOs in Pakistan and elsewhere.

5.5 Conclusion

5.5.1 Evaluation Questions

Evaluation Question 1: What are the changes in partner organisations' capacity during the 2012–2014 period?

LSF's core capability to "Commit and Act" was strengthened due to the preparation of strategic plan 2013-2016, the recruitment of staff for the financial management positions in the zonal office, and the increased involvement of professional staff in planning and review of project activities. During the reporting period, the total budget of LSF dropped considerable as flood emergency funds stopped at end of 2012. As a result, MSF II funding has become more important for LSF as it increased from 14% in 2011 to 37% of the total budget in 2014. To ensure that all professional staff at regional level remains fully committed, LSF conducts quarterly staff meetings to review completed project activities and plan the activities for the next quarter using suggestions for improvement from the concerned field staff. The high staff turnover and the inability to attract qualified staff for a few specific positions will have negative impact on this core capability. Another weakness is the quality of submitted project proposals and annual reports as expected and realised outputs and outcomes are not (sufficiently) reported.

The core capability to "Achieve Development Results" became stronger due to increased involvement of rural women in project activities and the involvement of universities and research institutes in debate about climate

change and food security. Although village and women committees, producers' groups, VLCs and Kissan Open University were established to ensure sustainability of implemented project activities, it is doubtful if their results are sustainable as many conducted project activities are one-time events. The relevance of conducted project activities for the target groups is not always ensured as LSF has to operate within framework of projects funded by donors, which also have their preferences.

The core capability of LSF to "Relate" improved due to enhanced legitimacy and accountability towards target groups through annual Dehqan Assembly meetings and the linkages established with a number of universities and research institutes as well as the private sector. LSF continues to play an active role in a number national networks/alliances through which it developed relationships with other organisations, such as MAFSO. Government staff are regularly invited for meetings, forums and conferences organised by LSF in order to influence government policies but it seems difficult to do so.

LSF's core capability to "Adapts and Self-Renew" further developed due to the improvement of the PME system, training of field staff in research techniques and improved feedback from target groups through Dehqan Assemblies and regular meetings at village level. The production of training manuals and videos related to organic farming produced as well as the organisation of two-weekly Dialogue for Development meetings, seminars and conferences also contributed to the strengthening of this core capability. However, not all (new) project activities, such as Clean Cotton and sisal cultivation, were developed with involvement of target groups.

The core capability to "Achieve (Retain) Coherence" was enhanced mainly due to the fact the new 4-year strategic plan developed with active involvement of professional staff and all newly recruited staff receive two-week orientation training. The coherence in organisational structure improved after the head of financial management department has become a member of the management team and senior management staff of LSF have been replaced by three independent members in the Board of Directors. LSF refuses cooperation with USAID as both their visions on development are not coherent.

Evaluation Question 2: To what degree are the changes identified in partner capacity attributable to development interventions undertaken by the MFS II consortia (i.e. measuring effectiveness)?

A number of identified changes in the five core capabilities of LSF can be attributed to the development interventions undertaken by the MFS II-funded project and the role played by the CFA. For instance, Oxfam Novib (together with other donors) requested for the preparation of strategic plan; encouraged LSF to establish linkage with the Pakistan Jute Mill Association; organised and funded the training on impact assessment using mobile phone questionnaires as well as the training of Faisalabad field staff in research techniques; provided funds for the procurement of video equipment a few years ago. Some of the CFA actions had a negative impact on LSF's core capability to "Commit and Act". For instance, Oxfam Novib's request to review the scope of the MFS II-funded project contributed to a gap of 8 months between the end of the first project year and start of second year, during which LSF lost a number of qualified and experienced staff. Oxfam Novib's demands to limit the amount of funds that can be spent on overhead and its decision to reduce the payment for senior management staff costs from 50% to 20% also had an impact on LSF's core capabilities.

By funding the organisation of conferences, workshops and annual Dehqan Assembly meetings, provision of training of professional (field) staff in various technical topics, establishment of linkages with universities, research institutes and private sector, and formation of groups and committees for male and female farmers, the MFS II-funded project contributed towards the capacity development of LSF.

Evaluation Question 3: Were the efforts of the MFS II consortia efficient?

DROPPED

AIID: Conclusions and Action Points Workshop MFS II Joint Evaluations (Amsterdam, 17 and 18 June 2013) - "Efficiency will be evaluated in terms of outcomes/outputs of the MDG projects; there will not be separate efficiency evaluations for the CD and CS components" (p2)

Evaluation Question 4: What factors explain the findings drawn from the questions above?

The following main factors explain the findings drawn for the previous evaluation questions:

- Senior management staff with the support of professional staff is very committed to make LSF a leading organisation in the field of green economy in general and organic farming in particular. In order to achieve this, capacity development of its (field) staff is crucial so that they have the necessary knowledge and skills to provide training and advice to male and female farmers in the different project areas. Being an innovative and learning organisation is another precondition for LSF to become a leading organisation in the promotion of green economy and organic farming.
- Different donors, including Oxfam Novib, have supported the capacity development of LSF over the last few year by inviting LSF staff for training courses organised by these donor agencies and providing funds for staff training and institutional strengthening of LSF itself, including funds for the procurement of new financial management software and video equipment.
- Policy of donors, including Oxfam Novib, to limit the maximum amount for overhead cost has negatively affected the capability of LSF to attract and retain qualified staff as it has been unable to offer salaries and secondary labour conditions that are sufficient to compete with other organisations.
- Policy of Oxfam Novib and other donors to provide project funding on a one-year basis is another factor that negatively affects LSF's ability to attract and retain qualified staff as it is unable to offer a contract for a longer period and a career option, whereas other organisations, including Oxfam Novib, have the capability to do so.

5.5.2 Statement Scoring

Statement	Score
Project was well designed	n/a
Project was implemented as designed	n/a
Project reached all its objectives	n/a
<i>Observed results are attributable to the project interventions</i>	
- retain qualified staff	3
- innovative capability	4

n/a = non-applicable

It is important to emphasize that capacity development of LSF itself is not an objective and/or expected outcome of the MFS II-funded project. Therefore, it is impossible to give a score of the first three statements. However, LSF itself with and without (financial) support from its donors, including Oxfam Novib, has undertaken various activities that have contributed to a strengthening of its institutional and technical capacity. This is illustrated by a significant increase in the overall score for the five core capabilities from 3.2 in 2012 to 3.7 in 2014. Especially the 8-month gap between the first and second project implementation gap affected LSF's capability to retain qualified staff, whereas the high innovative capability of LSF is only partly attributable to interventions carried out through the MFS II-funded project.

6 EFFORTS TO STRENGTHEN CIVIL SOCIETY

6.1 Context

According to the interviewed managers of LSF, CSOs have contributed significantly to the socio-economic development of Pakistan as they provide (basic) services to the urban and rural population, which are not provided by the weak government agencies. During recent natural disasters (i.e. earthquake, floods), CSOs also played an important role in providing relief to the affected population often in close collaboration with the concerned government institutions. CSOs have also been successful in influencing some government policies, including sexual harassment, use of genetically modified cotton seed and farmers' rights to breeding seeds.

The civil society in Pakistan also has a number of fundamental weaknesses, including:

- Civil society is contributing less than it can do due to its inability to speak with one voice;
- Role of media is often negative about role of CSOs;
- Civil society is deeply divided and it is very difficult to get many CSOs organised around one theme or collective action;
- Existing farmers' organisations are dominated by large landholders and do not represent the interests of the small farmers;
- Very limited cooperation between civil society and government: both sides are suspicious of each other;
- Not all CSOs are professionally operating;
- Not many CSOs develop in excellent organisations being an example for other CSOs;
- Lack of (sufficient) trust between civil society organisations; and
- No national or provincial platform/forum representing the civil society.

The following threats were reported during the interview with LSF managers:

- Religious extremism remains a major threat for CSOs, especially those dealing with sensitive topics, such as human rights and gender;
- Threats of sectarian violence;
- More divided society based on religious factions;
- More repression from government side against protests: not promoting harmony and safe environment; and
- Justice is only accessible for the elite.

6.2 Data Collection and Analytical Approach

The first activity carried out during the follow-up phase was to contact both LSF and Oxfam Novib with the request to send all available data and information related to activities funded under MFS II. The research team also searched the internet, including the LSF website, for relevant data and information related to LSF and MFS II-funded activities.

Subsequently, the research team thoroughly reviewed the collected documents, including the annual reports for 2011, 2012 and 2013 as well as available Audit Reports for 2011 and 2012.

In May 2014, a first one-day meeting with two senior management staff members was conducted to assess any changes in the five Civil Society Indexes (CSIs) and corresponding priority result areas of LSF using the same questionnaires used during the baseline survey in 2012. The findings of the follow-up survey were compared with those of the baseline survey to identify (significant) changes in the five CSIs of LSF.

Using a checklist, another meeting with two senior management staff members was held in May 2014 to discuss the internal and external factors that caused the identified changes in the five CSIs and corresponding priority result areas of LSF, including the role of Oxfam Novib and MFS II.

The research team contacted the following two universities by phone in order to conduct a short interview about their cooperation with LSF: i) Arid Agriculture University (AAU) in Rawalpindi; and ii) University of Veterinary and Animal Sciences (UVAS) in Lahore (See Annex F for names of contacted persons).

A short questionnaire was sent by email to the coordinators of the Green Network and Sustainable Agriculture Action Group (SAAG) to collect information about: i) role of LSF in these two national networks; and ii) level of cooperation between LSF and respectively ActionAid Pakistan in Islamabad and Mountain Areas Farmer Support Organisation (MAFSO) in Skardu, for which both network coordinators usually work.

Another meeting with one senior management staff member was conducted in August 2014 to collect additional information related to civil society strengthening.

6.3 Results

6.3.1 Descriptive Analyses of Relative Changes in CSI Dimensions

	CSI Dimensions <i>(with sub-components)</i>	Baseline Score	Follow-up Score
1	Civic Engagement	2	2
1a	Diversity of socially-based engagement	2	2
1b	Diversity of political engagement	2	2
2	Level of Organization	2.2	1.6
2a	Organizational level of civil society	2	2
2b	Peer-to-peer communication	2	2
2c	Financial and human resources	2	2
2d	International linkages	3	2
2e	Technical resources	2	0
3	Practice of Values	2.5	2.5
3a	Internal governance	2	2
3b	Transparency	3	3
4	Perception of Impact	2.3	1.7
4a	Responsiveness	2	2
4b	Social impact	3	2
4c	Policy impact	2	1
5	Environment	1	1
5a	Socio-economic, socio-political and socio-cultural context	1	1
	Average	2	1.8

A descriptive analyses of the reported and observed changes in the five CSI dimensions for LSF are presented below. More detailed description of the reported and observed changes for the individual priority result areas of all five CSI dimensions can be found in Annex I of this report.

CSI Dimension 1: Civic Engagement

Compared with the findings of the 2012 baseline survey, the score for CSI dimension 1 remains 2.0.

Diversity of socially-based engagement: LSF legitimates its activities to its target groups through the Dehqan Assembly meetings where it presents its projects and realised outputs in order to get feedback from the participants, including representatives from project villages. LSF is financially able to organise the Dehqan Assembly meetings annually due to the availability of MFS II funds. Field staff also conduct regular review and planning meetings with the lead farmers in the project villages, during which the project activities and outputs are presented and discussed. The earlier decision to focus more on rural business development and value chain development continued by implementing the Clean Cotton Initiative and the promotion of sisal cultivation, but is not clear if the beneficiaries have been involved in these decisions. In addition to regular Dehqan Assemblies with predominantly male farmers, LSF also conducted Women Dehqan Assemblies in both North and South Punjab to ensure that rural women are directly and actively informed and consulted about planned, ongoing and completed project activities. The organisation of the Women Dehqan Assemblies was financed through the MFS II-funded project. Compared with the findings of the baseline survey conducted in 2012, the score for this priority result area remains 2 as the legitimacy of the activities undertaken by LSF and inclusion of the target groups' perceptions and needs in the planning of its project activities is considerable.

Diversity of political engagement: No new elections for locally elected bodies were conducted since 2005 and the Union Councils were dissolved in 2009. LSF strengthened existing producers' groups in field of improved management of small agri-business, supply chains, value chain and value addition. Comparing the findings of the 2014 follow-up survey with those of the 2012 baseline survey, the score for this priority result area remains 2 as the extent to which the target groups are involved in sectoral users' groups is considerable.

CSI Dimension 2: Level of Organisation

Compared with the findings of the 2012 baseline survey, the score for CSI dimension 2 decreased significantly from 2.2 to 1.6.

Organisational level of civil society: Women empowerment features prominently in LSF's mission and agenda. Therefore, LSF took the initiative to form the Network "Women-Now" comprising urban and rural women to have a platform where urban and rural women can discuss their problems, share experiences and enhance knowledge as well as to share indigenous/traditional knowledge and to educate urban women on healthy/organic food, herbal medication and healthy food processing. As the extent to which LSF is involved in national networks and alliances is still considerable, the score for this priority result area did not change and remains 2.

Peer-to-peer communication: As networking with partners and collaborative research are planned activities of the MFS II-funded MDG project, LSF took the initiative to establish the Scientists for Sustainability Forum with members from different universities, research institutes and government agencies were invited. In addition, LSF also established working relations with a number of universities in Pakistan and it signed a MoU with Coventry University in the UK.

Advocacy and awareness have been one of the core activities of LSF since its establishment. During last two years, LSF organised various seminars, forums, conferences and festivals. A number of these conferences and workshops were financed through the Advocacy and Awareness component of the MFS II-funded project. LSF also participated in 3 to 4 seminars, workshops and/or conferences per month that were organised by other institutions.

Although the security situation in Pakistan is deteriorating, a security analysis for the project areas is not carried. One of the explaining factors is that LSF does not consider its project activities to be (politically) sensitive, although it is encouraging women empowerment in rural areas where religious conservatism is increasing. Another explaining factor is that Oxfam Novib and other donors do not ask for a security analysis to be undertaken by the SPOs. However, security issues are discussed in different forums and networks as well as the quarterly staff meetings.

Compared with the findings of the 2012 baseline survey, the extent to which LSF share information and do they collaborate in joint analysis with other CSOs, either directly or through national networks and alliances, is still considerable. Therefore, the score for this priority result area remains 2.

Financial and human resources: The total budget dropped from PKR 78.2 million in 2010 to an allocated budget of PKR 46.7 million in 2013 as substantial funds for flood emergency aid stopped by the end of 2012. As a result, MSF II funding has become more important for LSF as it increased from 14% in 2011 to 37% of the total budget in 2014.

With financial support from Oxfam Novib, the Quickbook software, which is used to run LSF's financial management system, was updated to version 2014.

All financial management positions in its regional offices are filled. However, it is difficult for LSF to recruit experts in the field of value chain development, certification and sisal as qualified and experienced candidates asking for much higher salaries than LSF can pay.

High staff turnover continues to be a major problem. The following factors for high staff turnover were reported: a) as there is a competition for qualified and experience experts, other (international) NGOs are able and willing to pay much higher salaries; b) candidates also expect specific secondary employment benefits, such as pick-and-drop services, which LSF cannot provide; c) LSF can only provide short-term (one-year) contracts as most of its activities are funded for short period, usually one year; and d) limitation on maximum overhead costs is also a constraint for LSF to employ sufficient management staff.

As there was a gap of 8 months between the end of the first year and the start of the second year of the MFS II-funded project, LSF also lost a few very experienced field staff during second half of 2012 as it was financially unable to pay the salaries during this period. As a result, LSF had to recruit new, less experienced staff, who needed a lot of training and support during the first few months and that has adversely affected the implementation of project activities.

LSF does not have an overall annual or medium-term capacity building plan. Based on regular staff performance assessment, LSF identifies the training needs for its professional and support staff. In addition to formal training courses, LSF also arranges exposure visits whereby staff from one zone visit another zone to facilitate exchange of experiences and ideas. Two/three-day training in financial management is provide twice a year for financial management and programme staff. One-day training in communication is conducted once a year for all professional staff. Various training courses in specific technical topics were provided for programme staff. LSF prefers to organise all training in-house to ensure that it is specific to the needs of its staff. However, external experts were hired for the provision of technical training. Almost all training activities are funded by donors, including Oxfam Novib using MFS II funds. LSF also benefitted from training organised by its donors, including Oxfam Novib, in Pakistan and abroad.

As the financial resources of LSF still are diversified with sound internal financial and human resource management, the score for this priority result area did not change compared with 2012 baseline survey and remains 2.

International linkages: During the last 2 years, LSF participated in 5 to 6 international conferences. LSF receives many more invitation but it is unable to attend them all due to budget constraints. As the involvement of LSF in international networks was lower compared with two years ago at the time of the baseline survey, the score for this priority area dropped from 3 to 2.

Technical resources: The existing website was upgraded in 2012 but it is not regularly updated as staff responsible for operating and managing the website left LSF for other, better paid jobs. At present, very limited documents and information is available on the website. As Facebook is linked to the website, it is also not regularly used. YouTube has been banned by the government. Compared with two years ago when LSF had a up-to-date website and made

active use of internet and social media, the situation at the time of the follow-up survey was that LSF has lost this capacity. Therefore, the score for this priority result area decreased dramatically from 2 in 2012 to 0 in 2014.

CSI Dimension 3: Practice of Values

Compared with the findings of the 2012 baseline survey, the score for CSI dimension 3 did not change and remains 2.5.

Internal governance: Due to the availability of MFS II funding, LSF is able to organise Pakistan Dehqan Assembly meetings where it presents its projects and realised outputs in order to get feedback from the participants, including representatives from project villages. Field staff also conduct regular review and planning meetings with the lead farmers in the project villages, during which the project activities and outputs are presented and discussed. The extent to which LSF actively involves its target groups in the planning and execution of its project activities remains considerable, so that the score of 2 for this priority result area does not change compared with the 2012 baseline surveys.

Transparency: LSF conducts quarterly review and planning meetings with all professional staff, during which all aspects of the ongoing projects are discussed, including budgets. All financial books and accounts are reviewed by an external auditor each year. All financial books and accounts are reviewed by an external auditor each year. So far, the financial books and accounts of LSF were always approved. Similar as in 2012, the follow-up survey in 2014 has revealed that LSF is fully transparent with regard to its financial affairs. Furthermore, LSF has a written Code of Conduct to promote and guarantee good ethical behaviour of its staff, whereas any form of sexual harassment is not tolerated at all. Therefore, the score for this priority result area remains 3.

CSI Dimension 4: Perception of Impact

Compared with the findings of the 2012 baseline survey, the score for CSI dimension 4 decreased from 2.3 to 1.7.

Responsiveness: LSF demonstrated its organic products during forums of the Consumer Network and the National University of Science and Technology in Islamabad. Government staff are regularly invited for meetings, forums and conferences organised by LSF in order to influence government policies but it seems difficult to do so. LSF also established linkages with the private sector related to dairy, seeds and textile. Oxfam Novib encouraged LSF to establish a linkage with the Pakistan Jute Mill Association within the framework of promoting the cultivation of sisal as a natural fibre. During the last 2 to 3 years, LSF has extended its linkages with universities, research institutes and private sector considerably, but its relationship with concerned government agencies, such as Punjab Agriculture Department, remains low. Therefore, the score for this priority result area remains 2.

Social impact: Within the framework of the donor-funded projects, LSF can only implement activities that have been specified in the project proposal. In other words, the beneficiaries in the project villages do not have another choice than to accept or reject the proposed project activities. Following the completion of the first year of the MFS II-funded Food Security in Changing Climate Project, Oxfam Novib requested LSF to think out of the box and focus more on business value. As a result, the Clean Cotton Initiative and Sisal Cultivation were incorporated in the new Project Proposal for the second project year. These changes in the scope of the MFS II-funded project are not fully based on the assessed (social) needs of the target groups. Therefore, the score for this priority result area has been decreased from 3 in 2012 to 2 in 2014.

Policy impact: LSF conducted a number of campaigns to make farming communities, scientists and policy makers aware of the threats to the livelihood of (small) farmers. However, none of these campaigns successfully influenced government policies during last 2 years as changing government policies usually requires a (very) long time. The devolution of powers from the federal to provincial governments also delayed any possible changes in government policies. Prior to the baseline survey in 2012, two campaigns successfully changed government policies: a) government did not approve the sale of Bt cotton; and b) blockage of new legislation preventing farmers to save seeds. During the last two years, however, LSF has been unable to influence any policies of the government or international organisations. Therefore, the score for this priority result area dropped from 2 in 2012 to 1 in 2014.

CSI Dimension 5: Environment

Compared with the findings of the 2012 baseline survey, the score for CSI dimension 5 remains 1.0.

Socio-economic, socio-political and socio-cultural context: Through its membership of national alliances/networks, LSF is involved in context analysis to some extent. However, LSF did not participate in studies of the civil society in the country as it is not aware of any studies of the civil society that may have been carried out by other civil society organisation, national networks/alliances or donors. Furthermore, LSF did not feel the need to participate in such a study.

6.3.2 Scoring

The overall scores for the five CSI dimensions in 2012 and 2014 are as follows:

CSI Dimension		Overall Score	
		2012	2014
1	Civic Engagement	2.0	2.0
2	Level of Organisation	2.2	1.6
3	Practice of Values	2.5	2.5
4	Perception of Impact	2.3	1.7
5	Environment	1.0	1.0
Average		2.0	1.8

6.4 Discussion

6.4.1 Project Design

The MFS II-funded project was well-designed and suitable for the environment in which it is implemented as the project interventions undertaken by LSF have contributed considerably to strengthening of the civil society with regard to the promotion of green economy and organic agriculture, which is one of the planned outcomes in the theory of change for the MDG project.

Through the MFS II-funded project, LSF has carried out the following interventions that contributed to the strengthening of civil society:

- Provision of support for the establishment and capacity building of a number of women's committees and producers' groups as an integrated part of the value chain development for organic farm produce;
- Establishment of functional linkages with a number of universities and research institutes, including Arid Agriculture University (AAU) in Rawalpindi, Agriculture University of Faisalabad (AUF), University of Agriculture in Azad Jammu and Kashmir (AJ&K), University and Veterinary and Animal Sciences (UVAS) in Lahore, Barani Research Institute and NARC;
- Organisation of seminars, fora and workshops with other CSOs, including a seminar "Let's Go Organic" together with the Network for Consumers Protection, a forum on climate change challenges in agriculture in collaboration with AAU, a forum on animal diversity in collaboration with UVAS, and a forum on rice policy;
- Organisation of a number of conferences, including Kissan Conference in Kashmir in collaboration with AJ&K University with 250 small farmers, Conference on Mountain Agriculture in collaboration with ICIMO and NARC, and Conference on Role of Youth and Environmental Protection in collaboration with Pakistan Youth Council and Department of Environmental Sciences of the Government College University Faisalabad; and
- Organisation of two campaigns to make farming communities, scientists and policy makers aware of the threats to the livelihood of (small) farmers covering following topics: climate change adaptation/mitigation, no to GMOs, water and democracy, and future of small women farmers.

Furthermore, LSF is the founder of the Sustainable Agriculture Action Group (SAAG) and the GREEN Network. Through these two national networks, LSF collaborates with various other CSOs and it also supported the capacity development of a number of CSOs, such as MAFSO, by providing training and advice.

The Pakistan research team recommends to fund a similar project in the future. However, the objective to strengthen civil society should be described more explicitly in the design of the project with clear expected outputs and outcomes to ensure that the promotion of green economy in general and organic farming will be supported by more and stronger CSOs and national networks/alliances.

6.4.2 Improvement to Impact Evaluation

CSI has been developed to assess the status of the entire civil society in a country and less so for the assessment of individual CSOs. Another, more appropriate methodology for impact evaluation should be identified.

The period between the baseline survey and the follow-up survey is only two years, which is too short to evaluate the impact of the implemented interventions aimed at strengthening civil society. By comparing the findings of the follow-up survey with those of the baseline survey, it is only possible to assess the relative changes in the CSI dimensions of the evaluated SPO together with outputs in terms of number of strengthened CSOs and national networks/alliances. Therefore, an impact evaluation of the interventions undertaken by the evaluated SPO aimed at strengthening the civil society should be carried out a few years after the implementation of these interventions are finished.

6.5 Conclusion

6.5.1 Evaluation Questions

Evaluation Question 1: What are the changes in civil society in the 2012-2014 period, with particular focus on the relevant MDGs & themes in the selected country?

With regard to MDG 1: Eradicate Extreme Poverty and Hunger, LSF observed and reported the following changes in civil society between 2012 and 2014:

- As mentioned in the description of the local context, the number of CSOs working towards MDG 1 remains limited as majority of CSOs are more focused on human and women rights, gender issues, health, education and other social issues;
- It is also described in the local context that the Punjab Government through its Agriculture Department does not promote organic farming practices among the farmers;
- Number of national networks and alliances focusing on MDG 1-related issues also remains limited, whereas there are many national networks and alliances related to other MDGs;
- Adoption of organic farming practices by more male and female farmers and development of number of value chains for organic produce through producers' groups;
- More attention for organic agriculture within media and universities; and
- Reportedly, the market for organic farm produce is improving as demand for organic products among consumers is growing, but it remains insufficient causing some problems for farmers to sell their organic produce.

Evaluation Question 2: To what degree are the changes identified attributable to the development interventions of the Southern partners of the MFS II consortia (i.e. measuring effectiveness)?

The development interventions undertaken by LSF have contributed modestly to the aforementioned changes in civil society with regard to MDG 1. As founder of SAAG and Green Network, LSF continued to actively support both these national networks, whereas it also supported the formation of the Network "Women-Now" as a platform where urban and rural women can discuss their problems, share experiences and enhance knowledge as well as to share indigenous/traditional knowledge and to educate urban women on healthy/organic food, herbal medication and

healthy food processing. LSF also supported capacity development of other CSOs involved in MDG 1-related activities through the provision of training and advice. Through the MFS II-funded project, LSF also supported male and female farmers to develop producers' groups and value chains for a number of organic farm products. The workshops, seminars, fora and conferences (co-)organised by LSF also contributed to more attention for organic farming among an increasing number of CSOs and other institutions, including universities and research institutes.

Evaluation Question 3: What is the relevance of these changes?

The relevance of the changes in the civil society in Pakistan with regard to MDG 1 as observed and reported by LSF are modest as the relative number of CSOs and national networks/alliances remain limited compared with the number of CSOs and their national networks/alliances related to other MDGs, especially health, women's rights and gender. Furthermore, the Punjab Government has not adopted a policy to promote organic farming practices among the farmers. With regard to the promotion of green economy in general and organic agriculture, the changes in civil society during last 2 to 3 years are very limited with very few CSOs explicitly focusing on these topics. Other CSOs may incorporate issues such as 'climate change' and 'environmental sustainability' in their project proposals with main focus on other development objectives (i.e. gender, health, etc.) in order to meet the requirements of their donors.

Evaluation Question 4: Were the development interventions of the MFS II consortia efficient?

DROPPED

AIID: Conclusions and Action Points Workshop MFS II Joint Evaluations (Amsterdam, 17 and 18 June 2013) - "Efficiency will be evaluated in terms of outcomes/outputs of the MDG projects; there will not be separate efficiency evaluations for the CD and CS components" (p2).

Evaluation Question 5: What factors explain the findings drawn from the questions above?

Although there is an increasing interest among donors to support CSOs focusing on the promotion of green economy in general and organic farming in particular in Pakistan, most attention and funds are allocated to other MDGs focusing on (girls') education, health, gender equality and women's empowerment. CSOs working in the field of human rights, peace and conflict prevention also benefit from financial support provided by various donors, including the Netherlands Embassy.

The choice of many donors to focus their support towards CSOs focusing their project activities on education, health, gender and human rights is understandable when the socio-cultural and political situation in Pakistan is taken into account (see Section X.X in Narrative Report for more details). A significant amount of donor funds was allocated for emergency aid and reconstruction following a number of major natural disasters, including the earthquake in 2005 and 2013 as well as floods in 2010, 2011 and 2014, which affected millions of people.

6.5.2 Statement Scoring

Statement	Score
Project was well designed	8
Project was implemented as designed	8
Project reached all its objectives	5
Observed results are relevant to the project beneficiaries	5

With only 11% of the actual expenditures of the MFS II-funded project, the civil society strengthening component is relatively small. The activities undertaken under this component were mainly focused on advocacy and policy influencing through the (co-)organisation of campaigns, workshops, seminars and conferences. As a result, LSF extended its relationship with universities, research institutes, private sector and others during the last two to three

years, although the linkage between SF and concerned government agencies remains marginal. Although the conducted advocacy and lobbying activities may have raised the awareness about green economy, organic farming and farmers' rights may be enhanced among the participants, the impact on influencing of (government) policies has been very limited.

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ANNEX A. SHORT DESCRIPTION OF PLANNED ACTIVITIES PER COMPONENT OF FOOD SECURITY IN THE CHANGING CLIMATE PROJECT

First Project Proposal

Project Objective 1: Promotion of low carbon climate efficient ecological agriculture for ensuring village food security and influencing national policies through advocacy, awareness and campaigns.

Component	Planned Activities
Low Carbon Ecological Agriculture	<ul style="list-style-type: none"> • Low Carbon Agricultural Technologies • Water Harvesting • Community Seed Banks • Green Houses • Kitchen Gardening
Capacity Building Programme	<ul style="list-style-type: none"> • Farmers Field Schools • Farmer Research Farms
Advocacy and Awareness	<ul style="list-style-type: none"> • Networking with Partners • Campaigns • Dehqan Assemblies • Harvest Celebration/Farmers' Conference • Village of Hope Festivals

Project Objective 2: Strengthening efforts to increase women's access to productive resources, skills training, and new technologies for economic development..

Component	Planned Activities
Women's Economic Empowerment	<ul style="list-style-type: none"> • Technology Development for Women • Organic Poultry Promotion • Local Goats Breeding
Rural Enterprise Development	<ul style="list-style-type: none"> • Value Chains • Farmer Business School • Markets for Poor (Sunday Market)

Project Objective 3: Implementation of farmers-led research on ecological agriculture.

Component	Planned Activities
Public-Private Partnership in Ecological Agriculture	<ul style="list-style-type: none"> • Research Studies

Second Project Proposal

Project Objective 1: Promotion of low carbon climate efficient ecological agriculture for ensuring village food security and influencing national policies through advocacy, awareness and campaigns.

Component	Planned Activities
Low Carbon Ecological Agriculture	<u>Clean Cotton Initiative</u> <ul style="list-style-type: none"> • Farmers' training • Demonstration plots • Stakeholder meetings • Marketing support
Advocacy and Awareness	<ul style="list-style-type: none"> • Campaigns

Component	Planned Activities
	<ul style="list-style-type: none"> • Farmers' conferences/assemblies • Right to be Heard

Project Objective 2: Strengthening efforts to increase women's access to productive resources, skill training, and new technologies for economic development.

Component	Planned Activities
Women's Enterprise Development Fund	<ul style="list-style-type: none"> • Kitchen gardening • Organic poultry production

Project Objective 3: Introduction of climate efficient cropping patterns.

Component	Planned Activities
Climate Efficient Cropping Patterns	<ul style="list-style-type: none"> • Farmers' capacity building in sisal nursery raising • Development of linkages with jute industry • Policy dialogue with provincial governments

Third Project Proposal

Project Objective 1: Promotion and scaling-up of climate efficient and low carbon cropping patterns.

Component	Planned Activities
Climate Efficient and Low carbon Cropping Patterns	<u>Sisal cultivation</u> <ul style="list-style-type: none"> • Propagation through tissue culture • Nursery development • Growing hedge row of sisal plants • Decortication • Farmers' exchange visits • Private sector engagement • Sisal stakeholder alliance • International conference on natural fibres • Staff capacity building

Project Objective 2: Strengthen efforts to increase women's access to productive resources, skill training, and new technologies for economic development.

Component	Planned Activities
Integrated Rural Household Livelihood Model	<ul style="list-style-type: none"> • Goats for poverty reduction • Kitchen gardening • Free range poultry promotion

ANNEX B. PLANNED AND ACTUAL NUMBER OF BENEFICIARIES

The actual number of direct and indirect beneficiaries is as follows:

Beneficiaries	Criteria	Planned	Actual
Direct Beneficiaries			
Number of Project Villages	-	25	25
Total Number of Lead Farmers	10 per project village	250	183
Number of Female Lead Farmers	50%	125	42
Total Number of Link Farmers	5 per lead farmer	1,250	688
Number of Female Link Farmers	50%	625	192
Indirect Beneficiaries			
Total Number of Indirect Beneficiaries	50 farming households per project village	1,250	n/a
Number of Female Indirect Beneficiaries	50%	625	n/a

According to the revised beneficiary list, a total of 871 farmers in 25 villages have benefitted so far from project interventions undertaken by LSF, including 234 female farmers (27% of total number of beneficiaries).

Until October 2014, a total of 183 lead farmers were selected and trained in the 25 project villages, which is 73% of the planned number of 250 lead farmers. A total of 42 lead farmers or 23% of total number of lead farmers are women, which is significantly lower than the target of 50% female lead farmers.

In the 25 project villages, a total of 688 link farmers were identified and trained, which is equivalent to 55% of the planned number of 1,250 link farmers. A total of 192 link farmers or 28% of total number of link farmers are women, which is much lower than the target of 50%.

All 42 female lead farmers and 192 link farmers are resident in 10 project villages situated in Toba Tek Singh as a strategy to a) ensure visibility of activities related to women enterprise development; b) enable women farmers to group in producers' organisations for collective marketing and other business activities. In the remaining 15 project villages, only male lead and link farmers were selected and trained.

Oxfam Novib reported that LSF was unable to describe the procedures for the selection of the lead and link farmers in the project villages. Taking into account that the execution of project activities were limited to only one year, it is very doubtful if the indirect beneficiaries were reached and have benefitted from any of the conducted project activities.

ANNEX C. SAMPLING**Sampled project and control villages**

Name of Project Village		Name of Control Village	Name of District
Project Year 1 (June 2011 - May 2012)			
1	Chak 698/40	Chak 609/32	Kamalia
2	Chak 703/45	Chak 691/33	
3	Chak 694/36	Chak 753	
4	Chak 692/34	Chak 754	
5	Chak 693/35	Chak 756	
6	Chak 702/44	Chak 672/13 GB	
7	Chak 13-D	Chak 9-D	Khanewal
8	Chak 12-D	Chak 7-D	
9	Chak 6-D	Chak 18-D	
10	29 Gag	Gag 1	
Project Year 2 (December 2012 - January 2014)			
11	Chak 301 GB	Chak 296 GB	Toba Tek Singh
12	Chak 301 Nawa Pind	Chak 297 GB	
13	Chak 302 GB	Chak 299 GB	
14	Chak 303 GB	Chak 304 GB	
15	Chak 305 GB	Chak 306 GB	
16	Chak 405 JB	Chak 315 GB	
17	Chak 408 JB	Chak 316 GB	
18	Chak 314 GB	Chak 311 GB	
19	Chak 403 JB	Chak 310 GB	
20	Chak 298 GB	Chak 344 GB	

ANNEX D. QUALITY OF MATCHING PROCESS

Figure 1: Estimated propensity score for households in project and control villages.

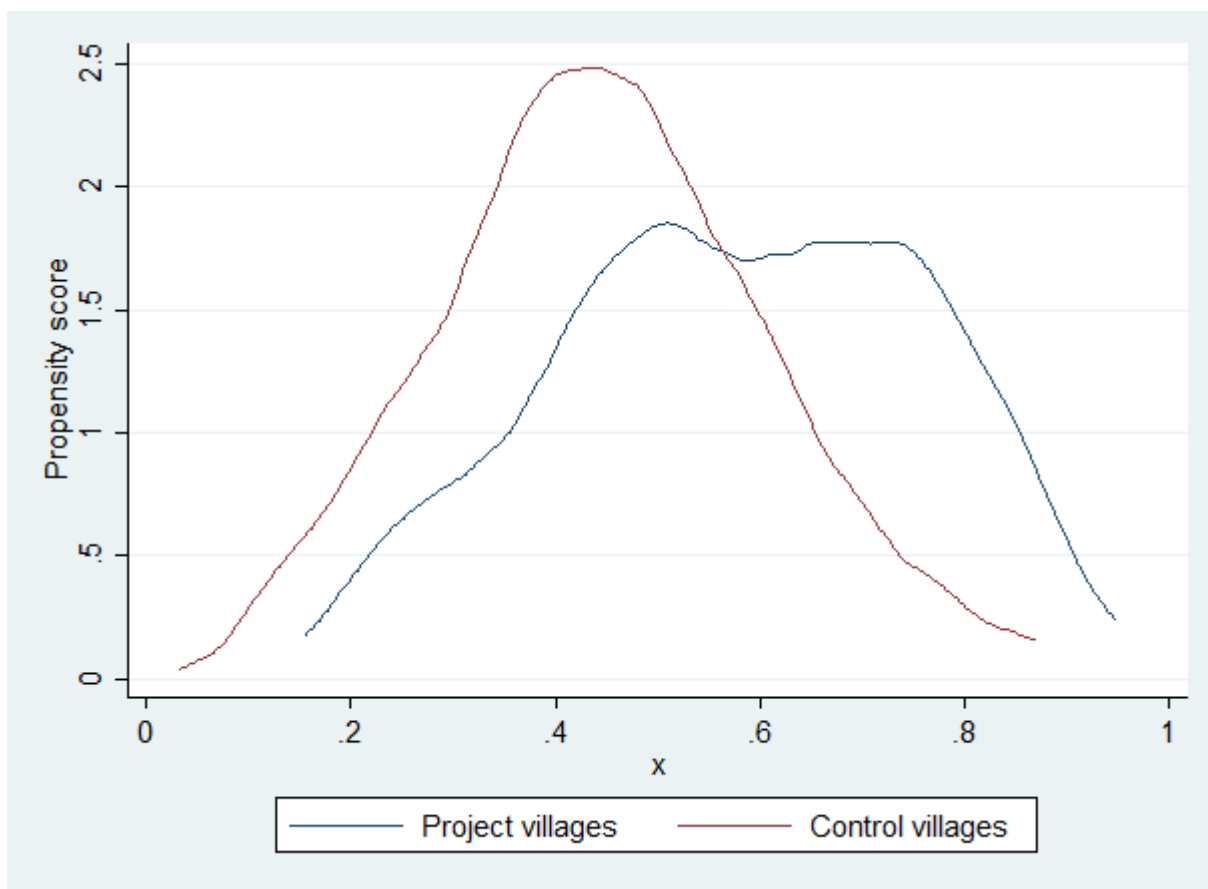
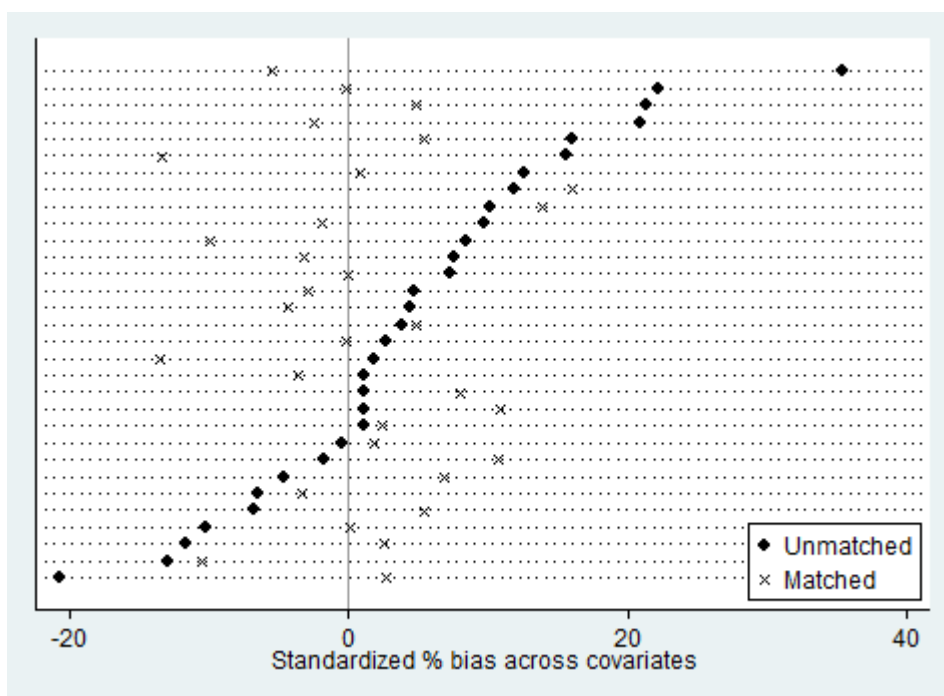


Figure 2: Standardised Differences in observable characteristics between project and control observations.



ANNEX E. QUESTIONNAIRES

THE IMPACT OF FOOD SECURITY IN THE CHANGING CLIMATE PROJECT - 2014

INTRODUCTION

تعارف

Good morning/afternoon. I am [NAME INTERVIEWER] from MDC. Together with the Institute of Development Studies (IDS) from the UK and MetaMeta Research from The Netherlands, we are conducting a survey to study the lives of people in (REGION/PROVINCE/MUNICIPALITY) Pakistan. Your household has been chosen by a random selection process.

We are inviting you to be a participant in this study. We value your opinion and there are no right or wrong answers to the questions. We will use approximately 1 hour of your time. There will be no cost to you other than your time. There will be no risk as a result of your participating in the study. Your participation in this research is completely voluntary. You are free to withdraw your consent and discontinue participation in this study at any time.

This study is conducted anonymously. You will only be identified through code numbers. Your identity will not be stored with other information we collect about you. Your responses will be assigned a code number, and the list connecting your name with this number will be kept in a locked room and will be destroyed once all the data has been collected and analyzed. Any information we obtain from you during the research will be kept strictly confidential.

Your participation will be highly appreciated. The answers you give will help provide better information to policy-makers, practitioners and program managers so that they can plan for better services in response to crisis situations.

اسلام علیکم۔
میرا نام ---- ہے اور میرا تعلق MDC سے ہے۔ جو انسٹیٹیوٹ آف ڈیولپمنٹ سٹڈیز۔ برطانیہ اور میٹا میٹا ریسرچ ہالینڈ کے اداروں کے ساتھ ایک سروے کر رہے ہیں۔ اس سروے کا مقصد یہ ہے کہ آپ کے گاؤں ----- میں لوگوں کے رہنے کے بارے میں تحقیق کی جائے۔ آپ کا گھرانہ رینڈم سلیکشن کے ذریعے منتخب کیا گیا ہے۔ ہم آپ کو اس ریسرچ کا حصہ بننے کے دعوت دیتے ہیں۔ ہم آپ کی رائے کا احترام کرتے ہیں۔ یہ انٹرویو اندازاً ایک گھنٹہ چلے گا۔ اس ٹائم کے سلسلے میں کوئی فیس نہیں دے سکتے۔ اس تحقیق میں آپ کی شرکت رضا کارانہ بنیاد پر ہے۔ آپ کسی بھی ٹائم انٹرویو چھوڑ کر جاسکتے ہیں۔ اس تحقیق میں کسی کا بھی نام ظاہر نہیں کیا جائے گا۔ دوسری معلومات کو اس تحقیق کے بعد ضائع کر دیا جائے۔ آپ کی شمولیت کے لئے ہم مشکور ہیں۔ آپ کی دی ہوئی معلومات سے پالیسی بنانے والے اور پروگرام مینجر کو اپنا کام اور بہتر کرنے میں مدد ملے گی۔

Are you willing to take part in this survey?

کیا آپ اس سروے میں حصہ لینے پر راضی ہیں؟

YES

ہاں

NO

نہیں

ORAL CONSENT FORM

زبانى اجازت نامہ
(SHOW AND READ ORAL CONSENT FORM)
یہ اجازت نامہ دکھا کر پڑھیں

(To be read to the respondent prior to asking questions.)

انٹرویو شروع کرنے سے پہلے جواب دہندہ کے سامنے پڑھیں۔

I have fully understood the purpose of the study. I have given my consent to participate in the survey.
میں اس تحقیق کے مقاصد سمجھ گیا ہوں اور میں نے اپنی مرضی سے اس سروے میں رضا مندی ظاہر کی ہے

Name and Signature of Respondent

Interviewer's Signature over printed name

INTERVIEWER INSTRUCTIONS

IN GENERAL, THE PERSON INTERVIEWED SHOULD BE THE HEAD OF HOUSEHOLD. IF HE/SHE IS NOT AVAILABLE, FIND A PRINCIPAL RESPONDENT TO ANSWER THE QUESTIONS IN HIS/HER PLACE. THE PERSON SELECTED MUST BE A MEMBER OF THE HOUSEHOLD WHO IS ABLE TO GIVE INFORMATION ON THE OTHER HOUSEHOLD MEMBERS. THE RESPONDENT MUST BE MORE THAN 18 YEARS OLD – IF ONLY CHILDREN ARE PRESENT IN THE HOUSEHOLD, THE HOUSEHOLD SHOULD BE REPLACED INDICATING AS A REASON FOR REPLACEMENT "NO COMPETENT RESPONDENT".

THROUGHOUT THE QUESTIONNAIRE, QUESTIONS SHOULD BE ASKED OF EACH ITEM IN THE ORDER IN WHICH THEY APPEAR UNLESS A SKIP IS INDICATED. SKIPS ARE INDICATED WITH ARROWS. A SINGLE ARROW, >, INDICATES THE NEXT QUESTION TO BE ASKED IF THAT PARTICULAR ANSWER HAS BEEN GIVEN. A DOUBLE ARROW, >>, INDICATES THE QUESTION TO BE ASKED NEXT REGARDLESS OF THE ANSWER GIVEN.

EVERYTHING THAT IS WRITTEN IN CAPITAL LETTERS IS FOR THE INTERVIEWER ONLY AND IS NOT TO BE READ ALOUD. EVERYTHING IN SMALL (LOWER CASE) LETTERS IS TO BE READ TO THE RESPONDENT EXACTLY AS IT IS WRITTEN. THE ONLY EXCEPTION IS THAT THE INTERVIEWER MUST REPLACE [NAME] OR [ITEM] WITH THE APPROPRIATE NAME OR ITEM WHEN READING THE QUESTION.

FOR EVERY QUESTION A SET OF RESPONSES IS PROVIDED WITH CODES FOR EACH RESPONSE. THE INTERVIEWER SHOULD WRITE ONLY THE CODES ON THE QUESTIONNAIRE. THE ONLY EXCEPTION IS WHEN THERE IS A LINE TO SPECIFY ANOTHER ANSWER AND EVEN THEN THE CODE FOR "OTHER" MUST BE ENTERED.

THERE ARE NO CODES FOR NOT APPLICABLE. THE INDICATED SKIPS ARE DESIGNED TO ENSURE THAT QUESTIONS THAT ARE NOT APPLICABLE ARE NOT ASKED. THE BLANKS FOR ANY SKIPPED QUESTION MUST BE LEFT EMPTY.

THERE ARE NO CODES FOR REFUSED TO ANSWER. IF A RESPONDENT REFUSES TO ANSWER, THE INTERVIEWER SHOULD REMIND HIM OR HER OF THE IMPORTANCE AND CONFIDENTIALITY OF THE SURVEY. IT IS VERY IMPORTANT THAT ALL ANSWERS ARE COLLECTED FOR EACH QUESTION. THERE ARE CODES FOR 'DON'T KNOW' FOR SOME OF THE QUESTIONS. IF THE RESPONDENT DOES NOT KNOW THE ANSWER THE INTERVIEWER SHOULD WRITE "DK/CS".

AT ALL TIMES THE INTERVIEWER MUST REMAIN PROFESSIONAL AND EXPRESS NO REACTION TO THE ANSWERS THAT ARE BEING GIVEN. THE RESPONDENT MUST FEEL COMFORTABLE TO TELL THE TRUTH. THE VALIDITY OF THE SURVEY RESULTS WILL BE HARMED IF RESPONDENTS TRY TO PROVIDE THE ANSWERS THAT THEY THINK THE INTERVIEWER WOULD APPROVE OF.

Contact Persons:

انٹرویو کرنے والے کے لئے ہدایات

1. اصولی طور پر جسکا انٹرویو کیا جائے گا وہ گھر کا سربراہ ہوگا/ہوگی۔
2. اگر گھر کا سربراہ موجود نہیں تو کوئی دوسرا گھر میں بڑی عمر والے شخص سے انٹرویو کریں۔
3. اس صورت میں جسکا انٹرویو کریں وہ اسی گھرانے کا سمجھدار میمبر ہو اور وہ اپنے گھر کے میمبران کے بارے میں معلومات دے سکے۔
4. جواب دہندہ لازمی طور پر 18 سال سے زائد عمر کا ہو اور اگر گھر میں صرف چھوٹی عمر والے موجود ہیں تو اس گھر کا انٹرویو نہ کریں۔ اور اس گھرانے کو چھوڑنے کی وجہ، گھر میں کوئی بڑی عمر والا" نہیں لکھ کر دوسرے گھرانے کا انٹرویو کریں۔
5. پورے انٹرویو کے دوران سوالات اسی ترتیب سے پوچھیں جس ترتیب سے سوالنامے میں لکھے ہوئے ہیں۔ صرف *Skip* کی صورت میں وہ سوالات چھوڑ سکتے ہیں۔ *Skip* تیر کے نشان سے بتائے گئے ہیں۔ سوالنامے میں ایک تیر کا مطلب ہے کہ اگلا سوال پوچھا جائے گا اور ڈبل تیر کا مطلب ہے کہ اگلا سوال برصورت میں پوچھا جائے گا چاہے اوپر والے سوال میں کوئی بھی جواب ملا ہو۔
6. سوالنامے میں کیپٹل ABC میں جو لکھا ہوا ہے وہ انٹرویو کرنے والے کے سمجھنے کے لئے ہیں۔ انکو بلند آواز میں نہ پڑھیں۔ باقی جو چھوٹی abc میں لکھے ہوئے وہ بہتر طریقے سے جواب دہندہ سے پوچھیں۔
7. ہر سوال کے لئے علیحدہ جواب کا باکس دیا گیا ہے۔
- انٹرویو کرنے والا اس خالی جگہ کو دیکھے گا یا اس صورت میں اپنے نوٹس لکھے گا جب اسکے لئے سوالنامے میں جگہ دی گئی ہوگی۔
8. (سوال لاگو نہیں ہوتا) کا کوئی بھی کوڈ نہیں لگایا گیا۔ وہ سب سوال جن کے لئے *SKIP* لکھا ہوا ہے وہ نہیں پوچھے جائیں گے۔
9. (جواب دینے سے انکار کیا) کے لئے کوئی کوڈ استعمال نہیں ہوگا۔ اس لئے جواب دہندہ کو دوبارہ سوال کی اہمیت کے بارے میں بتایا جائے۔ یہاں اگر وہ بولے (بتائے کہ کچھ نہیں کہہ سکتا) تو اسکے لئے (*Dk/cs*) لکھا جائے گا۔
10. انٹرویو لینے والا ہر وقت بالاخلاق طریقے سے انٹرویو لے اور صحیح جواب دینے والے کے کسی جواب پر کوئی رد عمل ظاہر نہ کرے تاکہ جواب دہندہ آپکو جواب دیتے ہوئے خوشی محسوس کرے اور صحیح جوابات دے۔ سروے کے نتائج بہت غلط نکل سکتے ہیں اگر جواب دہندہ آپکی پسند کے مطابق اور حقیقت کے منافی جوابات دے گا/دے گی۔

SECTION 0: QUESTIONNAIRE INFORMATION (TO BE COMPILED BY THE ENUMERATOR AND SUPERVISOR)

0.1	Date: تاریخ		Start Time: شروعاتی وقت		End Time: اختتام وقت	
0.2a	Enumerator Name: سرورے کرنے والے کا نام:		Initials/Code کوڈ	0.2b	Supervisor/Team Leader Name: ٹیم لیڈر/سپروائزر کا نام:	Initials/Code e کوڈ
0.3	Questionnaire number سوالنامہ نمبر					
0.4a	Village گاؤں			0.4b	1=Project Village Year 1 پراجیکٹ گاؤں پہلا سال 2= Project Village Year 2 پراجیکٹ گاؤں-دوسرا سال 3=Control Village کنٹرول گاؤں	
0.5	Tehsil تحصیل					
0.6	District ضلع					
0.7	Province صوبہ					
0.8	Type of household گھرانے کا قسم		1=Lead farmer 2=Link farmer 3=Other			لیڈ فارم لنک فارمر دیگر
0.9	Is this a replacement household? کیا یہ متبادل گھرانہ ہے؟		1 = YES ➤ Q10 2 = NO			ہاں نہیں
10	List how many unsuccessful attempts you had before within this village and select the reason for replacement. اپنے کتنی بار ناکام کوشش کی متبادل گھرانہ منتخب کرنے میں					
	1 = Dwelling not found (unclear if it still exists) گھر موجود نہیں					
	2 = Dwelling is unoccupied گھر میں کوئی موجود نہیں					
	3 = No competent respondent گھر میں کوئی بڑی عمر والا نہیں					
4 = Household refused گھر والوں نے انکار کیا						
5 = Other (SPECIFY _____) وغیرہ						
	1 st unsuccessful attempt پہلی ناکام کوشش		2 nd unsuccessful attempt دوسری ناکام کوشش		3 rd unsuccessful attempt تیسری ناکام کوشش	
	DATE:	TIME OF	DATE:	TIME OF	DATE:	TIME OF

تاریخ	VISIT: وزٹ کا وقت	تاریخ	VISIT: وزٹ کا وقت	تاریخ	VISIT: وزٹ کا وقت

PLEASE COMPLETE THE FOLLOWING TWO QUESTIONS AT THE END OF THE INTERVIEW.

0.11	This interview has been 1 = Fully completed 2 = Partially completed	11	(SUPERVISORS ONLY) Questionnaire checked and approved: (سپر وائزر نے) سوالنامہ دیکھا اور منظور کر لیا
	یہ انٹرویو مکمل ہے کچھ حصہ مکمل ہے		1 = Yes 2 = No
0.12	LANDMARK FOR HOUSEHOLD IDENTIFICATION Please draw a MAP and write the identifying features of the location of the household that will help finding the same household. (USE BACK PAGE)		

FIELD EDITING		OFFICE EDITING
ENUMERATOR انویمریٹر	SUPERVISOR سپر وائزر	آفیس ایڈیٹنگ
PRINTED NAME OVER SIGNATURE / DATE	PRINTED NAME OVER SIGNATURE / DATE	PRINTED NAME OVER SIGNATURE / DATE

SECTION 1: HOUSEHOLD INFORMATION

1.1	To which caste does your household belong? آپکی ذات/قوم کا نام کیا ہے؟ Open Ended	
1.2	What is the religion of your household? آپکے دین کا نام کیا ہے؟	1 = Islam 2 = Christianity 3 = Hinduism 4 = Other, specify: _____
1.3	How many years is your household resident in the village? آپکا گھرانہ کتنے سالوں سے اس گاؤں میں رہ رہا ہے؟	YEARS
1.4	Which of the following economic activities has (have) been most important for the livelihood of your household during last 12 months? پچھلے 12 ماہ کے دوران آپ مندرجہ ذیل میں سے کن معاشی سرگرمیوں سے معاش کما رہے ہیں؟	1 = Crop production/farming 2 = Livestock 3 = Daily labour 4 = Handicrafts (i.e. weaving, pottery, etc.) 5 = Business/petty trade

		6 = transport آمدرفت	
		7 = Employed in government/private sector گورنمنٹ/پرائیوٹ نوکر	
		8 = Other(s), specify: دیگر	
1.5	Which of the following economic activities has (have) been most important for the livelihood of your household during the previous year? پچھلے سال میں آپ مندرجہ ذیل میں سے کن ذرائع سے معاشی کماریے ہیں؟ MULTIPLE ANSWERS ALLOWED ایک سے زائد جواب دے سکتے ہیں؟	1 = Crop production/farming کاشت کاری 2 = Livestock مویشی 3 = Daily labour مزدوری 4 = Handicrafts (i.e. weaving, pottery, etc.) دستکاری 5 = Business/petty trade چھوٹا کاروبار 6 = transport آمد رفت 7 = Employed in government/private sector گورنمنٹ/پرائیوٹ نوکر 8 = Other(s), specify: دیگر	
1.6	What is the annual income of this household during last 12 months ? آپکی سالانہ آمدنی کتنی ہے INCLUDE ALL INCOME SOURCES AND SELF CONSUMPTION سارے ذرائع سے اور جو فصل گھر پر استعمال کی اسکے ساتھ؟	Rs	
1.7	2. What was the annual income of this household during the previous year? پچھلے سال کے دوران آپکے سارے ذرائع سے آمدنی کتنی تھی؟	Rs	
1.8	Since 12 months ago, has the number of working people in the household changed? گزشتہ 12 ماہ کے دوران آپکے گھرانے کے کام کرنے والے ممبران کم یا زیادہ ہوئے؟	1=YES 2=NO	ہاں نہیں
1.9	What is the difference in the number of working people since 12 months ago? گزشتہ 12 ماہ کے دوران کام کرنے والے کتنے ممبران کم یا زیادہ ہوئے؟	1=-3 or less 2=-2 3=-1 4=+1 5=+2 6=+3 or more	
1.10	Since 12 months ago, has the number of non-working people in the household changed? گزشتہ 12 ماہ کے دوران آپکے گھرانے کے کام نہ کرنے والے ممبران میں کیا تبدیلی آئی؟	1=YES 2=NO	ہاں نہیں
1.11	What is the difference in the number of non-working people since 12 months ago? گزشتہ 12 ماہ کے دوران کام نہ کرنے والے ممبران میں کیا تبدیلی ہوئی؟	1=-3 or less 2=-2 3=-1 4=+1 5=+2 6=+3 or more	

<p>RELATIONSHIP CODES:</p> <p>1 = HEAD 2 = SPOUSE 3 = SON/DAUGHTER 4 = SON-IN-LAW/DAUGHTER-IN-LAW 5 = FATHER/MOTHER 6 = FATHER/MOTHER OF THE HEAD'S WIFE 7 = FATHER/MOTHER OF THE HEAD'S HUSBAND 8 = BROTHER/SISTER 9 = GRANDCHILD 10 = GRANDPARENT 11 = COUSIN 12 = OTHER RELATIVE 13 = NO RELATION 14 = SERVANT, NANNY 15 = LODGER/TENANT 16=BROTHER'S WIFE 17=NEPHEW/NIECE</p>	<p>FAMILY STATUS CODES:</p> <p>1 = Married 2 = Divorced 3=Separated 4 = Widow/widower 5 = Never married</p>	<p>Occupation:</p> <p>1=Own farm 2= Herder 3=Waged farmer 4=Handicraft 5=Trader 6=Transport 7=Civil servant 8=Manual worker 9=Shop owner 10=Businessman 11=Student 12=Housewife 13=Unemployed 14=Retired 15=Other, specify 16=Not Applicable</p>	<p>Education:</p> <p>1= Primary 2= Middle 3= Matriculation 4= Intermediate 5= Graduation 6= Post Graduate 7= Higher than PG 8= Illiterate 9=Other, specify 10= Not Applicable</p>	
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SECTION 3: ASSETS

Description of Non-Agricultural Asset غیر زرعی اشیاء	ASSET CODE کوڈ	3	
		Does your household own this [ASSET]? CIRCLE THE APPROPRIATE NUMBER	
		YES ہاں	NO نہیں
Radio ریڈیو	01	1	2
Television ٹیلیوژن	02	1	2
Mobile phone موبائل	03	1	2
Solar panel	04	1	2
Bed بستر	05	1	2
Furniture (chairs and table) کرسی ٹیبل	06	1	2
Cooking utensils	07	1	2
Bicycle	08	1	2
Scooter (Vespa)	09	1	2
Motorbike	10	1	2
Saloon car/Jeep	11	1	2
Truck/bus	12	1	2
Mosquito net مچھردانی	13	1	2
Boat	14	1	2
Refrigerator	15	1	2
CD/DVD Player	16	1	2
Fan پنکھا	17	1	2
Iron استری	18	1	2
Sewing Machine سلانی مشین	19	1	2
Flat Iron (electric)	20	1	2
Mixer / Grinder جوسر	21	1	2
Kerosene Stove	22	1	2
Gas Stove گیس	23	1	2
Other stove (specify)	24	1	2
Electric Oven	25	1	2
Washing Machine	26	1	2
Inverter / Generator	27	1	2
Dish / Cable TV	28	1	2
Other (Specify_____)	29	1	2
Other (Specify_____)	30	1	2
Other (Specify_____)	31	1	2

SECTION 4: DWELLING, WATER AND SANITATION

4.1	<p>What is/are the main source(s) of potable water for your household? آپکے گھرانے کا پینے کے پانی کا خاص ذریعہ کونسا ہے؟</p> <p>MULTIPLE ANSWERS ALLOWED ایک سے زائد جوابات دے سکتے ہیں؟</p>	<p>1 = Piped water 2 = Piped into dwelling 3 = Piped to yard/plot 4 = Public tap/standpipe نلکا 5 = Tube well or borehole ٹیوب ویل 6 = Hand pump نلکا 7 = Protected dug well کنواں 8 = Unprotected dug well کھلا ہوا کنوا 9 = Water from spring 10 = Water from protected spring 11 = Water from unprotected spring 12 = Rainwater بارش کا پانی 13 = Tanker truck ٹینکر 14 = Filtration plant فلٹر پلانٹ 15 = Cart with small tank 16 = Surface water دریا کا پانی (river/dam/Lake/pond/stream/canal/Irrigation channel) 17 = Bottled water 18 = Other, specify _____</p>	
4.2	<p>What is the average (one-way) distance between your house and water source? آپکے گھر سے پانی حاصل کرنے کی جگہ کتنی دور ہے؟</p>	METRES	
4.3	<p>Is there always sufficient (potable) water in the village? کیا پانی آپکی ضرورت کے لئے پورا ہوتا ہے؟</p>	<p>1=YES ہاں 2=NO نہیں</p>	
4.4	<p>Is the fetched water of good quality (clean)? پانی پینے کے لئے صحیح اور صاف ہوتا ہے؟</p>	<p>1=YES ▶ 4.6 2=NO</p>	
4.5	<p>What is/are the problem(s) with the quality of the fetched potable water? پانی کے کیا مسائل؟ آپکے؟</p> <p>MULTIPLE ANSWERS ALLOWED</p>	<p>1 = Polluted صاف نہیں 2 = Muddy مٹی والا 3 = Bad smell گندی بدبو والا 4 = Other(s), specify: دیگر _____</p>	
4.6	<p>How does your household dispose of the garbage? گھر کا کوڑا کس طرح ضایع کرتے ہیں؟ Multiple answers allowed ایک سے زائد جواب دے سکتے ہیں؟</p>	<p>1 = Burn جلاتے ہیں 2 = Throw in the field گھر کے باہر پھینکتے ہیں 3 = Throw in the river دریا میں پھینکتے ہیں 4 = Used to make compost کھاد بنانے میں استعمال کرتے ہیں 5= Other(s), specify: دیگر _____</p>	

4.7	<p>What type of toilet facility does your household make use of? آپ کس طرح کا لیٹرین استعمال کرتے ہیں؟</p>	<p>1 = Flush to piped water system فلش سے پائپ کے نکاسی 2 = Flush to Septic tank فلش سے گندے پانی کا حوض 3 = Flush to Pit latrine فلش سے گڑھے کے طرف 4 = Flush to Elsewhere فلش سے کسی اور جگہ 5 = Flush to Unknown place فلش سے نامعلوم جگہ 6 = Ventilated Improved Pit Latrine بہتر ہوادار گڑھے والی لیٹرین 7 = Pit Latrine with Slab تختے والی لیٹرین 8 = Pit Latrine w/o slab/open بغیر تختے والی لیٹرین 9 = Composting toilet 10 = Bucket ٹوکری والی 11 = Hanging toilet/hanging latrine دیوار میں لگنے والی 12 = No facilities/open defecation کھلے میدان میں 13 = Other, specify دیگر _____</p>
4.8	<p>Which material is used for roof of your house? آپکے گھر کی چھت میں کونسا مٹیریل استعمال ہوا ہے؟</p>	<p>1 = Corrugated iron sheets لوہے کی شیٹ 2 = Mud plaster مٹی کا پلاسٹر 3 = Thatched roof بھوسی والی 4 = T.R Garder ٹی آر گارڈر 5 = Other, specify: دیگر _____</p>
4.9	<p>Which material is used for the walls of your house? گھر کی دیواروں میں کونسا مٹیریل استعمال ہوا ہے؟</p>	<p>1 = Mud مٹی 2 = Mud bricks 3 = kiln bricks پکی اینٹ 4 = Concrete blocks کانکریٹ بلاکس 5 = Wood/weeds لکڑی 6 = Other, specify: _____</p>
4.10	<p>Which material is used for the floor in your house? گھر کے فرش میں کونسا مٹیریل استعمال ہوا ہے؟</p>	<p>1 = Mud مٹی 2 = Concrete کانکریٹ 3 = Wood لکڑی 4 = Tiles/marble ٹائل/ماربل 5 = Other, specify: دیگر _____</p>
4.11	<p>Does your house have separate bedroom(s)? کیا آپکے گھر میں علیحدہ بیڈ روم ہیں؟</p>	<p>1=YES ہاں 2=NO نہیں</p>

SECTION 5: LAND TENURE

NO	QUESTION	CODE	
5.1	Does your household own any agricultural land? کیا آپکے گھرانے کی ملکیت میں کوئی زرعی زمین ہے؟	1 = YES 2 = NO ▶ 5.12	
5.2	Is the land right of your household legally registered? کیا یہ زمین آپکے گھرانے کے نام رجسٹرڈ ہے؟	1 = YES 2 = NO ▶ 5.6	
5.3	Is this land ancestral (inherited) کیا یہ زمین وراثتی ہے	1 = YES 2 = NO	
5.4	In whose name is the land right registered? زمین کس کے نام پر رجسٹرڈ ہے؟	1=Husband شوہر 2=Wife بیوی 3=Both دونوں 4=Other, specify دیگر	
5.5	For how long is the land registered? کتنے عرصے سے آپکے نام ہے؟	Year	
5.6	What is the total size of the arable land you own? آپ کے پاس کاشت کے قابل کتنا رقبہ ہے؟	ACRES	
		KANALS	
5.7	For how many years does your household own this land? یہ زمین آپکے گھرانے کی ملکیت میں کتنے سالوں سے ہے؟	YEARS	
5.8	Is your arable land irrigated? کیا آپکی زمین دریائی پانی سے کاشت ہوئی ہے؟	1 = YES 2 = NO ▶ 5.11	
5.9	How much of your arable land is irrigated with canal and/or groundwater? کتنی زمین دریا کے پانی/ یا زیر زمین پانی سے آباد ہوتی ہے؟	ACRES	
		KANALS	
5.10	What is/are the source(s) of irrigation water? کاشت کے لئے پانی کا خاص ذریعہ کونسا ہے؟	1 = Traditional/farmer-constructed gravity system پرانا/کچا واٹر کورس 2 = Modern/government-constructed gravity System سرکاری پکا واٹر کورس 3 = Lift system using water from stream/river مشین کے ذریعے پانی لیتی ہیں 4 = Spring چشمہ 5 = Shallow hand dug wells ہاتھ سے کھودا ہوا کنواں 6 = Deep tubewell ٹیوب ویل 7 = Water harvesting structure (pond/reservoir) تالاب سے پانے لیتے ہیں 8 = Other, specify: دیگر _____	
5.11	For how many years has this land been irrigated? آپکی زمین کتنے سالوں سے سیراب ہو رہی ہے؟	YEARS	
5.12	Did you sell arable land during the last 12 months? کیا پچھلے 12 ماہ کے دوران اپنے زمین بیچی؟	1 = YES ہاں 2 = NO ▶ 5.14 نہیں	
5.13	What is the size of the arable land you sold کتنی زمین بیچی؟	ACRES	
		KANALS	
5.14	Did you buy arable land during the last 12 months? کیا اپنے گزشتہ 12 ماہ کے دوران زمین خریدی؟	1 = YES ہاں 2 = NO ▶ 5.16 نہیں	
5.15	What is the size of the arable land you bought	ACRES	

NO	QUESTION	CODE
	کتنی رقبہ اپنے خرید؟	KANALS
5.16	Is part of the arable land is cultivated by tenant? کیا آپ کی زمین کا کچھ حصہ ٹھیکہ پر کاشت ہو رہا ہے؟	1=YES 2=NO➤5.22
5.17	For the plots which you did not crop yourself, what net rent did you receive from the tenant? اگر رقبہ کرائے پر دیا تو اپنے کتنا معاوضہ لیا؟	Total amount in Rs ٹوٹل رقم % of harvested crop(s) کتنی فیصد فصل
5.18	What is/are the reason(s) for having (part of) the land cultivated by tenant? آپ نے کن وجوہات کی بنا پر اپنی زمین کرائے پر دی؟	1 = Too old to cultivate میں بوڑھا ہوں 2 = Too ill to cultivate بیماری 3 = Too poor to cultivate (no money to purchase inputs) غربت 4 = No oxen to plough land بیل نہیں 5 = No adult male جوان اولاد نہیں 6 = Off-farm employment میری نوکری 7 = Too much land زمین زیادہ ہے 8 = Other(s), specify: دیگر
5.19	During the previous year, was part of the arable land cultivated by tenant? کیا پچھلے سال کے دوران بھی آپ کی زمین ٹھیکہ پر کاشت ہوئی؟	1 = YES ہاں 2 = NO➤5.21 نہیں
5.20	For the plots which you did not crop yourself, what net rent did you receive from the tenant during the previous agriculture year? اگر رقبہ کرائے پر دیا تو اپنے کتنا معاوضہ لیا؟	Total amount in Rs % of harvested crop(s)
5.21	What was/were the reason(s) for having (part of) the land cultivated by tenant during the previous agriculture year? کن وجوہات کی بنا پر اپنے اپنی زمین کا حصہ کرائے پر دیا؟	1 = Too old to cultivate میں بوڑھا ہوں 2 = Too ill to cultivate بیماری 3 = Too poor to cultivate (no money to purchase inputs) غربت 4 = No oxen to plough land بیل نہیں 5 = No adult male جوان اولاد نہیں 6 = Off-farm employment میری نوکری 7 = Too much land زمین زیادہ 8 = Other(s), specify: دیگر
5.22	Does your household cultivate land owned by someone else (or that was mortgaged in)? کیا آپ کے گھرانے نے کوئی ایسی زمین کاشت کی جو کسی اور کی زمین ہے؟	1 = YES ہاں 2 = NO➤5.27 نہیں
5.23	How much rent do you pay for this plot to the landlord? آپ اس زمین کے لئے کتنا کرایا دیتے ہیں؟	Total amount in Rs % of harvested crop(s)
5.24	What is/are the reason(s) for leasing (additional) land? آپ نے یہ اضافی رقبہ کیوں کرائے پر لیا؟	1 = No land زمین نہیں 2 = Insufficient land to be food secure خوراک کے لیے زمین تھوڑی ہے 3 = Earn additional income کچھ زائد رقم کمانے کے لئے 4 = Other(s), specify: دیگر
5.25	Is this land irrigated? کیا یہ زمین نہری پانی سے سیراب ہوتی ہے؟	1 = YES 2 = NO➤5.27
5.26	What is/are the source(s) of irrigation water? کاشت کے لئے پانی کا خاص ذریعہ کونسا ہے؟	1 = Traditional/farmer-constructed gravity system عام رواجی واٹر کورس 2 = Modern/government-constructed gravity system گورنمنٹ کا بنایا ہو واٹر کورس 3 = Lift system using water from stream/river مشین کے ذریعے

NO	QUESTION	CODE				
	<p>4 = Spring چشمہ</p> <p>5 = Shallow hand dug wells کنواں</p> <p>6 = Deep tubewell ٹیوب ویل</p> <p>7 = Water harvesting structure (pond/reservoir) سے تالاب</p> <p>8 = Other, specify: دیگر</p>					
5.27	<p>Did your household cultivate land owned by someone else (or that was mortgaged in) during the previous agriculture year?</p> <p>پچھلے سال کیا آپ کے گھرانے کے پاس کسی اور کی زمین کرائے پر تھی؟</p>	<p>1 = YES</p> <p>2 = NO ➤ NEXT SECTION</p>				
5.28	<p>How much rent did you pay for this plot to the landlord during the previous agriculture year?</p> <p>پچھلے سال کے دوران اپنے کتنا معاوضہ مالک کو کرائے کی زمین کا دیا؟</p>	<table border="1"> <tr> <td>Total amount in Rs</td> <td></td> </tr> <tr> <td>% of harvested crop(s)</td> <td></td> </tr> </table>	Total amount in Rs		% of harvested crop(s)	
Total amount in Rs						
% of harvested crop(s)						
5.29	<p>What was/were the reason(s) for leasing/ sharecropping (additional) land during the previous agriculture year?</p> <p>کن وجوہات کی بنا پر پچھلے سال اپنے زائد زمین کرائے پر لی؟</p>	<p>1 = No land زمین نہیں ہے</p> <p>2 = Insufficient land to be food secure خوراک کے لیے زمین تھوڑی ہے</p> <p>3 = Earn additional income زائد آمدنی حاصل کرنے کے لئے</p> <p>4 = Other(s), specify: دیگر</p>				

6.13	Does your household usually sell any harvested crops? کیا آپ فصل بیچتے ہیں؟ ENUMERATOR: LOOK AT ANSWERS FOR QUESTIONS 6.3 AND 6.6 اور 6.6 کو چیک کریں سوال 6.3	1=YES 2=NO>NEXT SECTION
6.14	Where does your household usually sell its agricultural produce? آپ فصل کی پیداوار کدھر بیچتے ہیں؟	1 = In front of house گھر کے قریب 2 = Village گاؤں 3 = Weekly market/bazaar ہفتیوار منڈی 4 = "Organic market" منڈی غیر کیمیائی 5 = Other(s), specify: دیگر _____
6.15	To whom does your household usually sell its agricultural produce? آپ اکثر طور پر فصل کی پیداوار کسے بیچتے ہیں؟	1 = Consumers گاہک کو 2 = Local retailers/shopkeeper مکالمی دوکاندار 3 = Middlemen دلال 4 = Wholesalers ہول سیلر 5 = Government agency سرکاری ذرائعے کو 6 = Other(s), specify: دیگر _____
6.16	How does your household organize the sale of harvested crops? آپ فصل کس طرح بیچتے ہیں؟	1 = Individually اکیلے 2 = Collectively مشترکہ 3 = Other(s), specify: دیگر _____
6.17	Is your household involved in contract farming? کیا آپ کے گھرانہ کانٹریکٹ کاشتکاری کرتا ہے؟	1=YES 2=NO>6.19
6.18	For which crop(s)? کون سے فصل؟	1=Wheat گندم 12= Millet باجرہ 2=Cotton کھاس 13= Sorghum سدابھار 3=Rice چاول 14= Guar گوار 4=Sugarcane گنا 15= Arhar 5=Maize دال 16= Peanut/groundnut 6=Potatoes الو 17= Sunflower سورج موکھی 7=Chillies مرچی 18= Soybean سویا بین 8=Banana کیلا 19= Gwara 9=Mangoes ام 20= Paddy 10=Citrus چائے 21=Tea 11=Tobacco تمباکو 22=Jowar جوار 23=onion 24=others
6.19	How many months after the harvest does your household usually sell the harvested cereal crops? آپکا گھرانہ فصل کٹائی کے کتنے ماہ بعد بیچتے ہیں؟	1= Less than 1 months ایک ماہ سے کم 2 = 1 to 3 months 1 اور 3 ماہ 3 = More than 3 months 3 ماہ سے زیادہ
6.20	What are the main problems related to marketing of agricultural produce? فصل کی مارکیٹنگ کے لئے کونسے مسائل درپیش ہوتے ہیں؟	1 = Transport مواصلات 2 = Lack of storage facility اسٹوریج مسائل 3 = Lack of information on market prices مارکیٹ کے ریٹ کی معلومات نہیں کم پرانے 4 = Low prices کم پرانے 5 = Other(s), specify: دیگر _____
6.21	Does your household process any of your harvested crops? کیا آپ اپنی کٹائی ہوئی فصل کو کسی خصوصی مراحل سے گزارتے ہیں؟	1=YES ہاں 2=NO>NEXT SECTION نہیں

6.22	<p>If YES, which crop(s)?</p> <p>اگر ہاں تو کونسے فصل؟</p>	<p>1=Wheat گندم 12= Millet باجرہ 2=Cotton کپاس 13= Sorghum سدابھار 3=Rice چاول 14= Guar گوار 4=Sugarcane گنا 15= Arhar 5=Maize دال 16= Peanut/groundnut 6=Potatoes آلو 17= Sunflower سورج موکھی 7=Chillies مرچی 18= Soybean سویا بین 8=Banana کیلا 19= Gwara 9=Mangoes آم 20= Paddy 10=Citrus چائے 21=Tea 11=Tobacco تمباکو 22=Jowar جوار 23=onion 24=others</p>
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SECTION 7: AGRICULTURAL LABOUR

7.1	Did your household experience a shortage of labour during the execution of agricultural field activities during the last 12 months? کیا گزشتہ ماہ کے دوران فارم پر مزدوروں کی کمی کا سامنا کرنا پڑا؟	1=YES 2=NO▶7.3
7.2	During which stages of the agricultural production process did your household have labour shortage? کاشت کے کس مرحلے پر مزدوروں کی کمی کا مسئلہ ہوا؟	1 = Land preparation/ploughing زمین کاشت 2 = Seeding/planting بیج ہوئی 3 = Weeding گوڈی 4 = Harvesting/cotton picking فصل کی کٹائی/کپاس کی چنائی کے دوران 5 = Threshing اناج کو الگ کرنا 6 = Transport and storage مواصلات کے ذخیرہ کے دوران 7 = Other(s), specify: دیگر
7.3	Did you hire any casual farm workers during this AGRICULTURE YEAR? کیا آپ نے موجودہ سال کے دوران مزدور کرائے پر لئے؟	1=YES 2=NO▶7.9
7.4	What is/are the reason(s) for hiring labour? کس وجہ سے مزدور رکھے؟	1 = Labour shortage مزدور کم تھے 2 = Illness بیماری 3 = Labour migration مزدوروں کی ہجرت 4 = Other (off-farm) activities دوسرے کام کاج میں تھا 5 = Other(s), specify: دیگر
7.5	Total number of days that labour was hired during the last 12 months? گذشتہ 12 ماہ کے دوران کتنے دن کے لئے مزدور رکھے؟	NUMBER OF DAYS کتنے دن
7.6	During which stages of the agricultural calendar was labour hired during the last 12 months? گذشتہ 12 ماہ کے دوران کاشت کے کس مرحلے پر مزدور کرائے پر رکھے؟	1 = Land preparation زمین کاشت 2 = Seeding/planting بیج ہوئی 3 = Weeding گوڈی 4 = Harvesting فصل کی کٹائی 5 = Threshing بیج نکالنا 6 = Transport and storage مواصلات اور ذخیرہ کرنے کے دوران
7.7	What was the cost of hiring a male and female labourer per day during the last 12 months? مرد اور عورت مزدور کو کتنی مزدوری پر رکھا؟	Rs per day for male labourer مرد مزدور کی دھاڑی Rs per day for female labourer عورت مزدور کی دھاڑی
7.8	What did you give in kind to each worker? آپ نے مزدور کو کوئی چیز دی؟ SKIP TO 7.10	1 = Wheat گندم 2 = Cotton کپاس 3 = Food خوراک 4 = Other (Specify) دیگر
7.9	Why did not your household hire labour during the last 12 months? آپ نے گزشتہ 12 ماہ کے دوران زائد مزدور کیوں نہیں رکھے؟	1 = Sufficient labour force within household ہمارے پاس کافی کام کرنے والے ہیں 2 = Unable to hire labour due to shortage of money غریب کی وجہ سے 3 = Land is cultivated by tenant/sharecropper زمین کرائے پر دی ہے

		4 = Other(s), specify: _____	دیگر
7.10	Does your household mutually exchange labour with (neighbouring) farming households? کیا آپ اپنے پڑوسیوں کے ساتھ مزدوری کا تبادلہ کرتے ہیں؟	1=YES ہاں 2=NO > 7.12 نہ	
7.11	How many labour days were exchanged during the last 12 months? پچھلے 12 ماہ کے دوران کتنے دن کے لئے مزدور تبدیل کئے؟	Estimated number of labour days: _____	اندازاً " دن
7.12	Did household members work as casual farm worker over the last 12 months? کیا پچھلے 12 ماہ کے دوران آپکے گھرانے کے افراد نے کسی اور جگہ مزدوری کی؟	1=YES 2=NO > 7.16	
7.13	Total number of days that members were working outside during the last 12 months? گزشتہ 12 ماہ کے دوران کتنے دن کے لئے باہر مزدوری کی؟	NUMBER OF DAYS دنوں کے تعداد	دن
7.14	How much did household member earned per day? اندازاً " روزانہ کتنے روپے کمائے/مزدوری ملی؟	Rs per day for male labourer Rs per day for female labourer	مرد عورت
7.15	What did household member received in kind? آپکے گھرانے کے مزدوروں کو مزدوری کے دوران کوئی چیز ملی؟	1 = Wheat گندم 2 = Cotton کپاس 3 = Food خوراک 4 = Other (Specify) دیگر	
7.16	What is the wage per day for a male daily agricultural labourer during the last (2013) kharif season? خریف 2013 کے دوران مرد مزدور کی یومیہ مزدوری کتنی تھی؟	Rs	
7.17	What is the wage per day for a female daily agricultural labourer during the last (2013) kharif season? خریف 2013 کے دوران عورت مزدور کی یومیہ مزدوری کتنی تھی؟	Rs	
7.18	What is the wage per day for a male daily agricultural labourer during the last (2013-14) rabi season? ربیع 2013-14 کے دوران مرد مزدور کی یومیہ مزدوری کتنی تھی؟	Rs	
7.19	What is the wage per day for a female daily agricultural labourer during the last (2013-14) rabi season? ربیع 2013-14 کے دوران عورت مزدور کی یومیہ مزدوری کتنی تھی؟	Rs	

SECTION 8: FARMING ASSETS, LIVESTOCK AND FLOODING زرعی

آلات، مال مویشی اور سیلاب

FARMING ASSETS

EQ. CODE	8.1			8.2	8.3	8.4	8.5	
	Do you own a [equipment]? CIRCLE THE APPROPRIATE NUMBER FOR ALL EQUIPMENT کیا آپکے پاس مندرجہ ذیل میں سے کوئی زرعی آلات ہیں؟			How many ..[AGRICULTURAL EQUIPMENT].. does your household presently own? آپکے ملکیت میں کتنے آلات ہیں؟	How many ..[AGRICULTURAL EQUIPMENT].. did your household sell over the past 12 months? آپکے گھرانے نے 12 ماہ کے دوران کتنے زرعی آلات فروخت کئے؟	How many ..[AGRICULTURAL EQUIPMENT].. did your household buy over the past 12 months? 12 ماہ کے دوران آپکے گھرانے نے کتنے زرعی آلات خریدے؟	Yes	No
	Equipment آلات	Yes ہاں	N نہ	NUMBER تعداد	NUMBER تعداد	NUMBER تعداد	ہاں	نہ
1	Tractor ٹریکٹر	1	2				1	2
2	Plough بل	1	2				1	2
3	Cart بیل گاڑی	1	2				1	2
4	Thresher تھریشر	1	2				1	2
5	Trolley ٹرالی	1	2				1	2
6	Water pump الیکٹرک موٹر	1	2				1	2
7	Generator/Diesel Engine جنریٹر/ڈیزل انجن	1	2				1	2
8	Grain storage bin اناج رکھنے کا برتن	1	2				1	2
9	Sprayer اسپرے	1	2				1	2
10	Irrigation pump پانی کا پمپ	1	2				1	2
11	Other, specify دیگر							
12	Other, specify دیگر							
13	Other, specify دیگر							

LIVESTOCK مال مویشی

LIVESTOCK CODE	8.6				8.7	8.8
	Do you own any [ANIMAL]? ملکیت مال مویشی				How many do you actually own? آپکی ملکیت میں کتنے ہیں	How many did you have 12 months ago? 12 ماہ پہلے آپکے پاس کتنے جانور تھے
	CIRCLE NUMBER مناسب نمبر پر سرکل لگائیں	APPROPRIATE بیٹل/ گائے	YES ہاں	NO نہیں		
1	Bullock/cow	بیٹل/ گائے	1	2		
2	Buffalo	بھینس	1	2		
3	Goat	بکری	1	2		
4	Sheep	بھیڑ	1	2		
6	Horse/Donkey/Mule	گھوڑا، گدھا، خچر	1	2		
7	Poultry/duck/pigeon	مرغیاں، بدک	1	2		
8	Other livestock, specify	دیگر	1	2		
9	Other livestock, specify	دیگر	1	2		
10	Other livestock, specify	دیگر	1	2		

WATERLOGGING AND FLOODING

سیلاب اور سیلاب

8.9	Does your household have waterlogging problems on your arable land? کیا آپکی زیر کاشت زرعی زمین میں سیلاب کا مسئلہ ہے؟	1=YES ہاں 2=NO نہیں	8.13
8.10	What % of your household's arable land is affected by waterlogging? آپکی کتنے فیصد زمین سیلاب سے متاثر ہے؟	PERCENTAGE فیصد	
8.11	How many month(s) is your household's arable land waterlogged? کتنے ماہ تک سیلاب رہتی ہے؟	NUMBER OF MONTHS کتنے ماہ	
8.12	What is/are the causes of the existing waterlogging problems? سیلاب کی وجوہات کیا ہیں؟	1 = Flooding 2 = High groundwater table 3 = Over-irrigation 4 = No/Poor drainage 5 = Other(s), specify:	سیلاب زیر زمین پانی کی سطح زرعی پانی کی کمی پانی کی نکاس دیگر
8.13	Does your household have soil salinity problems on your arable land? کیا آپکی زمین میں تھورکے مسائل ہیں؟	1=YES 2=NO	8.16

8.14	What % of your arable land is affected by soil salinity? کتنے فیصد زمین تھور سے متاثرہ ہے؟	PERCENTAGE فیصد	
8.15	What is/are the causes of the existing soil salinity problems? تھور کے اسباب ہیں؟	1 = Flooding 2 = High groundwater table 3 = Over-irrigation 4 = No/Poor drainage 5 = Other(s), specify:	سیلاب زیر زمین پانی کی سطح زرعی پانی کی کمی پانی کی نکاس کا مسئلہ دیگر
8.16	Has flooding caused any damage to your household's land and/or house during the last 5 years? کیا گزشتہ 5 سال کے دوران سیلاب کیوجہ سے آپکی زمین کو کوئی نقصان ہوا؟	1=YES 2=NO ➤NEXT SECTION	
8.17	Is flooding occurring every year? کیا سیلاب ہر سال آتا ہے؟	1=YES 2=NO	
8.18	What % of your household's arable land was affected by flooding? آپکی زیر کاشت زمین کا کتنے فیصد حصہ سیلاب سے متاثر ہے؟	PERCENTAGE فیصد	
8.19	Did flooding cause damage to your household's house? کیا سیلاب کیوجہ سے آپکے گھر کو نقصان ہے؟	1=YES 2=NO	

SECTION 9: AGRICULTURAL INPUTS

USE OF IMPROVED (HYBRID) SEED VARIETIES AND SYSTEM FOR CROP INTENSIFICATION

NO	QUESTION	CODE
9.1	What is/are the most common source(s) of seeds for your household during the last 5 years? گزشتہ پانچ سالوں کے دوران اپنے بیج کن ذرائع سے حاصل کیا؟	1 = Self-selected خود لیا 2 = Exchange with other farmers دوسرے کاشتکاری سے لیا 3 = Village seed bank گاؤں میں بیج بینک سے 4 = Government supplier گورنمنٹ سپلائر سے 5 = Private supplier پرائیوٹ 6 = Cooperative کوآپریٹو 7 = Producers' group پروڈیوسر گروپ 8 = Other, specify: _____ دیگر
9.2	Do you use improved (hybrid) seed varieties? کیا آپ نئے قسم کے بیج استعمال کرتے ہیں؟	1=YES 2=NO ➤ 9.6
9.3	For which crop do you use an improved (hybrid) seed varieties? آپ کس فصل کے لئے نئے بیج استعمال کرتے ہیں؟ CIRCLE APPROPRIATE CODE مناسب نمبر پر سرکل لگائیں MULTIPLE ANSWERS ALLOWED ایک سے زائد جوابات دے سکتے ہیں؟	1=Wheat گندم 2=Cotton کپاس 3=Rice چاول 4=Sugarcane گنا 5=Maize دال 6=Potatoes آلو 7=Chillies مرچی 8=Banana کیلا 9=Mangoes آم 10=Citrus چائے 11=Tobacco تمباکو 12= Millet باجرہ 13= Sorghum سدابھار 14= Guar گوار 15= Arhar 16= Peanut/groundnut 17= Sunflower سورج موکھی 18= Soybean سویا بین 19= Gwara 20= Paddy 21=Tea 22=Jowar جوار 23=onion 24=others
9.4	For how long do you use an improved (hybrid) seed varieties? آپ کتنے عرصے سے نئے بیج استعمال کر رہے ہیں؟ ANSWER FOR UP TO 3 MAIN CROPS کوئی بھی تین فصل لکھیں	Crop #1 CODE: YEARS: Crop #2 CODE: YEARS: Crop #3 CODE: YEARS:
9.5	Who informed and trained your household on improved (hybrid) seed varieties? آپ کو نئے بیج استعمال کرنا کس نے سکھایا؟ (OPEN ENDED QUESTION)	
9.6	Why your household does not use improved (hybrid) seed varieties? آپ نیا بیج کیوں استعمال نہیں کرتے؟	1= Never heard about it کبھی سنا نہیں 2= Heard about it but not trained اس بارے میں سنا ہے لیکن طریقہ نہیں پتا 3= Not convinced about benefits میں مطمئن نہیں 4= No land زمین نہیں 5= Other(s), specify: دیگر

9.7	Do you use a system of crop intensification? کیا آپ فصل کی بہتری کے طریقے استعمال کرتے ہیں؟	1=YES 2=NO▶9.11
9.8	For which crop do you use a system of crop intensification? کس فصل کے لئے آپ بہتریکے طریقے استعمال کرتے ہیں؟ CIRCLE APPROPRIATE CODE سرکل لگائیں MULTIPLE ANSWERS ALLOWED ایک سے زائد جوابات دے سکتے ہیں؟	1=Wheat گندم 12= Millet باجرہ 2=Cotton کپاس 13= Sorghum سدابھار 3=Rice چاول 14= Guar گوار 4=Sugarcane گنا 15= Arhar 5=Maize دال 16= Peanut/groundnut 6=Potatoes آلو 17= Sunflower سورج موکھی 7=Chillies مرچی 18= Soybean سویا بین 8=Banana کیلا 19= Gwara 9=Mangoes آم 20= Paddy 10=Citrus چائے 21=Tea 11=Tobacco تمباکو 22=Jowar جوار 23=onion 24=others
9.9	For how long do you use a system of crop intensification? کتے عرصے سے یہ طریقے استعمال کر رہے ہیں؟	Crop #1 CODE: YEARS: Crop #2 CODE: YEARS: Crop #3 CODE: YEARS:
9.10	Who informed and trained your household on system of crop intensification? آپکو ان طریقوں کے بارے میں کس نے بتایا؟	1= Government extension staff شعبہ زراعت کے گورنمنٹ ملازم 2= Other farmer(s) دوسرے کاشتکار نے 3=Cooperative کوآپریٹو 4= Lok Sanjh لوک سانجھ 5= VLC ولیج لرننگ سینٹر 6= Other NGO دوسری این جی 7= Other, specify: دیگر 8=None کسی نے نہیں 9=DK/CS پتا نہیں
9.11	Why your household does not practice SCI? آپکا گھرانہ نئے طریقے کیوں نہیں استعمال کرتا؟	1= Never heard about it کبھی سنا نہیں 2= Heard about it but not trained سنا ہے لیکن طریقہ نہیں پتہ 3= Not convinced about benefits میں مطمئن نہیں 4= No land زمین نہیں 5= Other(s), specify: دیگر

USE OF FERTILIZERS

NO	QUESTION	CODE	
9.12	Did your household use organic fertilizer (i.e. green/farmyard manure and/or compost) during last 12 months? کیا آپ نے غیر کیمیائی کھاد استعمال کی ہے 12 ماہ کے دوران؟	1=YES 2=NO▶9.16	
9.13	For how many years do you use organic fertilizer? آپ کتنے سالوں سے غیر کیمیائی کھاد استعمال کر رہے ہیں؟	NUMBER	
9.14	For which crop(s) do you use organic fertilizer? آپ کس فصل میں غیر کیمیائی کھاد استعمال کرتے ہیں؟ CIRCLE APPROPRIATE NUMBERS MULTIPLE ANSWERS ALLOWED ایک سے زائد جواب دے سکتے ہیں؟	CODES FOR CROP 1=Wheat گندم 12= Millet باجرہ 2=Cotton کپاس 13= Sorghum سدابھار 3=Rice چاول 14= Guar گوار 4=Sugarcane گنا 15= Arhar 5=Maize دال 16= Peanut/groundnut 6=Potatoes آلو 17= Sunflower سورج موکھی 7=Chillies مرچی 18= Soybean سویا بین 8=Banana کیلا 19= Gwara 9=Mangoes آم 20= Paddy 10=Citrus چائے 21=Tea 11=Tobacco تمباکو 22=Jowar جوار 23=onion 24=others	
9.15	Which organization, if any, introduced, promoted and/or supported the use of organic fertilizer in your village? کس تنظیم (این جی اوز) نے آپ کو غیر کیمیائی کھاد کے بارے میں بتایا اور مطمئن کیا؟	1= Government extension staff گورنمنٹ زرعی اسٹاف 2= Other farmer(s) دوسرا کاشتکار 3=Cooperative کوآپریٹو 4= Lok Sanjh لوک سانجھ 5= VLC وی ایل سی 6= Other NGO دوسری (این جی اوز) 7= Other, specify: دیگر <hr/> 8=None کوئی نہیں 9=DK/CS پتا نہیں	
9.16	Why does your household not use organic fertilizer? آپ غیر کیمیائی کھاد کیوں استعمال نہیں کرتے؟	2= Fertile soil میری زمین زرخیز ہے 3= No livestock مال مویشی نہیں 4= Used as fuel for cooking گوہر جلانے میں استعمال کرتے ہیں 5=Prefer other (chemical) fertilizer کیمیائی کھاد بہتر ہے 6= Other(s), specify: دیگر	
9.17	Did your household use chemical fertilizers during the last 12 months? کیا گزشتہ 12 ماہ کے دوران اپنے کیمیائی کھاد استعمال کی؟	1=YES 2=NO▶9.20	
9.18	For how many years do you use chemical fertilizer? کتنے سالوں سے کیمیائی کھاد استعمال کر رہے ہیں؟	NUMBER	

9.19	<p>For which crop(s) do you use chemical fertilizer? کس فصل کے لئے کیمیائی کھاد استعمال کرتے ہیں؟</p> <p>CIRCLE APPROPRIATE NUMBERS مناسب نمبر پر سرکل لگائیں</p> <p>MUTLIPL E ANSWERS ALLOWED ایک سے زائد جواب دے سکتے ہیں؟</p> <p>SKIP TO 9.21</p>	<p>CODES FOR CROP</p> <p>1=Wheat گندم 12= Millet باجرہ 2=Cotton کپاس 13= Sorghum سدابھار 3=Rice چاول 14= Guar گوار 4=Sugarcane گنا 15= Arhar 5=Maize دال 16= Peanut/groundnut 6=Potatoes آلو 17= Sunflower سورج موکھی 7=Chillies مرچی 18= Soybean سویا بین 8=Banana کیلا 19= Gwara 9=Mangoes آم 20= Paddy 10=Citrus 21=Tea چائے 11=Tobacco تمباکو 22=Jowar جوار 23=onion 24=others</p>	
9.20	<p>What is/are the reason(s) for not using chemical fertilisers? کیمیائی کھاد استعمال کیوں نہیں کرتے؟</p>	<p>1= Fertile soil زمین زرخیز ہے 2= Not available in local market مارکیٹ میں کھاد موجود نہیں 3=Unable to purchase due to lack of money غربت کی وجہ سے خرید نہیں سکتا 4= Prefer other (organic) fertilizer غیر کیمیائی بہتر ہے 5= Other(s), specify: دیگر</p>	
9.21	<p>Did your household use agro-chemicals during last 12 months? کیا اپنے گزشتہ 12 ماہ کے دوران زرعی کیمیائی دوا استعمال کی؟</p>	<p>1=YES 2=NO > 9.24</p>	
9.22	<p>For how many years does your household use agro-chemicals? کتنے سالوں سے آپ کا گھرانہ پیسٹیسائیڈ استعمال کر رہا ہے؟</p>	NUMBER	
9.23	<p>For which crop(s) do you use agro-chemicals? کس فصل کے لئے زرعی کیمیائی دوا استعمال کی؟</p> <p>CIRCLE APPROPRIATE NUMBERS (SKIP TO 9.25) مناسب نمبر پر سرکل لگائیں</p> <p>MUTLIPL E ANSWERS ALLOWED ایک سے زائد جواب دے سکتے ہیں</p>	<p>CODES FOR CROP</p> <p>1=Wheat گندم 12= Millet باجرہ 2=Cotton کپاس 13= Sorghum سدابھار 3=Rice چاول 14= Guar گوار 4=Sugarcane گنا 15= Arhar 5=Maize دال 16= Peanut/groundnut 6=Potatoes آلو 17= Sunflower سورج موکھی 7=Chillies مرچی 18= Soybean سویا بین 8=Banana کیلا 19= Gwara 9=Mangoes آم 20= Paddy 10=Citrus 21=Tea چائے 11=Tobacco تمباکو 22=Jowar جوار 23=onion 24=others</p>	
9.24	<p>What was/were the reason(s) for not using agro-chemicals during the last 12 months? کن وجوہات کی بنا پر آپ نے گزشتہ 12 ماہ کے دوران زرعی کیمیائی دوا استعمال نہیں کی؟</p>	<p>1= No problems with plant diseases, insects and/or weeds فصل کی کوئی بیماری نہیں لگی 2= No money to purchase agro-chemicals غربت کی وجہ سے خرید نہیں سکا 3= Not available in local market مقامی مارکیٹ میں دستیاب نہیں ہے 4= Other(s), specify: دیگر</p>	

9.25	Did your household use biological products (bio-pesticides) to resolve problems with crop diseases, pests and/or weeds during last 12 months? گذشتہ 12 ماہ کے دوران آپ کے گھرانے بائیو پیسٹیسائیڈ دوائی فصل کے لئے استعمال کی؟	1=YES 2=NO ➤ 9.29
9.26	For how many years does your household use bio-pesticides? کتنے سالوں سے بائیو پیسٹیسائیڈ دوائیاں استعمال کر رہے ہیں؟	NUMBER
9.27	For which crop(s) do you use bio-pesticides? کون سے فصل پر بائیو پیسٹیسائیڈ استعمال کرتے ہیں CIRCLE APPROPRIATE NUMBERS مناسب نمبر پر سرکل لگائیں MULTIPLE ANSWERS ALLOWED ایک سے زائد جواب دے سکتے ہیں؟	CODES FOR CROP 1=Wheat گندم 12= Millet باجرہ 2=Cotton کپاس 13= Sorghum سدابھار 3=Rice چاول 14= Guar گوار 4=Sugarcane گنا 15= Arhar 5=Maize دال 16= Peanut/groundnut 6=Potatoes آلو 17= Sunflower سورج موکھی 7=Chillies مرچی 18= Soybean سویا بین 8=Banana کیلا 19= Gwara 9=Mangoes ام 20= Paddy 10=Citrus 21=Tea چائے 11=Tobacco تمباکو 22=Jowar جوار 23=onion 24=others
9.28	Which organization, if any, introduced, promoted and/or supported the use of bio-pesticides in your village? کس تنظیم نے آپ کو بائیو پیسٹیسائیڈ کے بارے میں بتایا؟ (SKIP TO 9.30)	1= Government extension staff گورنمنٹ ملازم زرعی 2= Other farmer(s) دوسرے کاشتکاری 3=Cooperative کو آپریٹو 4= Lok Sanjh لوک سانجھ 5= VLC وی ایل سی 6= Other NGO دوسری این جی 7= Other, specify: _____ دیگر _____ 8=None کسی نے نہیں 9=DK/CS پتا نہیں
9.29	What was/were the reason(s) for not using biological products against crop diseases, pests and/or weeds during the last 12 months? کن وجوہات کی بنا پر آپ بائیو پیسٹیسائیڈ استعمال نہیں کرتے؟	1= No problems with plant diseases, insects and/or weeds 2= No knowledge about use of biological products 3= Unable to purchase due to lack of money 4= Not available in local market 5= Other(s), specify: _____
9.30	How many % of standing crops was lost due to crop diseases and pests during last 12 months? گذشتہ 12 ماہ کے دوران آپ کے فصل کا کتنا فیصد بیماری سے متاثر ہوا؟	PERCENTAGE
9.31	How many % of standing crops was lost due to crop diseases and pests during the previous year? پچھلے سال کے دوران آپ کے فصل کا کتنا فیصد بیماری سے متاثر ہوا؟	PERCENTAGE

SECTION 10: LOW CARBON ECOLOGICAL AGRICULTURE

WATER HARVESTING

NO	QUESTION	CODE
10.1	Does your household practice water harvesting? کیا آپ کا گھرانا پانی جمع کرتا ہے؟	1=YES 2=NO▶10.6
10.2	Which type(s) of structure do you use for water harvesting? کس طریقے سے پانی جمع کرتا ہے؟	1= Rooftop rainwater harvesting structure 2= Village water harvesting pond/tank 3= Other(s), specify:
10.3	For how many years do you practice water harvesting? کتنے سالوں سے پانی جمع کر رہے ہیں؟	NUMBER
10.4	For which purposes do you practice water harvesting? کن مقاصد کے لئے پانی استعمال کر رہے ہیں؟	1= Growing (vegetable) crops سبزیوں کی کاشت 2= Watering livestock مویشی کے پانی کی لئے 3= Drinking water پینے کا پانی 4= Other domestic use (washing) گھر کے دوسرے استعمال 5= Other(s), specify: دیگر _____
10.5	Which organization, if any, introduced/promoted water harvesting technique in your village? کس تنظیم نے پانی جمع کرنے کے طریقے سکھائے؟	1= Government extension staff گورنمنٹ ملازم زرعی 2= Other farmer(s) دوسرے کاشتکاری کوآپریٹو 3= Cooperative لوک سانجھ 4= Lok Sanjh وی ایل سی 5= VLC دوسری این جی اوز 6= Other NGO دیگر 7= Other, specify: کسی نے نہیں 8= None پتا نہیں 9=DK/CS
10.6	Why do you not practice water harvesting? آپ پانی کیوں جمع نہیں کرتے؟	1= Never heard about it کبھی سنا نہیں 2= Heard about it but not trained پتا 3= Not convinced about benefits میں مطمئن نہیں

		4= No land	زمین نہیں
		5= Other(s), specify:	دیگر

COMMUNITY SEED BANKS

کمیونٹی بیج بینک

10.7	Did you purchase or receive any seeds or young plants over the past agriculture year? کیا پچھلے سال اپنے بیج یا پودا کسی تنظیم سے حاصل کیا؟	1=YES 2=NO	10.9
10.8	Where did you obtain them? کس ذریعے سے ملا؟	1= Agriculture development office 2= Seeds company 3= Community seeds bank 4= Other farmers 5= Private dealer 6= Landlord 7= Other, specify	زرعی آفیس بیج کمپنی کمیونٹی بیج بینک دوسرے کسان سے پرائیوٹ ڈیلر سے زمیندار دیگر
10.9	Is there a Community Seed Bank in the village? کیا آپکے گاؤں میں بیج بینک ہے؟	1=YES 2=NO	10.15
10.10	Which organization, if any, supported the establishment of the Community Seed Bank in your village? کس تنظیم نے بیج بینک بنایا؟	1= Government extension staff 2= Other farmer(s) 3=Cooperative 4= Lok Sanjh 5= VLC 6= Other NGO 7= Other, specify: 8=None 9=DK/CS	گورنمنٹ ملازم زرعی دوسرے کاشتکاری کوآپریٹو لوک سانجھ وی ایل سی دوسری این جی اوز کوئی نہیں پتہ نہیں/ کچھ نہیں کہہ سکتا/سکتی
10.11	For how many years is the Community Seed Bank present? کتنے عرصے سے بیج بینک آپکے گاؤں میں موجود ہے؟	NUMBER	
10.12	Is your household a member of the Community Seed Bank? کیا آپکا گھرانہ کمیونٹی بیج بینک کا میمبر ہے؟	1=YES 2=NO	10.14
10.13	For how many years is your household a member of the Community Seed Bank? کتنے عرصے سے آپکا گھرانہ کمیونٹی بیج بینک کا میمبر ہے؟	NUMBER	

10.14	what are the reasons that your household is not a member of the Community Seed Bank? کن وجوہات کی بنا پر آپکا گھرانہ بیج بنک کا ممبر نہیں ہے؟	1= Never heard about it کبھی سنا نہیں 2= Not accepted as member مجھے ممبر شپ نہیں ملی 3= No need ضرورت نہیں 4= Other(s), specify: دیگر
10.15	Does your household use one or more green houses? کیا آپ ایک یا ایک سے زائد گریں ہاؤس استعمال کرتے ہیں؟	1=YES ہاں 2=NO نہیں 10.19
10.16	For how many years does your household use one or more green houses? کتنے سالوں سے آپ گریں ہاؤس استعمال کر رہے ہیں؟	NUMBER
10.17	For which purpose does your household use one or more green houses? کن وجوہات کی بنا پر آپ گریں ہاؤس استعمال کرتے ہیں؟	1= Growing vegetables سبزیاں کاشت کرنے کے لئے 2= Tree nursery نرسری کے لئے 3= Other(s), specify دیگر
10.18	Which organization, if any, informed and trained your household on the use of green houses? کس تنظیم نے آپکو گریں ہاؤس استعمال کرنے کی ٹریننگ دی؟ (SKIP TO 10.20)	1= Government extension staff گورنمنٹ ایکسٹینشن اسٹاف 2= Other farmer(s) دوسرے کسان سے 3= Cooperative کو اپریٹو 4= Lok Sanjh لوک سانجھ 5= VLC وی ایل سی 6= Other NGO دوسری NGO 7= Other, specify: دیگر 8=None 9=DK/CS پتہ نہیں/ کچھ نہیں کہہ سکتا/سکتی
10.19	What are the reasons that your household is not using green houses? کن وجوہات کی بنا پر آپ گریں ہاؤس استعمال نہیں کر رہے؟	1= Never heard about it کبھی نہیں سنا 2= Heard about it but not trained ٹریننگ نہیں 3= Not convinced about benefits مطمئن نہیں 4= No land زمین نہیں 5= No money غریب 6= Other(s), specify: دیگر

KITCHEN GARDENING

10.20	Does your household practice kitchen gardening? کیا آپ کچن باغبانی کر رہے ہیں؟	1=YES ہاں 2=NO نہیں 10.24
10.21	For how many years does your household practice kitchen gardening? کتنے سالوں سے کچن باغبانی کرتے ہیں؟	NUMBER
10.22	Which member(s) of your household is involved in kitchen gardening? آپکے گھر کے کون سے افراد کچن باغبانی کرتے ہیں؟	1=Male members مرد 2=Female members عورت 3= Both male and female members دونوں مرد عورت

10.23	Which organization, if any, informed and trained your household on kitchen gardening? کس تنظیم نے آپکو کچن باغبانی کے بارے میں ٹریننگ دی؟	1= Government extension staff گورنمنٹ ایکسٹینشن اسٹاف 2= Other farmer(s) سے دوسرے کسان 3= Cooperative کو آپریٹو 4= Lok Sanjh لوک سانجھ 5= VLC وی ایل سی 6= Other NGO دوسری NGO 7= Other, specify: دیگر 8= None کوئی نہیں 9= DK/CS سکتا/سکتی
10.24	Why your household does not practice kitchen gardening? کن وجوہات کی بنا پر آپ کچن باغبانی نہیں کرتے؟	1= Never heard about it کبھی نہیں سنا 2= Heard about it but not trained ٹریننگ نہیں 3= Not convinced about benefits مطمئن نہیں 4= No land زمین نہیں 5= No water پانی نہیں 6= Other(s), specify: دیگر

CLEAN COTTON INITIATIVE غیر کیمیائی کپاس

10.25	Did your household participate in one or more training courses related to the cultivation of organic (clean) cotton? کیا آپ نے غیر کیمیائی کپاس کاشت کی ٹریننگ میں حصہ لیا؟	1= YES ہاں 2= NO نہ
10.26	How long ago? کتنے عرصے سے؟ WRITE DOWN '0' IF LESS THAN 1 YEAR AGO ALLOW 'DK/CS' IF DON'T KNOW, CAN'T SAY	NUMBER OF YEARS سال
10.27	Which were the training topics? ٹریننگ کے موضوع کیا تھے؟	1= Integrated Pest Management (IPM) 2= Soil and water management 3= Other, specify:
10.28	Who provided the training? کس نے ٹریننگ دی؟	1= Government extension staff گورنمنٹ ایکسٹینشن اسٹاف 2= Other farmer(s) سے دوسرے کسان 3= Cooperative کو آپریٹو 4= Lok Sanjh لوک سانجھ 5= Other NGO دوسری NGO 6= Other, specify: دیگر
10.29	Has your household adopted the practice of cultivating organic (clean) cotton? کیا آپ نے گھرانے میں غیر کیمیائی کپاس کاشت کرنے کے طریقے اپنائے؟	1= YES >10.32 2= NO
10.30	What are the reasons? کن وجوہات کی بنا پر؟ آپ کے گھرانے نے غیر کیمیائی کپاس کے طریقے استعمال نہیں کئے؟	1= Too complex >10.33 بہت مشکل ہے 2= Too risky >10.33 بہت رسک ہے 3= Too much work >10.33 کام زیادہ ہے 4= Concerns about yields >10.33 پیداوار کا یقین نہیں 5= Insufficient information >10.33 معلومات نہیں 6= Lack of follow-up support >10.33 سپورٹ نہیں 7= Other, specify >10.33 دیگر

10.31	what are the reasons that your household did not participate in the training on organic (clean) cotton? کن وجوہات کی بنا پر آپکے گھرانے نے ٹریننگ میں حصہ نہیں لیا؟	1= No training organized ٹریننگ نہیں ملی 2=Never heard about it کبھی نہیں سنا 3=Heard about it but not interested in organic cotton اس بارے میں سنا ہے لیکن اس میں دلچسپی نہیں 4= Not convinced about benefits کوئی فائدہ نہیں زیادہ 5=Not enough land زمین نہیں زیادہ 6= Other(s), specify: دیگر
10.32	Does your household cultivate organic (clean) cotton? کیا آپکا گھرانہ غیر کیمیائی کیاس کاشت کرتا ہے؟	1=YES 2=NO
10.33	Is your household member of a producers' organisation to facilitate the marketing of cotton (seed? جو کا میمبر ہے بیج کی مارکیٹنگ کرتا ہے؟	1=YES 2=NO ►NEXT SECTION
10.34	For how many years? کتنے سالوں سے؟	NUMBER OF YEARS
10.35	Who supported the farmers with the formation of the producers' organisation? پروڈیوسرز گروپ کے انتخاب میں کسانوں کی کس نے مدد کی؟	1=Government extension staff گورنمنٹ ملازم زرعی 2= Cooperative دوسرے کاشتکاری 3=Lok Sanjh لوک سانجھ 4=Other NGO دوسرے NGO 5=Other, specify: دیگر

SECTION 11: CAPACITY BUILDING

FARMERS' FIELD SCHOOL کسان فیلڈ سکول

NO	QUESTION	CODE
11.1	Is there a operational Farmers' Field School (FFS) in your village? کیا آپ کے گاؤں میں کسان سکول ہے؟	1= YES 2= NO ► NEXT SECTION 3= DK/CS ► NEXT SECTION
11.2	For how many years is there a FFS in your village? کتنے عرصے سے یہ سکول ہے؟	NUMBER
11.3	Which organization, if any, organized the FFS sessions? کس تنظیم نے فارمر فیلڈ سکول کے سیشن منعقد کیے؟	1= Government extension staff گورنمنٹ ملازم زرعی 2= Other farmer(s) دوسرے کاشتکاری 3= Cooperative کوآپریٹو 4= Lok Sanjh لوک سانجھ 5= VLC وی ایل سی 6= Other NGO دوسری این جی او 7= Other, specify: دیگر 8= None کسی نے نہیں 9= DK/CS پتا نہیں
11.4	Did your household participate in one or more FFS sessions (in your village or in the vicinity)? کیا آپ کے گھرانے میں سے کسی نے فارمر فیلڈ سکول کا کوئی سیشن لیا ہے؟	1= YES 2= NO ► 11.7
11.5	Which member(s) of your household participated in FFS sessions? گھر کے کن افراد نے ٹریننگ اٹینڈ کی؟	1= Male members مرد 2= Female members عورتیں 3= Both male and female members دونوں
11.6	Which topics were discussed and demonstrated during the FFS sessions? ٹریننگ کن موضوعات پر ہوئی؟ SKIP TO NEXT SECTION	1= Crop diversification ► NEXT SECTION 2= Use of compost ► NEXT SECTION 2 غیر کمیائی کھاد کا استعمال 3= Use of natural pesticides ► NEXT SECTION قدرتی دواؤں کا استعمال دوسرا سیکشن 4= Other, specify: ► NEXT SECTION دیگر 5= DK/CS ► NEXT SECTION پتا نہیں/ بتانا نہیں چاہتا/چاہتی
11.7	Why did your household not participate in FFS sessions? آپ نے کس وجوہات کی بنا پر آپ نے ٹریننگ اٹینڈ نہیں کی؟	1= Never heard about it کبھی نہیں سنا 2= Heard about it but not invited سنا تھا مگر مجھے کس نے دعوت نہیں دی 3= Not interested دلچسپی نہیں 4= No farm land 5= Too far دور ہے 6= Other(s), specify:

FARMER RESEARCH FARM کسان تحقیقی فارم

11.8	Is there is a Farmer Research Farm in your village? کیا آپ کے گاؤں میں کسان تحقیقی فارم ہے؟	1=YES 2=NO> NEXT SECTION 3=DK/CS> NEXT SECTION
11.9	For how many years is there a Farmer Research Farm? کتنے سالوں سے تحقیقی فارم ہے؟	NUMBER
11.10	Which organization, if any, supports the Farmer Research Farm? کون سی تنظیم کسانوں کے تحقیقی فارم کے لئے مدد کرتی ہے؟	1= Government extension staff گورنمنٹ ملازم زرعی 2= Other farmer(s) دوسرے کاشکاری 3=Cooperative کوآپریٹو 4= Lok Sanjh لوک سانجھ 5= VLC وی ایل سی 6= Other NGO دوسری این جی اوز 7= Other, specify: دیگر _____ 8=None کسی نے نہیں 9=DK/CS پتا نہیں
11.11	Have you visited a Farmer Research Farm (in your village or in the vicinity)? کیا آپ نے کسان تحقیقی فارم کا وزٹ کیا؟	1=YES 2=NO> 11.14
11.12	Which member(s) of your household visited the Farmer Research Farm? گھر کے کن میمبران نے وزٹ کیا؟	1=Male members مرد 2=Female members عورتیں 3= Both male and female members دونوں
11.13	Which topics were demonstrated at the Farmer Research Farm? کسان تحقیقی فارم پر کن موضوع پر تحقیق ہوئی؟	1= Different crops> NEXT SECTION 2= Use of compost> NEXT SECTION 3= Use of natural pesticides> NEXT SECTION 4= Other organic farming practices> NEXT SECTION 5= Other, specify: _____> NEXT SECTION 6=DK/CS> NEXT SECTION
11.14	Why your household did not visit the Farmer Research Farm? کن وجوہات کی بنا پر آپ نے کسان تحقیقی فارم وزٹ نہیں کیا؟	1= Never heard about it اس بارے میں نہیں سنا 2= Heard about it but not visited سنا مگر وزٹ نہیں کیا 3= Not interested دلچسپی نہیں 4= No farm land زمین نہیں 5= No Farmer Research Farm in vicinity ہمارے علاقے میں کسان تحقیقی فارم نہیں ہے 6= Other(s), specify: _____ دیگر _____

SECTION 12: ADVOCACY AND AWARENESS

CAMPAIGNS

NO	QUESTION	CODE
12.1	Have you heard about one or more campaigns organized by the NGO Lok Sanjh Foundation? کیا آپ نے لوک سانجھ کے کسی پروگرام کے بارے میں سنا ہے؟	1=YES 2=NO > 12.7
12.2	What were the topics of these campaigns? ان پروگرام میں کیا تھا؟ Multiple answerer allowed ایک سے زائد جواب دے سکتے ہیں؟	1= Climate Change Adaptation/Mitigation آب و ہوا کے تبدیلی کے بارے میں آگاہی 2= No use of genetically modified crops (No to GMOs) نئے فصل 3= Water rights (Water and Democracy) پانی کے حقوق 4= Future of small farmers چھوٹے فامر کا مستقبل 5= Other, specify: دیگر _____
12.3	Did your household participate in one or more of these campaigns? کیا آپ کے گھرانے نے ان پروگرام میں شرکت کی؟	1=YES 2=NO > 12.5
12.4	Which member(s) of your household participated in one or more campaigns? کون سے ممبران نے شرکت کی؟	1=Male members > 12.6 مرد 2=Female members > 12.6 عورتیں 3= Both male and female members > 12.6 دونوں
12.5	Why did not you participate in one of these campaigns? آپ کے گھرانے نے کیوں شرکت نہیں کی؟	1=Not interested دلچسپی نہیں 2=No time ٹائم نہیں 3= Do not feel comfortable to take part in any campaign کوئی پروگرام اچھا نہیں لگتا 4=Do not feel comfortable with this campaign and/or people behind it مجھے یہ پروگرام اچھا نہیں لگتا 5= Do not think it will change anything کوئی تبدیلی نہیں آئے گی 6=Other, specify دیگر _____
12.6	In your opinion, how effective is/are this/these campaign(s)? آپ کے خیال میں یہ پروگرام کتنے فائدیمند ہیں؟	1=VERY EFFECTIVE بہت فائدیمند 2=SOMEWHAT EFFECTIVE کچھ فائدیمند 3=SOMEWHAT INEFFECTIVE خاص فائدہ نہیں 4=VERY INEFFECTIVE بالکل بھی فائدہ نہیں
12.7	Have you heard about one or more campaigns on climate change adaptation, future of small farmers, GMOs and water rights organized by other actors? کیا آپ نے موسمیاتی تبدیلی، اور چھوٹے کسان کا مستقبل، نئے فصل اور کسان کے حقوق کے بارے میں سنا؟	1=YES 2=NO > 12.12
12.8	What were the topics of these campaigns? اس مہم میں کون سے موضوع تھے؟ MULTIPLE ANSWERS ALLOWED ایک سے زائد جواب دے سکتے ہیں؟	1= Climate Change Adaptation/Mitigation موسمیاتی تبدیلی 2= No use of genetically modified crops (No to GMOs) نئے فصل 3= Water rights (Water and Democracy) پانی کے حقوق اور جمہوریت 4= Future of small farmers چھوٹے کاشت کاروں کا مستقبل

		5= Other, specify: دیگر _____
12.9	Did your household participate in one or more these campaigns? کیا آپ کے گھرانے نے ایک یا ایک سے زیادہ پروگرام میں؟	1=YES 2=NO>NEXT SECTION
12.10	Which member(s) of your household participated in one or more campaigns? گھر کے کن افراد نے حصہ لیا؟	1=Male membersمرد 2=Female membersعورت 3= Both male and female membersدونوں
12.11	In your opinion, how effective is/are this/these campaign(s)? آپ کے خیال میں یہ پروگرام کتنے فائد مند تھے؟	1=VERY EFFECTIVEبہت فائد مند 2=SOMEWHAT EFFECTIVEکچھ فائد مند 3=SOMEWHAT INEFFECTIVEخاص فائدہ نہیں 4=VERY INEFFECTIVEبلکل بھی فائدہ نہیں

DEHQAN ASSEMBLIES دھقان اسمبلی

12.12	Have you heard about Dehqan Assemblies organized by the NGO Lok Sanjh Foundation? کیا آپ نے لوک سانجھ کی بنائی ہوئی دھقان اسمبلی کے بارے میں سنا ہے؟	1=YES 2=NO>12.18
12.13	Did your household participate in one or more sessions? کیا آپ نے اس اسمبلی کے سیشن اٹینڈ کئے؟	1=YES 2=NO>12.16
12.14	Which member(s) of your household participated in one or more sessions? گھر کے کن افراد نے سیشن اٹینڈ کئے؟	1=Male membersمرد 2=Female membersعورتیں 3= Both male and female membersدونوں
12.15	Which topics were presented and discussed during the sessions? کن موضوع پر بات چیت ہوئی؟ MULTIPLE ANSWERS ALLOWED ایک سے زائد جواب دے سکتے ہیں؟	1= Organic farming>12.17 غیر کیمیائی فارمنگ 2= Land rights>12.17 زمین کے حقوق 3= Water rights>12.17 پانی کے حقوق 4= Other, specify: دیگر >12.17
12.16	Why did you not participate in the assembly? آپ نے اسمبلی کے سیشن کیوں اٹینڈ نہیں کئے؟ MULTIPLE ANSWERS ALLOWED ایک سے زائد جواب دے سکتے ہیں؟	1=Not interestedدلچسپی نہیں 2=No timeنہیں ٹائم 3= Do not feel comfortable to take part in any campaign ایسے پروگرام اچھے نہیں لگتے 4=Do not feel comfortable with this campaign and/or people behind it مجھے یہ پروگرام اچھا نہیں لگتا 5= Do not think it will change anything کوئی تبدیلی نہیں آئے گی 6=Other, specify دیگر
12.17	How useful do you think the Dehqan Assemblies are? آپ کے خیال میں دھقان اسمبلی کے کیا فوائد ہیں؟	1=VERY USEFULبہت فائد مند 2=SOMEWHAT USEFULکچھ فائد مند 3= NOT VERY USEFUL کوئی خاص فائدہ نہیں 4=NOT USEFUL AT ALL بلکل بھی فائدہ مند نہیں

MAGAZINE KISSAN DARTI کسان دھرتی منگزیں

12.18	Have you heard about the magazine Kissan Darti published by the NGO Lok Sanjh Foundation? کیا آپ نے کسان دھرتی منگزیں کے بارے میں سنا ہے؟	1=YES ہاں 2=NO >12.24
12.19	Does your household read this magazine? کیا آپ یہ منگزیں پڑھتے ہیں؟	1=YES 2=NO >12.23
12.20	Which member(s) of your household read this magazine? گھر کے کون سے افراد منگزیں پڑھتے ہیں؟	1=Male members مرد 2=Female members عورت 3= Both male and female members دونوں
12.21	Have you learned something from reading this magazine? کیا آپ نے اس منگزیں سے کچھ سیکھا؟	1=YES 2=NO >12.22
12.22	What did you learn from reading the magazine? آپ نے اس منگزیں سے کیا سیکھا؟	1 = New crops >12.24 نئے فصل کے بارے میں 2 = New cropping techniques >12.24 نئے کاشت کے طریقے 3 = Animal husbandry >12.24 جانور کی نگہداشت 4 = Farmers' rights >12.24 کسان کے حقوق 5 = Other, دیگر specify: >12.24
12.23	Why do you not read the magazine? آپ یہ منگزیں کیوں نہیں پڑھتے؟	1= Not interested دلچسپی نہیں 2= Cannot read پڑھ نہیں سکتا 3= Not distributed here ملتا نہیں 4= Prefer other publications دوسرے منگزیں اچھے نہیں 5= Other, دیگر specify _____
12.24	Do you know about other farming-related publications? کیا آپ دوسرے کسان منگزیں کے بارے میں جانتی ہیں؟	1=YES 2=NO >12.30
12.25	Does your household read these publications? کیا آپ کے گھر کے افراد یہ منگزیں پڑھتے ہیں؟	1=YES 2=NO >12.29
12.26	Which member(s) of your household read these publications? کون سے افراد یہ منگزیں پڑھتے ہیں؟	1=Male members مرد 2=Female members عورتیں 3= Both male and female members دونوں
12.27	Have you learned something from reading these publications? کیا آپ نے اس منگزیں سے کچھ سیکھا؟	1=YES 2=NO >G28
12.28	What did you learn from reading these publications? آپ نے اس منگزیں سے کیا سیکھا؟	1 = New crops >12.30 نئے فصل 2 = New cropping techniques >12.30 نئے کاشت کے طریقے 3 = Animal husbandry >12.30 جانوروں کے علاج کے بارے میں 4 = Farmers' rights >12.30 کسان کے حقوق 5 = Other, دیگر

		specify: _____ >12.30
12.29	Why do you not read these publications? آپ یہ منگزين کیوں نہیں پڑھتے؟	1= Not interested دلچسپی نہیں 2= Cannot read پڑھ نہیں سکتا 3= Not distributed here ملتا نہیں 4= Prefer other publications دوسرے منگزين اچھے نہیں 5= Other, specify دیگر

HARVEST CELEBRATION FESTIVALS

12.30	Have you heard about the Harvest Celebration Festivals organized by the NGO Lok Sanjh Foundation? کیا آپ نے لوک سانجھ کے کسی کاشت میلہ کے بارے میں سنا؟	1=YES 2=NO >12.36
12.31	Did your household participate in this festival? کیا آپ کے گھرانے میں شمولیت کی؟	1=YES 2=NO >12.34
12.32	Which member(s) of your household participated in this festival? کون سے ممبران شرکت کی؟	1=Male members مرد 2=Female members عورتیں 3= Both male and female members دونوں
12.33	Which topics were demonstrated during this festival? کون سے موضوع پر بات چیت ہوئی؟	1= Traditional/local food systems مقامی کھانے کے طریقے >12.35 2= Village traditions گائوں کے رسومات >12.35 3= Improved (organic) farming جدید فارمنگ practices >12.35 4= Other, دیگر specify: _____ >12.35
12.34	Why did your household not participate in the Harvest Celebration Festival? کن وجوہات کی بنا پر آپ کا گھرانے نے اس میں شمولیت نہیں لی؟	1=Not interested دلچسپی نہیں 2=No time ٹائم نہیں 3= Do not feel comfortable to take part in any campaign ایسے پروگرام اچھے نہیں لگتے 4=Do not feel comfortable with this campaign and/or people behind it مجھے یہ پروگرام اچھا نہیں لگتا 5= Do not think it will change anything کوئی تبدیلی نہیں آئے گی 6=Other, specify دیگر _____
12.35	In your opinion, how useful is this festival? آپ کے خیال میں وہ کتنے فائدیمند تھے؟	1=VERY USEFUL بہت فائدیمند 2=SOMEWHAT USEFUL کچھ فائدیمند 3= NOT VERY USEFUL کم فائدیمند 4=NOT USEFUL AT ALL بلکل غیر فائدیمند ہے
12.36	Do you know about harvest celebration or other village festivals organized by other organisations (i.e. government, private sector, NGOs)? کیا آپ کو لوک سانجھ یا کسی گورنمنٹ کے ادارے کی طرف سے منعقد کئے گئے کاشت میلے کے بارے میں پتا ہے؟	1=YES 2=NO >12.42

12.37	Did your household participate in these festivals? کیا آپکے گھرانے نے ان میلوں میں شرکت کی؟	1=YES 2=NO▶12.40
12.38	Which member(s) of your household participated in these festivals? کون سے میمبر شریک ہوئے؟	1=Male members مرد 2=Female members عورتیں 3= Both male and female members دونوں
12.39	Which topics were demonstrated during these festivals? ان میلوں کے کون سے موضوع تھے؟	1= Traditional/local food systems▶12.41 مقامی کھانے کے طریقے 2= Village traditions▶12.41 گاؤں کے رسومات 3= Improved (organic) farming practices▶12.41 جدید فارمنگ 4= Other, دیگر specify:▶12.41
12.40	Why did your household not participate in these festivals? کن وجوہات کی بنا پر اپنے شمولیت نہیں لی؟	1=Not interested دلچسپی نہیں 2=No time ٹائم نہیں 3= Do not feel comfortable to take part in any campaign ایسے پروگرام اچھے نہیں لگتے 4=Do not feel comfortable with this campaign and/or people behind it مجھے یہ پروگرام اچھا نہیں لگتا 5= Do not think it will change anything کوئی تبدیلی نہیں آنے گی 6=Other, دیگر specify
12.41	In your opinion, how useful are these festivals? آپ کے خیال میں یہ میلے کتنے فائدمند تھے؟	1=VERY USEFUL بہت فائدمند 2=SOMEWHAT USEFUL کچھ فائدمند 3= NOT VERY USEFUL کوئی خاص فائدہ نہیں 4=NOT USEFUL AT ALL بالکل بھی فائدمند نہیں

VILLAGE OF HOPE FESTIVALS

12.42	Have you heard about the Village of Hope Festivals organized by the NGO Lok Sanjh Foundation? کیا آپ نے لوک سانجھ کے ولیج آف ہوپ میلے کے بارے میں سنا؟	1=YES 2=NO▶12.48
12.43	Did your household participate in one or more sessions? کیا آپکے گھرانے نے اس میں شمولیت لی؟	1=YES 2=NO▶12.46
12.44	Which member(s) of your household participated in the sessions? کون سے میمبر شامل ہوئے؟	1=Male members مرد 2=Female members عورتیں 3= Both male and female members دونوں
12.45	Which topics were discussed and demonstrated during this festival? کن موضوعات پر بات چیت ہوئی؟	1= Organic farming model▶12.47 غیر کیمیائی فارمنگ ماڈل 2= Advantages of organizing (female) farmers▶12.47 عورت فارمرز کے یونٹس کے فوائد 3= Other, دیگر specify :▶12.47
12.46	Why did your household not participate in these festivals? کن وجوہات کی بنا پر آپکے گھرانے نے اس میں شمولیت نہیں لی؟	1=Not interested دلچسپی نہیں 2=No time ٹائم نہیں 3= Do not feel comfortable to take part in any campaign ایسے پروگرام اچھے نہیں لگتے

		4=Do not feel comfortable with this campaign and/or people behind it مجھے یہ پروگرام اچھا نہیں لگتا 5= Do not think it will change anything کوئی تبدیلی نہیں آئے گی 6=Other, specify دیگر _____
12.47	In your opinion, how useful is this festival? آپ کے خیال میں یہ میلے کتنے فائدیمند تھے؟	1=VERY USEFUL بہت فائدیمند 2=SOMEWHAT USEFUL کچھ فائدیمند 3= NOT VERY USEFUL کوئی خاص فائدہ نہیں 4=NOT USEFUL AT ALL بلکل بھی فائدیمند نہیں

CONFERENCES کانفرنس

12.48	Have you heard about the Women's Conference on "Seed of Hope" organised by Lok Sanjh? کیا آپ نے لوک سانجھ کی طرف منعقد کی گئی بیج کے بارے میں خواتین کانفرنس کا سنا؟	1=YES 2=NO >12.53
12.49	Did any female member of your household participate in the Women's Conference on "Seed of Hope" organised by Lok Sanjh? کیا کسی فیملی ممبر نے اس کانفرنس میں شمولیت کی؟	1=YES 2=NO >12.52
12.50	In your opinion, how useful was this c آپ کے خیال میں یہ کانفرنس کتنی فائدیمند تھی؟	1=VERY USEFUL بہت فائدیمند 2=SOMEWHAT USEFUL کچھ فائدیمند 3= NOT VERY USEFUL >12.53 کوئی خاص فائدہ نہیں 4=NOT USEFUL AT ALL >12.53 بلکل بھی فائدیمند نہیں
12.51	In what ways was the conference useful? کانفرنس کس طرح سے فائدیمند تھی؟ OPEN ENDED QUESTION ایک سے زائد جواب دے سکتے ہیں؟	>12.53
12.52	Why did female member of your household did not participate in the Women's Conference on "Seed of Hope" organised by Lok Sanjh? کن وجوہات کی بنا پر آپ کے گھرانے کی عورتوں نے اس کانفرنس میں شمولیت نہیں کی؟	1=Not interested دلچسپی نہیں 2=No time ٹائم نہیں 3= Do not feel comfortable to take part in any campaign ایسے پروگرام اچھے نہیں لگتے 4=Do not feel comfortable with this campaign and/or people behind it مجھے یہ پروگرام اچھا نہیں لگتا 5= Do not think it will change anything کوئی تبدیلی نہیں آئے گی 6=Other, specify دیگر _____
12.53	Have you heard about the National Kissan Conference organised by Lok Sanjh? کیا آپ نے قومی کسان کانفرنس کے بارے میں سنا؟	1=YES 2=NO >12.58
12.54	Did any male and/or female member of your household participated in the National Kissan Conference organised by Lok Sanjh? کیا آپ کے گھر کے مرد یا عورتیں اس کانفرنس میں گئیں؟	1=YES 2=NO >12.57
12.55	In your opinion, how useful was this conference? آپ کے خیال میں یہ کانفرنس کتنی کار آمد تھی؟	1=VERY USEFUL بہت فائدیمند 2=SOMEWHAT USEFUL کچھ فائدیمند 3= NOT VERY USEFUL >12.58

		کوئی خاص فائدہ نہیں 4=NOT USEFUL AT ALL>12.58 بلکل بھی فائدیمند نہیں
12.56	In what ways was the conference useful? اپنے اپنے لفظوں میں کانفرنس کی افادیت بتائیں OPEN ENDED QUESTION ایک سے زائد جواب دے سکتے ہیں؟	>12.58
12.57	Why did members of your household did not participate in the Women's Conference on "Seed of Hope" organised by Lok Sanjh? کن وجوہات کی بنا پر آپکے گھرانے نے امید کا بیج کانفرنس میں شمولیت نہیں کی؟	1=Not interested نہیں دلچسپی 2=No time نہیں ٹائم 3= Do not feel comfortable to take part in any campaign ایسے پروگرام اچھے نہیں لگتے 4=Do not feel comfortable with this campaign and/or people behind it مجھے یہ پروگرام اچھا نہیں لگتا 5= Do not think it will change anything کوئی تبدیلی نہیں آئے گی 6=Other, specify دیگر _____
12.58	Have you heard about the Women Dehqan Assembly on "Right to be Heard" organised by Lok Sanjh? کیا آپ نے عورتوں کی دھقان اسمبلی کے بارے میں سنا؟	1=YES 2=NO>12.63
12.59	Did any female member of your household participated in the Women Dehqan Assembly on "Right to be Heard" organised by Lok Sanjh? کیا آپکے گھر کی عورتوں نے دھقان اسمبلی کی عورتوں کی رائے کے بارے میں کانفرنس اٹینڈ کی؟	1=YES 2=NO>12.62
12.60	In your opinion, how useful was this conference? آپکے خیال میں یہ کانفرنس کتنی فائدیمند تھی؟	1=VERY USEFUL بہت فائدیمند 2=SOMEWHAT USEFUL کچھ فائدیمند 3= NOT VERY USEFUL>12.63 کوئی خاص فائدہ نہیں 4=NOT USEFUL AT ALL>12.63 بلکل بھی فائدیمند نہیں
12.61	In what ways was the conference useful? یہ کانفرنس کس طرح فائدیمند تھی؟ OPEN ENDED QUESTION ایک سے زائد جواب دے سکتے ہیں؟	>12.63
12.62	Why did members of your household did not participate in the Dehqan Assembly on "Right to be Heard" organised by Lok Sanjh? کن وجوہات کی بنا پر آپکے گھرانے نے لوک سانجھ کی طرف سے منعقد کی گئی عورتوں کی رائے کے پروگرام میں شرکت نہیں کی؟	1=Not interested نہیں دلچسپی 2=No time نہیں ٹائم 3= Do not feel comfortable to take part in any campaign ایسے پروگرام اچھے نہیں لگتے 4=Do not feel comfortable with this campaign and/or people behind it مجھے یہ پروگرام اچھا نہیں لگتا 5= Do not think it will change anything کوئی تبدیلی نہیں آئے گی 6=Other, specify دیگر _____

COMPUTERISED NATIONAL ID CARD قومی شناختی کارڈ

12.63	Do the adult female members of your household have a Computerised National ID Card? کیا آپ کے گھر کی عورتوں کا قومی شناختی کارڈ بنا ہوا ہے؟	1=YES 2=NO > 12.66	ہاں نہ
12.64	For how many years do you have computerised national ID cards? کتنے سالوں سے آپ کے پاس کمپیوٹرائزڈ شناختی کارڈ ہے؟	NUMBER OF YEARS سال	
12.65	Did the adult female members of your household participate in the 2013 elections? کیا آپ کے گھر کی عورتوں نے 2013 کے الیکشن میں ووٹ دیا؟	1=YES > 12.67 2=NO > 12.67	ہاں نہ
12.66	Why don't all household members have a Computerised National ID Card? گھر کے سارے افراد کے پاس کمپیوٹرائزڈ شناختی کارڈ نہ ہونے کی کیا وجہ ہے؟	1=Not aware آگہی نہیں 2=Not needed ضرورت نہیں 3=Not provided سہولت نہیں 4=Other, specify: دیگر	
12.67	Did any female member of your household participate in a voter's election session? کیا آپ کے گھر کی عورتوں نے الیکشن پر کوئی سیشن اٹینڈ کیا؟	1=YES ہاں 2=NO > NEXT SECTION نہ	
12.68	If YES, who organised the session? اگر ہاں تو وہ کس نے کروایا تھا؟	1=Government staff گورنمنٹ ملازم زرعی 2=Political party کسی سیاسی پارٹی نے 3=Lok Sanjh لوک سانجھ 4=Other NGO دوسری این جی او 5=Other, specify: دیگر	

SECTION 13: WOMEN'S ECONOMIC EMPOWERMENT

LABOUR-SAVING TECHNOLOGIES مزدور بچت ٹیکنالوجی

NO	QUESTION	CODE
13.1	Have you heard about labour-saving technologies such as groundnut digger, sugarcane peeler etc? کیا آپ نے مزدور بچت ٹیکنالوجی جیسا کہ گراؤنڈنٹ ڈگر اور شگر کین پیلر مزدور بچت ٹیکنالوجی استعمال ہیں؟	1=YES ہاں 2=NO نہ 13.9
13.2	Does your household use one or more labour-saving technologies? کیا آپ ایک یا ایک سے زائد مزدور بچت ٹیکنالوجی استعمال ہیں؟	1=YES 2=NO 13.8
13.3	Which type of labour-saving technology does your household use? کون سی مزدور بچت ٹیکنالوجی استعمال کرتے ہیں؟ ALLOW MULTIPLE ANSWERS ایک سے زائد جواب دے سکتے ہیں؟	1= Groundnut digger گراؤنڈنٹ ڈگر 2= Sugarcane peeler شگر کین پیلر 3= Cow dung collector 4= Other, specify: دیگر
13.4	For how many years does your household use labour-saving technology? کتنے سالوں سے آپ استعمال کر رہے ہیں؟	NUMBER
13.5	Which member(s) of your household use the labour-saving technology? گھر کے کون سے افراد استعمال کرتے ہیں؟	1=Male members مرد 2=Female members عورتیں 3= Both male and female members دونوں
13.6	Who introduced, promoted and/or provided labour-saving technologies in the village? مزدور بچت ٹیکنالوجی کے بارے میں آپ کو کس نے بتایا؟	1=Government extension staff گورنمنٹ ملازم زرعی دوسرے کاشکاری 2= Cooperative کوآپریٹو 3=Lok Sanjh لوک سانجھ 4=Other NGO دوسری این جی او 5=Other, specify دیگر
13.7	When was the labour-technology introduced in the village? مزدور بچت ٹیکنالوجی آپ کے گاؤں میں کب سے متعارف ہوئی؟ ALLOW 'DK/CS' IF DON'T KNOW OR CAN'T SAY	DATE
13.8	Why your household does not use labour saving technologies? کن وجوہات کی بنا پر آپ مزدور بچت ٹیکنالوجی استعمال نہیں کرتے؟	1= Not aware about existence پتا نہیں 2= Not available موجود نہیں 3= Too expensive مہنگا ہے 4= No money غربت 5= Other(s), specify: دیگر

POULTRY AND GOATS

13.9	Did your household receive livestock from the NGO Lok Sanjh Foundation? کیا لوک سانجھ فاؤنڈیشن نے آپکے گھرانے کو مال مویشی دئے؟	1=YES 2=NO > 13.13
13.10	What animals did you receive? کون سے مویشی ملے؟ Multiple answerer allowed	1= Chicken 2= Goats 3= Other, specify: _____
13.11	How many animals did you receive? کتنے مویشی ملے؟	NUMBER CHICKEN مرغی
		NUMBER GOATS بکری
		NUMBER OTHER, specify _____
13.12	For how many years have you been receiving livestock? کتنے عرصے سے آپ مال مویشی حاصل کر رہے ہیں؟	NUMBER OF YEARS
13.13	Did your household receive training and advice in poultry management? کیا آپ کا گھرانے کو پولٹری مینجمنٹ کی ٹریننگ ملی؟	1=YES 2=NO
13.14	Did your household receive training and advice in basic goat management? کیا آپکے گھرانے کو بکری کی افزائش کے باریمیں کی ٹریننگ ملی؟	1=YES 2=NO
13.15	Is your household member of a producers' group to facilitate marketing of eggs and/or meat? کیا آپکا گھرانہ انڈے اور گوشت بیچنے کے پروڈیسوسر گروپ کا میمبر ہے؟	1=YES 2=NO
13.16	Is your household member of a producers' group to facilitate marketing of cheese and other products? کیا آپکا گھرانہ یا کسی اور چیز کی مارکنگ گروپ کا میمبر ہے؟	1=YES 2=NO
13.17	Did your household receive livestock from another organisation (i.e. government, private sector, NGO)? کیا آپکے گھرانے نے کسی اور تنظیم یا گورنمنٹ سے مال مویشی حاصل کئے؟	1=YES 2=NO > NEXT SECTION
13.18	What is the name of the organization? اس تنظیم کا نام کیا ہے؟	
13.19	What animals do you receive? کون سے مال مویشی ملے؟	1= Chicken 2= Goats 3= Other, specify
13.20	How many animals did you receive? کتنے مال مویشی ملے؟	NUMBER CHICKENS
		NUMBER GOATS

		NUMBER OTHER, specify_____	
13.21	For how many years have you been receiving livestock from this organization? کتنے سال سے آپ اس تنظیم سے سال مویشی حاصل کر رہے ہیں؟	NUMBER	

SECTION 14: FARMER CAPACITY BUILDING IN SISAL CULTIVATION

سی سال کی پیداوار کے سلسلے میں ٹریننگ

14.1	Have you heard about training courses related to the cultivation of sisal? کیا آپ نے سی سال فصل کے باریمینسنا ہے؟	1=YES ہاں 2=NO>NEXT SECTION نہ
14.2	Did your household participate in one or more training courses related to the cultivation of sisal? کیا سی سال کے پیداوار کے حوالے سے آپ کے گھرانے میں کسی نے ایک یا ایک سے زیادہ ٹریننگ میں حصہ لیا؟	1=YES 2=NO>14.5
14.3	How long ago? کتنی سال پہلے؟	NUMBER OF YEARS
14.4	Who provided the training? ٹریننگ کس نے دی؟	1=Government extension staff گورنمنٹ ملازم زرعی دوسرے کاشتکاری 2= Cooperative کوآپریٹو 3=Lok Sanjh لوک سانجھ 4=Other NGO دوسری این جی اوز 5=Other, specify دیگر
14.5	Has your household planted sisal? کیا آپکے گھرانے نے سی سال کاشت کیا؟	1=YES 2=NO>14.7
14.6	How satisfied are you with sisal (in terms of e.g. yield, workload, risk)? کیا آپکا گھرانہ سی سال فصل کی پیداوار، محنت اور رسک سے مطمئن ہیں؟	1=Very satisfied بہت زیادہ مطمئن 2=Somewhat satisfied کچھ مطمئن 3=Somewhat dissatisfied کچھ نا مطمئن 4=Very dissatisfied بالکل نا مطمئن
14.7	Why have you not planted sisal? آپ نے سی سال کی کاشت کیوں نہیں کی؟	1= Too complex>NEXT SECTION 2= Too risky>NEXT SECTION 3= Too much work>NEXT SECTION 4= Concerns about yields>NEXT SECTION 5= Insufficient information>NEXT SECTION 6= Lack of follow-up support>NEXT SECTION 7= Other, specify>NEXT SECTION
14.8	Why did your household not participate in the training on sisal cultivation? آپکے گھرانے نے سی سال کی ٹریننگ میں حصہ کیوں نہیں لیا؟	1=Never heard about it اسکے باری میں نہیں سنا 2=Heard about it but not interested in sisal اسکے باریمیں sisal میں دلچسپی نہیں سنا لیکن 3= Not convinced about benefits میرے خیال میں اسکا کوئی فائدہ نہیں 4=Not enough land زیادہ زمین نہیں 5= Other(s), specify: دیگر

SECTION 15: RURAL ENTERPRISE DEVELOPMENT

PRODUCERS' GROUPS

NO	QUESTION	CODE
15.1	Is your household member of one or more producers' groups? کیا آپکا گھرانہ ایک یا ایک سے زائد پروڈیوسر گروپ کا ممبر ہے؟	1=YES 2=NO > 15.7
15.2	For which product(s) is your household member of a producers' groups? آپکا گھرانہ کون سے فصل کے لئے پروڈیوسر گروپ کا ممبر ہے؟ MULTIPLE ANSWERS ALLOWED ایک سے زائد جواب دے سکتے ہیں۔	CODES FOR CROP 1=Wheat 12= Millet 2=Cotton 13= Sorghum 3=Rice 14= Guar 4=Sugarcane 15= Arhar 5=Maize 16= Peanut/groundnut 6=Potatoes 17= Sunflower 7=Chillies 18= Soybean 8=Banana 19= Gwara 9=Mangoes 20= Paddy 10=Citrus 21=Tea 11=Tobacco 22=Jowar
15.3	For how many years is your household member of a producer group? کتنے سال سے آپکا گھرانہ ممبر ہے؟	NUMBER تعداد
15.4	Which member(s) of your household is member of a producer group? گھر کے کون سے افراد ممبر ہیں؟	1=Male members مرد 2=Female members عورتیں 3= Both male and female members دونوں
15.5	Who introduced, promoted and/or supported the formation of the producers' group(s)? کس تنظیم نے پروڈیوسر گروپ کے بارے میں بتایا؟	1= Government extension staff گورنمنٹ ملازم زرعی 2= Other farmer(s) دوسرے کاشتکاری 3= Cooperative کوآپریٹو 4= Lok Sanjh لوک سانجھ 5= VLC وی ایل سی 6= Other NGO دوسری این جی اوز 7= Other, specify: دیگر _____ 8= None کسی نے نہیں 9= DK/CS پتا نہیں
15.6	In your opinion, how effective is/are the producers' groups in marketing farmers' products? آپکے خیال میں پروڈیوسر گروپ کس کے لئے کتنا فائدہ مند ہے؟	1=VERY EFFECTIVE > 15.8 بہت فائدہ مند 2=SOMEWHAT EFFECTIVE > 15.8 کچھ فائدہ مند 3= NOT VERY EFFECTIVE > 15.8 خاص فائدہ نہیں 4=NOT EFFECTIVE AT ALL > 15.8 بالکل بھی فائدہ نہیں
15.7	Why your household is not member of a producers' group? کن وجوہات کی بنا پر آپکا گھرانہ کسی پروڈیوسر گروپ کا ممبر نہیں ہے؟ MULTIPLE ANSWERS ALLOWED	1= Not aware about existence اسکی موجودگی کا علم نہیں 2= Refused as member ممبر شپ نہیں ملی 3= Not interested دلچسپی نہیں 4= No producers' group formed ہمارے گاؤں میں پروڈیوسر گروپ نہیں

	ایک سے زائد جواب دے سکتے ہیں۔	5= Other(s), specify: دیگر _____
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ACCESS TO EXTENSION SERVICES سہولیات تک رسائی ذریعے توسیعی سہولیات تک رسائی

15.8	Does your household have access to agricultural extension services? کیا آپ کے گھرانے کو زرعی توسیعی سہولیات تک رسائی ہے؟	1=YES 2=NO ▶ 15.13
15.9	What is/are the main source(s) of agricultural extension services? زرعی توسیعی خدمات آپکو کن وزرائع سے ملتی ہیں؟ Multiple answer allowed ایک سے زائد جواب دے سکتے ہیں؟	1= Government extension staff گورنمنٹ ملازم زرعی 2= Other farmer(s) دوسرے کاشتکاری 3= Cooperative کوآپریٹو 4= Lok Sanjh لوک سانجھ 5= VLC وی ایل سی 6= Other NGO دوسری این جی اوز 7= Other, specify: دیگر _____ 8= None کسی نے نہیں 9= DK/CS پتا نہیں
15.10	When did you first start accessed agricultural extension services? آپ نے سب سے پہلے کب زرعی توسیعی سہولیات حاصل کی؟	DATE تاریخ
15.11	How often did you have contact with extension service provider(s) during last 12 months? گذشتہ 12 ماہ کے دوران آپ نے کتنی مرتبہ زرعی توسیعی سہولیات کے سلسلے میں وزٹ کیا؟	1= Once every week 2= Once every month 3= Once every 3 months 4= Once a year 5= Other, specify: _____
15.12	Which members of your household have access to extension services? گھر کے کون سے افراد کو ان سہولیات تک رسائی ہے؟	1= Male members ▶ 15.14 2= Female members ▶ 15.14 3= Both male and female members ▶ 15.14
15.13	Why does your household have no access to agricultural extension services? کن وجوہات کی بنا پر آپکا گھرانہ زرعی توسیعی سہولیات حاصل نہیں کرتا؟	1= Not aware about existence اسکی موجودگی کا پتا نہیں 2= Not interested کوئی دلچسپی نہیں 3= No agriculture extension services available زرعی توسیعی خدمات میسر نہیں 4= Other(s), specify: دیگر _____

TRAINING ٹریننگ

15.14	Did any member of your household attend training related to agriculture and/or livestock during the last 3 years? کیا آپکے گھر کے کسی فرد نے گذشتہ 3 سالوں میں زراعت/یا مال مویشی کے بارے میں ٹریننگ حاصل کی؟	1=YES 2=NO ▶ 15.20
15.15	Which members of your household have access to training activities? گھر کے کون سے افراد نے ٹریننگ لی؟	1= Male members مرد 2= Female members عورتیں 3= Both male and female members دونوں

15.16	Which topic(s) did your household receive training on? ٹریننگ کن موضوعات پر تھی؟	1= New crops فصل نئے 2= Crop husbandry فصل کی تیاری 3= Irrigation پانی 4= Livestock husbandry مال مویشی افزائش 5= Organic farming غیر کمیائی فارمنگ 6= Water conservation پانی کی بچت 7= Soil conservation زمین کی حفاظت 8= Other(s), specify: دیگر
15.17	Who provided the training? ٹریننگ کس نے دی MULTIPLE ANSWERS ALLOWED ایک سے زائد جواب دے سکتے ہیں۔	1= Government extension staff 2= Other farmer(s) 3= Cooperative 4= Lok Sanjh 5= VLC 6= Other NGO 7= Other, specify: 8= None 9= DK/CS
15.18	When did you first attend a training session? آپ نے پہلی بار کب ٹریننگ اٹینڈ کی؟	DATE تاریخ
15.19	When did you last attend a training session? آپ نے آخری بار کب ٹریننگ اٹینڈ کی؟	DATE تاریخ
15.20	Why have you not attended training related to agriculture and/or livestock during the last 3 years? آپ نے گزشتہ تین سالوں کے دوران کن وجوہات کے بنا پر زرعی/یا مال مویشی کے بارے میں ٹریننگ اٹینڈ کی؟	1= Not heard about training activities ٹریننگ کے بارے میں نہیں سنا 2= Not interested دلچسپی نہیں ہے 3= Other, specify دیگر

DEVELOPMENT PROJECTS ترقیاتی منصوبے

15.21	Did your household benefit from the implementation of one or more projects related to agriculture and/or livestock during the last 3 years? گزشتہ تین سالوں کے دوران آپکا گھرانے نے کسی زرعی یا مال مویشی کی ترقی کے پراجیکٹ سے کوئی فائدہ حاصل کیا؟	1= YES 2= NO > NEXT SECTION
15.22	Which topics were covered? کون سے موضوع تھے؟ MULTIPLE ANSWERS ALLOWED ایک سے زائد جواب دے سکتے ہیں۔	1= New crops 2= Crop husbandry 3= Irrigation 4= Livestock husbandry 5= Organic farming 6= Water conservation 7= Soil conservation 8= Other(s), specify:

15.23	<p>Who is/was implementing the project(s)? پراجیکٹ کون چلا رہا ہے/تھا؟ MULTIPLE ANSWERS ALLOWED ایک سے زائد جواب دے سکتے ہیں۔</p>	<p>1= Government agency 2= Religious institution 4= Lok Sanjh 6= Other NGO 7= Other, specify: <hr/>9=DK/CS</p>
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SECTION 16: FOOD SECURITY, HEALTH, CREDIT AND SOCIAL CAPITAL

FOOD SECURITY

NO	QUESTION	CODE
16.1	In the past 12 months, how often did you or any household member go to bed hungry? گذشتہ 12 ماہ کے دوران آپ یا آپکے گھر کا کوئی فرد بھوکا سویا؟	1=Often اکثر 2= Sometimes بعض اوقات 3= Rarely کبھی کبھار 4= Never ►NEXT SECTION 16.3
16.2	For which months, did you or any household member go to bed hungry? کن مہینوں میں یہ مسئلہ ہوا؟ MULTIPLE ANSWERS ALLOWED ایک سے زائد جواب دے سکتے ہیں؟	1= January 2= February 3= March 4=April 5=May 6=June 7=July 8=August 9=September 10=October 11=November 12=December
16.3	In the previous year, how often did you or any household member go to bed hungry? پچھلے سال آپ یا آپکے گھر کا کوئی فرد بھوکا سویا؟	1=Often اکثر 2= Sometimes بعض اوقات 3= Rarely کبھی کبھار 4= Never ► 16.7
16.4	For which months, did you or any household member go to bed hungry in the previous year? کتنی مہینوں میں یہ مسئلہ ہوا؟ MULTIPLE ANSWERS ALLOWED ایک سے زائد جواب دے سکتے ہیں؟	1= January 2= February 3= March 4=April 5=May 6=June 7=July 8=August 9=September 10=October 11=November 12=December
16.5	Which household members are affected the most by food shortage? گھر کے کون سے افراد خوراک کی کمی سے متاثر ہوئے؟	1=Male Adults 2=Female Adults 3=Male Children 4=Female Children 7=Everyone
16.6	What actions does your household take to deal with not having enough food to eat? آپ نے کس طریقے سے کھانے کی قلت کو پورا کیا؟ CIRCLE UP TO 3 ANSWERS کوئی بھی تین جوابات پر سکل لگائیں	1 = Ate Less Food کم کھانا کھایا 2 = Ate Less Meat/Vegetables/ Less Food Variety تھوڑا گوشت سبزی کھانی 3 = Borrowed Money From Friends/Relatives (Food Credit)

		<p>دوست رشتیدار سے پیسے ادھار لئے</p> <p>4 = Borrowed Money From Community (Food Credit) Obtained food on loan from shopkeeper</p> <p>کمیونٹی سے پیسے ادھار لئے/دیکاندار سے سودا ادھار لیا</p> <p>5 = Sold Livestock Or Other Assets To Purchase Food مال مویشی بیچ کر گزارا کرنا</p> <p>6 = Ate Your Livestock Usually Kept As Assets قیمتی جانور بیچ کر گزارا کیا</p> <p>7 = Got Food Aid From NGOs NGO سے امداد ملی</p> <p>8 = Rural To Urban Migration To Access To Paid Job شہری علاقے میں نوکرے کرنے گیا</p> <p>9 = Collect Wild Fruits / Hunting / Fishing جنگلی پودے کاٹ کر کھائے</p> <p>10=Charity/Zakat ملی زکوٰۃ</p>
16.7	How many meals per day do household members consumed before last harvest? گذشتہ فصل کی کاشت سے پہلے آپ دن میں کتنی بار کھانا کھاتے تھے؟	<p>Male Adults: _____</p> <p>Female Adults: _____</p> <p>Male Children: _____</p> <p>Female Children: _____</p>
16.8	How many meals per day do household members consumed after last harvest? گذشتہ فصل کی کاشت کے بعد آپ دن میں کتنی بار کھانا کھاتے تھے؟	<p>Male Adults: _____</p> <p>Female Adults: _____</p> <p>Male Children: _____</p> <p>Female Children: _____</p>
16.9	What constraints do you face in accessing sufficient food for household consumption? کن وجوہات کی بنا پر آپ کو کھانے کی قلت کا SELECT ALL THAT APPLY وہ سارے سرکل کریں جو آپ پر لاگو ہوتے ہیں	<p>1=Yields Too Low ہے پیداوار تھوڑی ہے</p> <p>2 = Not Targeted By Food Aid ملے امداد نہیں</p> <p>3=Prices Have Increased/Food Too Expensive ہے مہنگائی</p> <p>4=No Money To Buy Food نہیں پئسی</p> <p>6=Not Enough Land To Cultivate زمینیں زائد</p> <p>7=Market Is Too Far Away دور ہے مارکٹ</p> <p>9 = Food Distribution Point Is Too Far دور ہوتا ہے کھانا تقسیم</p> <p>10= Shortage of farm inputs کم ہیں کاشت کے وسائل</p> <p>11= Shortage of labour/manpower کم ہیں گھر میں کام کرنے والے جوان</p> <p>12= Crop failure فصل نہیں ہوا</p> <p>13=Flood سیلاب</p> <p>14=Other (Specify دیگر _____)</p>

16.10

Please tell me the number of days you or anyone in the household have eaten the following foods within the last week (maximum 7 days).

گذشتہ ایک ہفتے کے دوران آپ یا آپ کے گھر کے کسی فرد نے مندرجہ ذیل کھانے کتنے دن کھائے؟

Any cereals, e.g. maize, wheat, posho, sorghum, millet?	# of days in the last 7 days ?	
Any potatoes, sweet potatoes, cassava (manioc) or other root or tuber foods?	# of days in the last 7 days ?	
Any vegetables, e.g., cabbage, lettuce, tomatoes, onions, carrots, peppers, spinach, lettuce?	# of days in the last 7 days ?	
Any papaya, mangoes, pineapple, bananas or other fruits?	# of days in the last 7 days ?	

Any meat or chicken?	# of days in the last 7 days ?	
Any eggs?	# of days in the last 7 days ?	
Any fish?	# of days in the last 7 days ?	
Any beans, peas, lentils, ground nuts, sunflower or sesame?	# of days in the last 7 days ?	
Any milk or milk products?	# of days in the last 7 days ?	

HEALTH

16.11	Are there major health problems in your household? کیا آپ کے گھرانے میں صحت کے کوئی مسائل ہیں؟	1=YES 2=NO>16.14	
16.12	What are the main health problems? کون سے مسائل ہیں؟ Multiple answer allowed ایک سے زائد جواب دے سکتے ہیں؟	1 = Malaria 2 = Diarrhoea/dysentery 3 = Skin diseases 4 = Cold/flu 5 = Stomach problems 6 = Typhoid 7 = Worm infection 8 = Tuberculosis 9 = Eye irritation 10 = Anaemia 11 = hepatitis C 12 = hepatitis B 13 = Other(s), specify:	ملیریا اسہال چمڑے کی بیماری نزلہ زکام پیٹ کی بیماری ٹائفائیڈ پیٹ کے کیڑے آنکھوں کی بیماری خوراک کی کمی دیگر
16.13	What are the main causes of health problems? صحت کے مسائل کے کیا اسباب ہیں؟ MULTIPLE ANSWERS ALLOWED	1 = Unsafe potable water 2 = Insufficient sanitation 3 = Poor hygiene 4 = Water pollution 5 = Air pollution 6 = Poor nutrition 7 = Other(s), specify:	پینے کا پانی صاف نہیں غیر تسلی بخش نکاسی صفائی نہیں آلودہ پانی آلودہ ہوا خوراک کی کمی دیگر

CREDIT

16.14	Did your household obtain a loan in the last 5 years? کیا آپ کے گھرانے نے پہلے 5 سالوں میں قرضہ لیا؟	1=YES 2=NO>16.21	
16.15	What is/are the main source(s) of credit for your	1 = Relative	رشتیدار

	household? آپ کن اہم ذرائع سے قرضے لیتے ہیں؟ Multiple answer allowed ایک سے زائد جواب دے سکتے ہیں؟	2 = Shopkeeper 3 = Moneylender 4 = Bank 5 = Savings & Credit Association 6 = Micro-Finance Institution 7 = Other(s), specify:	دوکاندار سود خور بنک بچت تنظیم چھوٹے قرض جات دیگر
16.16	Which types of loan did your household obtain? آپ کن اہم ذرائع سے قرضے لیتے ہیں؟	1 = Short-term (< 1 year) 2 = Medium-term (1 to 5 years) 3 = Long-term (> 5 years)	ایک سال سے کم اسے 5 سال تک 5 سال سے زائد
16.17	For which purpose(s) did your household obtain a loan? کس مقصد کے لئے قرضے لئے؟	1 = Purchase of agricultural inputs بیج / کھاد کی خرید کے لئے 2 = Purchase of agricultural equipment زرعی آلات کی خرید کے لئے 3 = Purchase of livestock مویشی خرید کے لئے 4 = Construction of house گھر کی تعمیر کے لئے 5 = Social event (i.e. marriage, funeral) شادی بیاہ/فوتنگی کے اخراجات کے لئے 6 = Purchase of food خوراک کے لئے 7 = Trade/business کاروبار کے لئے 8 = Other purpose(s), specify: دیگر	
16.18	What are/were the interest rates? شرح سود کیا ہے/تھی؟	% per month % per year	
16.19	What is/was the collateral for obtaining a loan? آپنے قرضہ حاصل کرنے کے لیے کیا ضمانت دی؟	1 = None 2 = Land 3 = Livestock 4 = Jewellery 5 = Other(s), specify: _____	
16.20	Has your household repaid the loan completely? کیا آپ نے قرضہ واپس کر دیا	1=YES 2=NO	
16.21	Did your household need access to credit over the last 5 years? کیا گزشتہ 5 سالوں کے دوران آپکے گھرانے کو قرضے کی پیش آئی؟	1=YES 2=NO	Next section 16.23
16.22	Why did you not obtained a loan? آپ نے قرضہ کیوں نہیں لیا؟	1 = Not available in village 2 = too far away 3 = No collateral 4 = Other(s), specify: _____	گاؤں میں نہیں دور ہے ذر ضمانت نہیں دیگر

SOCIAL CAPITAL

COMMUNITY GROUP	COMMUNITY GROUP CODE کمیونٹی گروپ کوڈ	16.23	16.24	16.25
		Does this [COMMUNITY GROUP] exist in the community? کیا یہ گروپ گائوں میں موجود گائوں	Did any member of the household belong to or participate in this [COMMUNITY GROUP] over the last 12 months? کیا آپکے گھر جا کوئی فرد اسکا میمبر ہے؟ IF YES WRITE THE ID CODE OF THE PERSON WHO PARTICIPATE اگر ہاں تہ کوڈ لکھیں	Which household member participate in this [COMMUNITY GROUP]? گھر کے کون سے افراد میمبر ہیں؟ 1= Male members مرد 2= Female members عورتیں 3=Both male and female members دونوں
		1 = YES ہاں 2 = NO دوسرا COMMUNITY GROUP کمیونٹی گروپ	1 = YES 2 = NO COMMUNITY GROUP کمیونٹی گروپ	
			CODE	CODE
UNION COUNCIL یونین کائونسل	01			
SCHOOL MANAGEMENT COMMITTEE اسکول مینیجمنٹ کمیٹی	02			
COOPERATIVE کوآپریٹو	03			
PRODUCERS' GROUP پروڈیوسر گروپ	04			
FARMERS' ORGANISATIONS (IRRIGATION) کسان تنظیم	05			
WATER MANAGEMENT COMMITTEE واٹر مینیجمنٹ کمیٹی	06			
WOMEN'S GROUP وومن گروپ	07			
SPORTS/CULTURAL/YOUTH GROUP سپورٹس/ثقافتی/نوجوان گروپ	08			

	COMMUNITY GROUP CODE	16.23	16.24	16.25
COMMUNITY GROUP	کمیونٹی گروپ کوڈ	<p>Does this [COMMUNITY GROUP] exist in the community? کیا یہ گروپ گائوں میں موجود گائوں</p> <p>1 = YES ہاں 2 = NO دوسرا</p> <p>COMMUNITY GROUP کمیونٹی گروپ</p>	<p>Did any member of the household belong to or participate in this [COMMUNITY GROUP] over the last 12 months? کیا آپکے گھر جا کوئی فرد اسکا میمبر ہے؟</p> <p>IF YES WRITE THE ID CODE OF THE PERSON WHO PARTICIPATE اگر ہاں تہ کوڈ لکھیں</p> <p>1 = YES 2 = NO</p> <p>COMMUNITY GROUP کمیونٹی گروپ</p>	<p>Which household member participate in this [COMMUNITY GROUP]? گھر کے کون سے افراد میمبر ہیں؟</p> <p>1= Male members مرد 2= Female عورتیں 3=Both male and female members دونوں</p>
SAVINGS AND CREDIT GROUP بچت اور قرضہ گروپ	09			
DISASTER RISK REDUCTION GROUP قدرتی آفات اور خطرات کم کرنے والا گروپ	10			
PEACE COMMITTEE امن کمیٹی	11			
OTHER, SPECIFY: _____	12			
OTHER, SPECIFY: _____	13			
OTHER, SPECIFY: _____	14			

ANNEX F. NAMES OF CONTACTED PERSONS

Name	Designation
Dr. Farzana Shahid	LSF Executive Director
Dr. Shahid Zia	LSF Managing Director
Dr. Farooq Khan	LSF Deputy Executive Director
Mrs. Farah Jabeen	LSF Director Finance and Administration
Mr. Saeed ur Rehman	LSF Manager Monitoring, Evaluation and Learning
Mrs. Mamoonah Khan	LSF Zonal Coordinator Northern Punjab
Mr. Gul Zada Khan	LSF Manager Finance and Administration
Dr. Kausar Nawaz Shah	Department of Plant Breeding and Genetics, Arid Agriculture University, Rawalpindi
Dr. Arshad Hasmi	Business Incubation Centre, University of Veterinary and Animal Sciences (UVAS), Lahore
Mr. Nasir Aziz	SAAG / Action Aid Pakistan
Mr. G. N. Shigri	Green Network / MAFSO
Mr. Iftikar A. Nizami	Associate Country Director - Oxfam Novib
Ms. Seher Afsheen	Programme Coordinator - Oxfam Novib
Ms. Javeria Afzal	Advisor Livelihood and Disaster Risk Reduction - Oxfam Novib

Names of Participants of Process Tracing Workshop

Name	Designation
Farooq Khan	Deputy Executive Director
Farah Jabeen	Director Finance & Admin
Gul Zada Khan	Manager Finance
Muhammad Azeem	Coordinator Media and Communication
Muhammad Farhan	Finance Officer
Saeed Ur Rehman	Project Coordinator
Azra Darbar	Field Coordinator
Saqib Khan	Field Coordinator
Sumra Batool	Field Coordinator
Anam Manzoor	Administrative Assistant

ANNEX G. DESCRIPTION OF CHANGES IN INDIVIDUAL INDICATORS OF FIVE CORE CAPABILITIES

Core Capability 1: Commit and Act

The capability to commit and act refers to the vision, plans, skills, attitudes and resources, which enable the SPO to operate.

Capability:	1.1 - Strategic & Operational Planning
Indicator:	To what extent does the organisation use a strategic plan with longer term objectives to guide decisions and operations within the organisation as a whole?
Score 2012:	1
Assessment and Context 2012:	LSF does not have an overall strategic plan with long-term objectives.
Reported and Documented Changes:	LSF prepared a four-year strategic plan for the period 2013-16 presenting its mission, core values and its four strategic directions with its objectives: i) adapting food security strategies to changing climate in selected ecological zones; ii) rural business development for food security and poverty alleviation; iii) working towards green economy; and iv) research, documentation, dissemination and advocacy. The plan was developed during a consultative meeting using the SWOT analysis where LSF staff from all zones shared their experiences, reflected on successes and shortcomings, and gave suggestions for determining the strategic directions. Various donors requested for a medium-term strategic plan to have a better understanding the overall goal and objectives of LSF and the strategies to achieve its goals and objectives. No funds were provided by the donors to facilitate the preparation of the strategic plan.
Role of CFA/ Contribution from MFS II:	Oxfam Novib requested for the preparation of a strategic plan.
Score 2014:	4

Capability:	1.2a - Human Resource Management and Qualifications
Indicator:	To what extent is the organisation capable of attracting and retaining qualified staff?
Score 2012:	3
Assessment and Context 2012:	<p>At present, LSF has 5 vacant positions, mainly financial management staff for its regional offices. As donors do not allow higher overhead costs, LSF is unable to pay higher salaries to attract suitably qualified candidates.</p> <p>LSF also had problems with high staff turnover in the past due to low salaries, but its current staff has gained more working experience over the last years and receive higher salaries.</p> <p>LSF has a policy to have gender-balanced staff, especially at senior level. The performance of all professional staff is reviewed annually by the management team by comparing the achievements against planned targets.</p> <p>All professional staff receive regular training in various topics, including strategic planning and financial management. In addition to in-house training, LSF also hires</p>

	<p>external training providers. For instance, the highway police was hired to provide training to the LSF's drivers.</p> <p>LSF does not have an HIV/AIDS workplace policy, but it recently appointed two focal persons within its head office where any problem with sexual harassment at the workplace can be reported.</p>
<p>Reported and Documented Changes:</p>	<p>LSF does not have an overall annual or medium-term capacity building plan. Based on regular staff performance assessment, LSF identifies the training needs for its professional and support staff. In addition to formal training courses, LSF also arranges exposure visits whereby staff from one zone visit another zone to facilitate exchange of experiences and ideas. Two/three-day training in financial management is provide twice a year for financial management and programme staff. One-day training in communication is conducted once a year for all professional staff. Various training on specific technical topics were provided for programme staff, including composting, tunnel farming, olive cultivation, sisal cultivation, water management and solar energy. LSF prefers to organise all training in-house to ensure that it is specific to the needs of its staff. However, external experts were hired for the provision of technical training, including the Barani Research Institute and NARC. LSF also benefitted from training organised by its donors. For example, the German NGO Bread for the World organised a 5-day training course on financial management in Nepal for all its partner organisations in South Asia once every two years. The German NGO DKH organised training courses in 2012 on purchase and supply chain management, project proposal writing and LFA, code of conduct, project management, including project cycle management and M&E, and disaster risk reduction. IUCN organised a 2-day training on waste water management and reuse as part of the Pakistan Water Partnership implemented by IUCN in collaboration with Oxfam Novib. LSF staff also participated in a 3-day workshop on "World Citizen Panel Survey" organised by Oxfam Novib to introduce technology-based impact assessment survey by using smart phones.</p> <p>All financial management positions in its regional offices are filled. However, it is difficult to recruit experts in the field of value chain development, certification and sisal as suitable candidates asking for much higher salaries than LSF can pay. High staff turnover continues to be a major problem. The following factors for high staff turnover were reported: a) as there is a competition for qualified and experience experts, other (international) NGOs are able and willing to pay much higher salaries; b) candidates also expect specific secondary employment benefits, such as pick-and-drop services, which LSF cannot provide; c) LSF can only provide short-term (one-year) contracts as most of its activities are funded for short period, usually one year; and d) limitation on maximum overhead costs is also a constraint for LSF to employ sufficient management staff.</p> <p>LSF does not have a formal HIV/AIDS or sexual harassment policy. However, it took immediate action when a case with a driver of a hired car was reported by one of its female staff.</p> <p>It is observed that the proposals for the MDG II-funded project were poorly drafted without a clear strategy/approach for achieving the overall and specific project</p>

	objectives and no quantified indicators. Similarly, the annual reports do not provide many figures on LSF's achievements for the reporting year, such as number of rainwater harvesting structures constructed, kitchen garden established, poultry and goats distributed, male and female farmers trained, male and female farmers adopted specific technologies and/or practices.
Role of CFA/ Contribution from MFS II:	There was a gap of 8 months between the end of the first year of the Food Security in Changing Climate Project and the start of the second year. As LSF was financially unable to pay the salaries during this period, many experienced and qualified staff looked for other jobs and were not available at start of the second project year. As a result, LSF had to recruit new, less experienced staff, who needed a lot of training and support during the first few months of the second project year and that has adversely affected the implementation of project activities.
Score 2014:	3

Capability:	1.2b - Staff Thematic Expertise
Indicator:	To what extent is the staff knowledgeable and/or experienced on the thematic areas in which the organisation is active?
Score 2012:	3
Assessment and Context 2012:	<p>LSF is one of very few organisations in Pakistan that has developed expertise in organic agriculture. At present, LSF has sufficient staff with relevant qualifications and working experience.</p> <p>LSF has formal job descriptions for all its professional staff.</p> <p>LSF makes use of both in-house and external expertise in gender issues, who have organised gender training for all professional staff.</p>
Reported and Documented Changes:	<p>LSF is one of very few organisations in Pakistan that has developed expertise in organic agriculture. However, LSF has difficulties with hiring qualified and experience staff and it has problems with high staff turnover due to factors explained under Capability 1.2a. As a result, LSF does not have qualified staff in a few thematic areas in which it is operating, such as value chain development, certification and sisal cultivation. LSF also lost a few very experienced field staff due to long gap between end of first year and start of second year of the Food Security in Changing Climate Project funded by Oxfam Novib.</p> <p>If needed, LSF hires external experts to provide training in specific technical topics, such as IPM.</p>
Role of CFA/ Contribution from MFS II:	See Capability 1.2a
Score 2014:	3

Capability:	1.2c - Staff Commitment to Results
Indicator:	To what extent are staff members motivated and committed to achieve the results?
Score:	4
Assessment and Context 2012:	Professional staff regularly work in the evenings and/or weekends when male and female farmers have time to attend meetings and training sessions.

	<p>Decisions with regard to planning and execution of project activities are jointly made by the management team in the head office and the coordinators of the regional offices.</p> <p>LSF also organises an annual competition between its regional offices to motivate its staff to identify/develop new technologies and practices.</p> <p>Bonuses are paid to the employee of the year and for special occasions, such as Eid.</p>
Reported and Documented Changes:	<p>Reportedly all professional and support staff is fully committed despite the fact that LSF only pays relatively low salaries compared with other NGOs. As one of the interviewed senior management staff stated: "There is no place for staff in LSF that is only interested in pay cheque".</p> <p>To ensure that all professional staff at regional level remains fully committed, LSF conducts quarterly staff meetings to review completed project activities and plan the activities for the next quarter using suggestions for improvement from the concerned field staff.</p> <p>LSF still organises an annual competition between the zones for the best idea/technology. The winner of 2013 was an improved, mobile poultry shed developed by staff in Toba Tek Singh.</p>
Role of CFA/ Contribution from MFS II:	None
Score 2014:	5

Capability:	1.3 - Leadership
Indicator:	To what extent is management capable of taking decisions and ensuring timely follow up? (transparency, accountability)
Score 2012:	3
Assessment and Context 2012:	<p>All professional staff are actively involved in decision-making related to project planning and implementation, whereas decisions related to the management of LSF itself are made by its management team.</p> <p>The management of the execution of field activities is decentralised to the zonal coordinators in each of the five regional offices.</p> <p>Although the minutes of the monthly management team meetings are not shared with all professional staff, they are formally informed about all important decisions during regular meetings at central and regional level and through notices on a board in all offices.</p> <p>Professional staff members are also involved in the preparation of the annual work plan for the new financial year and they receive a digital copy of the annual report. Once a year, the performance of the management team members is assessed by the Board of Trustees.</p>
Reported and	To reduce the burden over the senior management staff, LSF is planning to recruit

Documented Changes:	<p>one or more Programme Coordinators operating between senior management staff and the five Zonal Coordinators.</p> <p>Following the preparation of the annual work plan for the new financial year during a meeting attended by all professional staff from head office and zones, each project team has to prepare quarterly work plans and budgets together with clear output indicators.</p>
Role of CFA/ Contribution from MFS II:	<p>Oxfam Novib has raised the issue with LSF that there are too many family relationships among its staff, but LSF has not change its policy.</p> <p>Oxfam Novib also requested to appoint a full-time, qualified coordinator for the project funded under MFS II, but LSF did not undertake any action.</p> <p>Similarly, LSF recommended to appoint a full-time staff member for advocacy and lobbying, but LSF did not respond by doing so.</p>
Score 2014:	3

Capability:	1.4 - Financial Position
Indicator:	To what extent does the organisation have a healthy financial position to carry out the envisioned strategy?
Score 2012:	4
Assessment and Context 2012:	<p>LSF is financially healthy with a total budget of PKR 64.4 million (Euro 470,075) for 2011, including PKR 10.1 million (Euro 77,725) or 16% of total budget funded by MFS II and PKR 1.1 million (Euro 8,030) from own resources (i.e. sale of organic products and donations).</p> <p>During the last 2 years, LSF had 5 to 6 different donors, including funds from national and international NGOs and the Japan Embassy, who normally finance projects for 1 to 3 years.</p> <p>Vehicles and office equipment are the only assets.</p> <p>Usually LSF has sufficient funds to implement all planned project activities. In 2012, however, a number of project activities have been suspended due to delayed payment by Oxfam Novib.</p> <p>LSF does not have debts.</p>
Reported and Documented Changes:	<p>The total budget dropped from PKR 78.2 million in 2010 to an allocated budget of PKR 46.7 million in 2013 mainly as funds for flood emergency aid stopped by the end of 2012.</p> <p>The allocated MFS II budget for 2013 was PKR 14.4 million (Euro 105,110) or 31% of the total 2013 budget. The allocated budget for 2014 is PKR 48.3 million, of which PKR 17.8 million (37%) is funded by MFS II.</p> <p>In addition to Oxfam Novib, LSF receives funding from Bread for the World (Germany), Heinrich Böll Stiftung (Germany), Cotton Connect (UK), IDH (The</p>

	<p>Netherlands) and IUCN.</p> <p>During the Ramadan period, LSF approaches individuals via the media and website to donate money. LSF does not try to get donations from companies.</p> <p>In 2012 and 2013, LSF's own income-generated resources were PKR 5.90 million and PKR 2.95 million respectively.</p> <p>In 2013, the assets of LSF were valued PKR 49.2 million.</p>
Role of CFA/ Contribution from MFS II:	MSF II funding has become more important for LSF as it increased from 14% in 2011 to 37% of the total budget in 2014.
Score 2014:	4

Core Capability 2: Achieve Development Results

The capability to achieve development results refers to the relationships, skills, attitudes and resources, which enable the SPO to perform and achieve its objectives.

Capability:	2.1 - Results
Indicator:	To what extent does the organisation reach its objectives?
Score 2012:	3
Assessment and Context 2012:	<p>During the last 2 years, LSF has achieved a number of major results, including the adoption of organic farming by a few hundreds of male and female small farmers, development of first value chains for organic products, more attention for organic agriculture within government institutions (i.e. PARC), media and University of Faisalabad) with students writing their thesis about organic farming.</p> <p>The campaign against a genetically modified cotton variety (Bt cotton) was another major achievement as the government decided to block the sale of Bt cotton seeds. One unexpected positive outcome is that farmers have installed more advanced plastic tunnels instead of the low-cost model introduced by LSF.</p> <p>One of the unplanned negative outcomes was that some farmers experienced lower yields as they adopted too many organic practices too quickly without preparing the soil properly.</p> <p>Insufficient market for organic products is another unplanned negative outcome, which LSF has to address.</p>
Reported and Documented Changes:	<p>The active engagement of rural women in project activities, the organisation of rural women in committees at village level to express their needs, the active participation of rural women in meetings and conferences, and the improved access to productive assets (i.e. kitchen gardens, poultry, goats) are considered to be the major achievement of the last 2 years. The question is how sustainable these achievements are as LSF interventions are often very short and limited to the provision of a few training courses without follow-up and monitoring for some time afterwards.</p> <p>Another achievement is the involvement of a number of universities, such as</p>

	<p>Agricultural University of Faisalabad, Arid Agriculture University in Rawalpindi and the Azad Jammu & Kashmir University, as well as PARC and NARC in the debate about climate change and food security. The problem is that it is often limited to a one-time event with a clear follow-up.</p> <p>Another achievement is that the decision on the Plant Breeder's Rights Bill is postponed until a new government is in place after the 2013 election.</p> <p>Reportedly, market for organic products is improving and LSF had several meetings with the CDA for better locations for its Sunday markets and the allocation of a plot of land for the establishment of a model organic farm in Islamabad.</p>
Role of CFA/ Contribution from MFS II:	MFS II funds were used to finance women empowerment activities and a number of conferences and forums organised by LSF.
Score 2014:	4

Capability:	2.2 - Sustainability of Results
Indicator:	To what extent are the results sustainable?
Score 2012:	3
Assessment and Context 2012:	<p>Two campaigns successfully changed government policies: a) government did not approve the sale of Bt cotton; and b) blockage of new legislation preventing farmers to save seeds.</p> <p>An increasing number of male and female farmers have adopted organic farming practices and more demand for organic products among consumers are two examples of major results that have contributed to changes in people's attitudes. Another successful campaign resulted in the empowerment of its target group as the government allocated water rights to small farmers in southern Punjab, who paid water fees for 40 years without receiving any irrigation water.</p> <p>Provision of resources (i.e. poultry and goats) to women from marginalised households, enhanced acceptance among male farmers allowing their wives to participate in project activities, provision of women-focused training and the organisation of the first women farmers conference with more than 2000 female participants have contributed to (more) gender justice.</p> <p>Promotion of organic agriculture also contributes to (more) sustainable use and management of natural resources, including improved soil fertility, reclamation of degraded and waterlogged land, reforestation and rainwater harvesting.</p> <p>HIV/AIDS awareness was enhanced through campaigns conducted under the health project funded by the Japanese Embassy.</p> <p>Policies and practices of the business sector did not become more social or (political) governance at local and regional level did not improve due to project activities implemented by LSF.</p>
Reported and	LSF supported the establishment of women committees and producers' groups to

Documented Changes:	<p>facilitate the planning and execution of project activities as well as to assist with the beneficiary households. It is expected that these CBOs continue to operate in the project villages after LSF has stopped its support. The question is how sustainable these achievements are as LSF interventions are often very short and limited to the provision of a few training courses without follow-up and monitoring for some time afterwards.</p> <p>LSF also established about 5 VLCs in North Punjab that will continue to promote organic farming practices in the villages. It is envisaged that lead farmers will continue to encourage other farmers to adopt organic farming practices. Through various project activities (see Capability 2.1), LSF has empowered rural women in the project villages, including their business skills.</p> <p>LSF has established the Kissan Open University in its zonal office in Attock where farmers can attend courses in various topics (1 day per week over 3 months) by paying PKR 500. Resource persons from universities and research institutes provide the training for free.</p> <p>LSF has invited government staff for its meetings, forums and conferences but it has not resulted in the adoption of organic farming in the government policies.</p>
Role of CFA/ Contribution from MFS II:	MFS II funded activities focused on the establishment of CBOs, women empowerment, establishment of a number of VLCs and the training of lead farmers.
Score 2014:	3

Capability:	2.3 - Relevance of Results
Indicator:	To what extent are the results achieved by the organisation relevant (to the target group)?
Score 2012:	3
Assessment and Context 2012:	<p>The target group was actively involved in the problem analysis as well as formulation, planning and execution of project activities through dialogues and regular meetings at village level.</p> <p>LSF ensured that women farmers would participate in these activities through the newly formed women's committees.</p> <p>Male and female small farmers mainly contributed in labour and/or kind to the costs of the executed project activities. Labour was contributed for the construction of the rainwater harvesting ponds, whereas female beneficiaries of the poultry and goats programme had to repay in kind.</p> <p>Organisation of the target group in functional organisations is an integrated part of LSF approach. For instance, women's committees are formed in each village to facilitate the active participation of rural women in project activities, female beneficiaries of the poultry and goats programme are organised in committees as well. LSF recently started with the establishment of producers' groups. LSF also supported the formation of Dehqan Assemblies as platforms for farmers to discuss</p>

	their problems, needs and rights.
Reported and Documented Changes:	<p>Within the framework of the donor-funded projects, LSF can only implement activities that have been specified the project proposal. In other words, the beneficiaries in the project villages do not have another choice than to accept or reject the proposed project activities. If the villages express the need for other interventions, LSF will try to address them by finding alternative funding. For instance, HBS agreed to finance two solar energy systems in two villages.</p> <p>Beneficiaries are expected to contribute about 20% of the costs mainly in kind. Following the completion of the first year of the MFS II-funded Food Security in Changing Climate Project, Oxfam Novib requested LSF to think out of the box and focus more on business value. As result, the Clean Cotton Initiative and Sisal Cultivation were incorporated in the new Project Proposal for the second project year.</p>
Role of CFA/ Contribution from MFS II:	During the long gap of 8 months between first and second year of the MFS II-funded Food Security in Changing Climate Project, Oxfam Novib requested LSF to come with new innovative, large-scale and more visible activities as the conducted project activities of the first project year were considered to be too small.
Score 2014:	3

Capability:	2.4 - Cost-Effectiveness of Results
Indicator:	To what extent are the organisation's resources used in an efficient way to reach its objectives?
Score 2012:	3
Assessment and Context 2012:	<p>Reportedly, 5% of the total budget is spent on overhead. For the MFS II-funded project, the total expenditures was PKR 14.6 million between December 2012 and January 2014, of which PKR 8.4 million were direct programme costs (57%), PKR 2.3 million as administration and operational cost (16%) and the remaining PKR 3.9 million as overhead, audit and capital equipment cost (27%).</p> <p>It is very difficult if not impossible to indicate the cost per member of the target group for the execution of the project activities as the number of beneficiaries varies considerable for each individual project activities. If the concept of organic agriculture is replicated at a larger scale, the costs will be significantly lower as organic farming models, techniques and practices have already been developed and field tested.</p>
Reported and Documented Changes:	In its annual report at the end of each financial year, LSF states the total actual expenditures and the total number of beneficiaries reached by the conducted project activities. However, it is not specified per individual project activity.
Role of CFA/ Contribution from MFS II:	Not required to specify the actual expenditures and total number of beneficiaries for each project activity.
Score 2014:	3

Core Capability 3: Relate (Craft, Manage and Sustain Key Relationships)

The capability to relate refers to the ability of the SPO to manage relationships both internally and externally in ways which allow it to act and perform within a given context.

Capability:	3.1 - Use of Power Analysis and Strategic Positioning
Indicator:	To what extent does the organisation make use of a form of context and stakeholder analysis, with attention paid to power relations, in strategy formulation?
Score 2012:	3
Assessment and Context 2012:	<p>LSF has undertaken a special analysis of the socio-economic context in its working areas, including power analysis and mapping, in order to identify any potential threats.</p> <p>An analysis of the security situation in the working areas is not carried out, but any feedback from field staff is discussed by the management team. (Changed) needs and opinions of the target group are regularly assessed, especially after the major floods in 2010.</p> <p>Gender issues were incorporated in all the analysis undertaken by LSF.</p>
Reported and Documented Changes:	<p>Risk analysis is included in the project proposals, but a security analysis for the project areas is not carried as LFS does not consider its project activities to be (politically) sensitive. However, women empowerment may be considered by some (extreme) conservative groups to be wrong and it is not unlikely that they may react. LSF is member of different forums and networks where security issues are discussed. During the quarterly staff meetings, security is also discussed. In its Annual Report for 2013, LSF stated that the execution of project activities had to be suspended before the election due to worsening security situation.</p>
Role of CFA/ Contribution from MFS II:	Oxfam Novib does not request for a security analysis to be undertaken by the SPOs.
Score 2014:	3

Capability:	3.2 - Legitimacy
Indicator:	To what extent is the organisation legitimate and accountable to its constituency and/or target group?
Score 2012:	3
Assessment and Context 2012:	<p>Farmers' representatives were invited for policy formulation meetings at regional level.</p> <p>LSF does not explicitly report back to its target group about conducted project activities and results. So far, one conference was organised, during which project activities and results were presented and discussed with invited farmers.</p> <p>LSF has a policy in place for handling any complaints submitted by members of the target group or other stakeholders.</p>
Reported and Documented Changes:	<p>LSF legitimates its activities to its target groups through the Dehqan Assembly meetings where it presents its projects and realised outputs in order to get feedback from the participants, including representatives from project villages. Field staff also conduct regular review and planning meetings with the lead farmers in the project villages, during which the project activities and outputs are presented and discussed. The policy is to resolve any complaint at village level. If that fails, an ad hoc committee is formed within LSF to investigate the submitted complaint and find an</p>

	appropriate solution. All submitted complaints are filed. So far, only a few complaints have been formally submitted.
Role of CFA/ Contribution from MFS II:	LSF is financially able to organise the Dehqan Assembly meetings annually due to the availability of MFS II funds.
Score 2014:	4

Capability:	3.3 - Collaboration
Indicator:	To what extent does the organisation collaborate with like-minded organisations?
Score 2012:	3
Assessment and Context 2012:	<p>At present, LSF works together with the University of Faisalabad and PARC. LSF is the founder of the Sustainable Agriculture Action Group (SAAG) and the Green Network. It is also member of the following international networks: South Asia Network on Food Ecology and Culture (SANFEC), South Asia Alliance for Poverty Eradication (SAAPE), Earth Justice Movement and Peoples' Coalition on Food Security (PCFS). LSF is the focal person for the Pesticide Action Network - Asia Pacific (PAN-AP) in Pakistan.</p> <p>As founding member of SAAG and GREEN Network, LSF is actively involved in peer-to-peer communication, information sharing, joint analysis and organisation of joint events.</p>
Reported and Documented Changes:	<p>LSF took the initiative to establish the Scientists for Sustainability Forum and two meetings have been conducted, for which participants from different universities, research institutes and government agencies were invited.</p> <p>LSF established working relations with a number of universities in Pakistan, including Agriculture University of Faisalabad, Arid Agriculture University in Rawalpindi and AJ&K University.</p> <p>LSF also signed a MoU with Coventry University in the UK to cooperate in the field of climate change and food security, but it has not resulted in concrete activities yet. In the context of the promotion of sisal cultivation, LSF also established a linkage with the Pakistan Jute Mill Association.</p>
Role of CFA/ Contribution from MFS II:	Oxfam Novib encouraged LSF to establish linkage with the Pakistan Jute Mill Association.
Score 2014:	5

Capability:	3.4 - Engagement with Other Actors
Indicator:	To what extent does the organisation engage with other types of actors in its surroundings (such as policy makers or the business sector at local, national, regional and international level)?
Score 2012:	3
Assessment and Context 2012:	LSF has been invited by other organisation to provide training in various topics, including green house technology. It was also responsible for organising the Year of Rice Action on behalf of PAN-AP.

	<p>LSF also participated in policy discussions with the Ministry of Food Security on vegetable seed distribution and climate change. It also provided training in organic farming for government staff and it organised the distribution of vegetable seeds on behalf of the Ministry of Agriculture. LSF played a crucial role in the development of research programme on organic agriculture by the University of Faisalabad and PARC.</p> <p>LSF also established contacts with private companies selling bio-fertiliser and bio-pesticides, traders for marketing of organic produce as well as the Chamber of Commerce to scale up organic agriculture.</p>
Reported and Documented Changes:	<p>In addition to be invited as guest speaker for a conference organised by HBS, LSF also demonstrated its organic products during forums of the Consumer Network and the National University of Science and Technology in Islamabad.</p> <p>The head of FAO presided the International Women's Day Conference on 8 March 2014 and the option to form a partnership was discussed. LSF had a meeting with the Assistant Country Director of UNDP.</p> <p>LSF also established linkages with the private sector related to dairy, seeds and textile as well as with the Pakistan Jute Mill Association.</p> <p>LSF established working relations with a number of universities in Pakistan, including Agriculture University of Faisalabad, Arid Agriculture University in Rawalpindi and AJ&K University.</p> <p>Government staff are regularly invited for meetings, forums and conferences organised by LSF in order to influence government policies but it seems difficult to do so.</p>
Role of CFA/ Contribution from MFS II:	Oxfam Novib plans to include LSF in its GLOW campaign. It also provided technical assistance for value chain development.
Score 2014:	4

Core Capability 4: Adapt and Self-Renew

The capability to adapt and self-renew refers to the ability of the SPO to change when needed and to continue to act and perform in a context of changing internal and external influences.

Capability:	4.1 - Adaptation of Strategies
Indicator:	To what extent does the organisation use its Planning, Monitoring and Evaluation (PME) system to check its performance and adapt its strategies?
Score 2012:	4
Assessment and Context 2012:	<p>In recent years, LSF has significantly changed its strategies and priorities based on the lessons learned. As a result, more emphasis is given to the development of rural business skills among male and female small farmers, scaling up organic agriculture and development of value chains for organic produce.</p> <p>LSF has a formal PME system that is managed by a team of two experts, who are</p>

	responsible for collecting, processing and analysing all necessary data and information and presenting the results in the quarterly progress reports. The PME data are used by the management team for planning and progress monitoring.
Reported and Documented Changes:	<p>LSF improved its PME system by registering all beneficiaries together with their profiles to facilitate improved reporting and to make impact assessment possible. The reporting format for progress reports is also improved.</p> <p>LSF also participated in a training funded by Oxfam Novib and implemented by World Citizen to use mobile phone questionnaire for impact assessment. LSF has the intention to use this new technology in its regular M&E activities.</p> <p>Field staff of the zonal office in Faisalabad received training in appropriate research techniques to facilitate baseline surveys and other research activities.</p>
Role of CFA/ Contribution from MFS II:	Oxfam Novib organised and funded the training on impact assessment using mobile phone questionnaires. It also provided funds for the training of Faisalabad field staff in research techniques.
Score 2014:	5

Capability:	4.2 - Involving Others in Learning
Indicator:	To what extent does the organisation involve its target group, constituency and other external stakeholders to check its performance and adapt its strategies?
Score 2012:	3
Assessment and Context 2012:	The conducted project activities and results are reviewed during village meetings and Dehqan Assemblies and the feedback is used to adjust LSF's strategy and plans, including the decision to give more attention to rural business skills training and value chain development.
Reported and Documented Changes:	LSF conduct Pakistan Dehqan Assembly meetings where it presents its projects and realised outputs in order to get feedback from the participants, including representatives from project villages. Field staff also conduct regular review and planning meetings with the lead farmers in the project villages, during which the project activities and outputs are presented and discussed.
Role of CFA/ Contribution from MFS II:	<p>LSF is financially able to organise the Dehqan Assembly meetings annually due to the availability of MFS II funds.</p> <p>In the 8-month period between the first and second project implementation year, Oxfam Novib requested LSF to think out of the box and come with some innovative, larger scale and more visible activities as the project activities of the first project year were considered to be too small.</p>
Score 2014:	3

Capability:	4.3 - Learning Organisation
Indicator:	To what extent is a culture and system of learning facilitated in the organisation?
Score 2012:	4
Assessment and Context 2012:	One way to be a learning organisation is a competition between the regional offices to identify and/or develop new technologies and practices. As a result, an improved manual wheat grinder and a man-powered pump for lifting water from rainwater harvesting ponds are now introduced and promoted in project villages.

	<p>LSF is also involved in the identification and documentation of best practices among its target group, including the use of medicinal plants.</p> <p>LSF also organises festivals during which rural women demonstrate traditional recipes in an attempt to revive the cultivation of traditional crops.</p> <p>Exposure visits for regional staff, demonstrations of new technologies and practices, distribution of leaflets/brochures and video documentaries are the most important instruments used by LSF to facilitate the exchange of information and new ideas.</p>
Reported and Documented Changes:	<p>LSF continued with its annual competition between the zones and it also organised exchange visits for its field staff to other zones in order to learn and exchange ideas. A number of training manuals related to organic farming were produced.</p> <p>LSF also produces videos of all its training sessions, forums and conferences as well as a number of instruction videos related to organic farming.</p>
Role of CFA/ Contribution from MFS II:	Oxfam Novib provided funds for the procurement of video equipment a few years ago.
Score 2014:	4

Capability:	4.4 - Innovation
Indicator:	To what extent is the organisation innovative?
Score 2012:	3
Assessment and Context 2012:	<p>LSF has successfully developed and/or introduced a number of important innovations among the male and female small farmers in its project villages, including various organic practices (i.e. use of green manure, composting, production and use of bio-pesticides), kitchen gardening, green houses/plastic tunnels, rainwater harvesting structures and women-friendly technologies. The production of bio-pesticides and compost is based on examples from Bangladesh and Nepal.</p> <p>During the last 2 years, LSF organised several workshops and seminars to share its innovations with other organisations, but LSF finds it difficult to scale up these innovations.</p>
Reported and Documented Changes:	<p>LSF uses different channels to be innovative, including in-house development by senior and field staff, adoption of new technologies/practices developed by other organisations (i.e. NGOs, universities, research institutes), proposed by donors, observed during field/exposure visits, found in reports or on the internet or demonstrated during festivals.</p> <p>During the last two years, LSF developed/introduced the following innovations: demonstrations of vermiculture in number of project villages, sugarcane processing unit from KP based on 16hp engines to produce raw brown sugar, different products based on organically produced sugarcane.</p> <p>LSF organises two-weekly Dialogue for Development meetings with 20 to 30</p>

	<p>participants and two seminars per quarter with 80 to 100 participants, during which innovative ideas are shared with others.</p> <p>A few conferences with more than 1,000 participants are also organised each year and that occasion is also used to demonstrative new innovations.</p>
Role of CFA/ Contribution from MFS II:	MFS II funded a number of conferences and workshops through the Advocacy and Awareness component.
Score 2014:	4

Core Capability 5: Achieve (Retain) Coherence

The capability to achieve coherence refers to the ability of the SPO to find effective combinations or inter-relationships among different capabilities, organisational objectives and needs, and stakeholder interests.

Capability:	5.1 - Strategic Coherence
Indicator:	To what extent is the organisation strategically coherent?
Score 2012:	4
Assessment and Context 2012:	All professional staff reportedly is fully aware of the mission, objectives and strategy of LSF. However, the target group is not explicitly informed about LSF's mission, objectives and strategy. The ongoing projects are fully coherent with the mission and objectives of LSF.
Reported and Documented Changes:	<p>The new strategic plan has been developed with the involvement of all professional staff. Newly employed staff are given a two-week orientation to make them familiar with the mission, vision, objectives and strategies of LSF.</p> <p>LSF refuses cooperation with USAID as both their visions on development are not coherent.</p> <p>The interviewed senior management staff consider all their projects to be coherent with LSF's vision, mission and objectives.</p>
Role of CFA/ Contribution from MFS II:	Oxfam Novib requested LSF to develop a multi-annual strategic plan.
Score 2014:	4

Capability:	5.2 - Coherence in Organisational Structure
Indicator:	To what extent does the balance between the organisational functions contribute to coherence?
Score 2012:	2
Assessment and Context 2012:	<p>LSF does not have one person within its head office, who is exclusively responsible for the management of one specific project.</p> <p>The management team has three members and not all "departments" are represented.</p> <p>Due to recent adjustments in its strategy, LSF does not have sufficient expertise in</p>

	the following fields: marketing/value chains, certification, rural business development, credit, and alternative energy.
Reported and Documented Changes:	<p>The management team has four members after the Head of the Financial Management Department has been included.</p> <p>LSF is planning to employ one or more Project Coordinators in its head office to reduce the burden of the senior management staff. At zonal level, each project also has its own coordinator.</p> <p>LSF has sufficient expertise in most fields, but it faces difficulties to employ qualified and experience staff for a few fields of expertise, such as value chain development, certification and sisal cultivation as LSF cannot pay high salaries.</p>
Role of CFA/ Contribution from MFS II:	Oxfam Novib limits the amount of funds that can be spent on overhead. It also decided to reduce its payment for senior management staff costs from 50% to 20%
Score 2014:	3

Capability:	5.3 - Consistency in Financial Management and Systems
Indicator:	To what extent is the organisation consistent in its financial management and systems?
Score 2012:	4
Assessment and Context 2012:	<p>LSF has a financial management system based on Quickbook software with double-entry system in its head office. A ledges with vouchers and receipts is used in the regional offices.</p> <p>The roles and responsibilities for financial planning, reporting and internal control are formally defined by having a separate finance department headed by a Director Finance, Administration, Monitoring and Evaluation as well as a Finance and Administration Officer in each of the five regional offices.</p> <p>Financial management staff in the head office conduct monthly visits to the regional offices to check the financial books and accounts.</p> <p>During quarterly planning meetings, all professional staff is informed about the financial situation for each ongoing project.</p> <p>All financial books and accounts are reviewed by an external auditor each year. So far, the financial books and accounts of LSF were always approved.</p>
Reported and Documented Changes:	<p>All procurement and payments are done by staff of the financial management department in the head office.</p> <p>The Quickbook software was updated to version 2014.</p>
Role of CFA/ Contribution from MFS II:	Oxfam Novib provided funds for procurement of latest version of Quickbook software as well as for asset insurance based on a review of the financial management of all supported SPOs.
Score 2014:	4

Capability:	5.4 - Governance
Indicator:	To what extent does the governance function contribute to coherence with the organisation's core values?
Score 2012:	4
Assessment and Context 2012:	<p>LSF has a written Code of Conduct to promote and guarantee good ethical behaviour of its staff.</p> <p>The existing PME system and financial management system together with internal and external audits must prevent any misuse of financial resources and/or fraud. LSF has a Board of Directors with 7 members, including 3 LSF staff members. A male and female representative of the target group are members of the Board of Directors. The members of the Board of Directors are elected for a period of 2 years by the General Body of LSF, which consists of the 9 founders. Once a year, the Board of Directors reviews and approve the work plan and budget for the new financial year. The Board of Directors is also responsible for reviewing the performance of the management team.</p>
Reported and Documented Changes:	The three LSF senior management staff have been replaced by three independent members of the Board of Directors and the Executive Director operates its secretary. No reports of misuse of funds at head office or zonal level.
Role of CFA/ Contribution from MFS II:	None
Score 2014:	4

ANNEX H. PLAUSIBLE REASONS FOR HIGH STAFF TURNOVER

#	Plausible Reason	Validity (Y/N)	Evidence/Example(s)	Ranking		
				1st	2nd	3rd
1	Higher salaries paid by other organisations	Yes	<ul style="list-style-type: none"> LSF offers entry salary of Rs 20,000 whereas other organisations pay up to Rs 40,000. Experienced staff are offered salaries by other organisations that are two times higher sometimes even three or four times higher than LSF can offer 	10		
2	Better career options with other organisations	Yes	<ul style="list-style-type: none"> No career development path offered at time of employment 		3	2
3	Contracts with longer duration offered by other organisations	Yes	<ul style="list-style-type: none"> Number of interviewed staff did not accept 1-year contracts. 		1	2
4	Better secondary labour conditions offered by other organisations	Yes	<ul style="list-style-type: none"> LSF unable to provide pick & drop service for female staff living at longer distance Low per diem and must be adjusted in line with inflation/actual costs, such as hotels 		6	2
5	Physical working conditions in office are better in other organisations	No				
6	Physical conditions for field staff are (too) harsh	No				
7	Working for other organisations have a higher (social) status	Yes	<ul style="list-style-type: none"> Senior staff members left for Oxfam Novib 2 years ago Few staff to banks and one staff member joined IUCN 			2
8	Working for other organisations provides better opportunities for personal skill and capacity development	No				
9	Working for other organisations is professionally more interesting	Yes	<ul style="list-style-type: none"> Few medical staff left as they preferred to work in proper health facility 			
10	Conflicts with other colleagues and/or senior management staff	No				
11	Disagreement about duties/tasks to be carried out	No				

#	Plausible Reason	Validity (Y/N)	Evidence/Example(s)	Ranking		
				1st	2nd	3rd
12	Dissatisfaction about existing job	No				

ANNEX I. DESCRIPTION OF CHANGES IN INDIVIDUAL PRIORITY RESULT AREAS OF FIVE CIVIL SOCIETY DIMENSIONS

CSI Dimension 1: Civic Engagement

Priority Result Area:	1.a - Diversity of socially-based engagement
Key Question:	To what extent do partner organisations act on behalf of their constituency (legitimacy) and do they include social target groups in their analysis and planning and take the needs of the poor/marginalised into account?
Score 2012:	2
Assessment and Context 2012:	<p>Farmers' representatives were invited for policy formulation meetings at regional level. LSF does not explicitly report back to its target group about conducted project activities and results. So far, one conference was organised, during which project activities and results were presented and discussed with invited farmers.</p> <p>LSF has a policy in place for handling any complaints submitted by members of the target group or other stakeholders.</p> <p>The conducted project activities and results are reviewed during village meetings and Dehqan Assemblies and the feedback is used to adjust LSF's strategy and plans, including the decision to give more attention to rural business skills training and value chain development.</p>
Reported and Observed Changes:	<p>LSF legitimates its activities to its target groups through the Pakistan Dehqan Assembly meetings where it presents its projects and realised outputs in order to get feedback from the participants, including representatives from project villages. Field staff also conduct regular review and planning meetings with the lead farmers in the project villages, during which the project activities and outputs are presented and discussed.</p> <p>The policy is to resolve any complaint at village level. If that fails, an ad hoc committee is formed within LSF to investigate the submitted complaint and find an appropriate solution. All submitted complaints are filed. So far, only a few complaints have been formally submitted.</p> <p>The earlier decision to focus more on rural business development and value chain development continued by implementing the Clean Cotton Initiative and the promotion of sisal cultivation, but is not clear if the beneficiaries have been involved in these decisions.</p>
Role of CFA/ Contribution from MFS II:	In the 8-month period between the first and second project implementation year, Oxfam Novib requested LSF to think out of the box and come with some innovative, larger scale and more visible activities as the project activities of the first project year were considered to be too small.
Score 2014:	2

Priority Result Area:	1.b - Diversity of political engagement
Key Question:	To what extent is a diverse segment of the target group of partner organisations represented in locally elected bodies of government and/or in sectoral user groups?
Score 2012:	2
Assessment and Context 2012:	<p>A few male farmers resident in the project villages are elected members of local government bodies (i.e. Union Council).</p> <p>Organisation of the target group in functional organisations is an integrated part of LSF approach. For instance, women's committees are formed in each village to facilitate the active participation of rural women in project activities, female beneficiaries of the poultry and goats programme are organised in committees as well.</p> <p>LSF recently started with the establishment of producers' groups. LSF also supported the formation of Dehqan Assemblies as platforms for farmers to discuss their problems, needs and rights.</p>
Reported and Observed Changes:	<p>No new elections for locally elected bodies were conducted since 2005 and the Union Councils were dissolved in 2009.</p> <p>LSF strengthened existing producers' groups in field of improved management of small agri-business, supply chains, value chain and value addition.</p> <p>In addition to regular Dehqan Assemblies, LSF also conducted Women Dehqan Assemblies in both North and South Punjab. During the Women Dehqan Assembly in South Punjab, 200 women farmers, farm workers and rural women activities identified poor access to technology as a major constraint to enhance women farm workers' productivity and they adopted a resolution to demand the Punjab government to develop technology for women farmers and workers by setting up a separate department within existing agriculture research and education institutions.</p>
Role of CFA/ Contribution from MFS II:	None
Score 2014:	2

CSI Dimension 2: Level of Organisation

Priority Result Area:	2.a - Organisational level of civil society (infrastructure CSI)
Key Question:	To what extent are partner organisations and alliances organised in national network/umbrella organisations and do they represent CBO's and other actors?
Score 2012:	2
Assessment and Context 2012:	<p>LSF is the founder of the Sustainable Agriculture Action Group (SAAG) and the GREEN Network.</p> <p>LSF does not formally represent CBOs or any other actors in these national</p>

	networks.
Reported and Observed Changes:	<p>LSF took the initiative to for Network "Women-Now" comprising urban and rural women to have a platform where urban and rural women can discuss their problems, share experiences and enhance knowledge as well as to share indigenous/traditional knowledge and to educate urban women on healthy/organic food, herbal medication and healthy food processing.</p> <p>LSF uses feedback from its beneficiaries and their committees in the discussions during meetings of the national alliances and networks.</p>
Role of CFA/ Contribution from MFS II:	None
Score 2014:	2

Priority Result Area:	2.b - Peer-to-peer communication
Key Question:	To what extent do partner organisations, networks and alliances share information and do they collaborate in joint analysis in order to function effectively?
Score 2012:	2
Assessment and Context 2012:	<p>As founding member of SAAG and GREEN Network, LSF is actively involved in peer-to-peer communication, information sharing, joint analysis and organisation of joint events.</p> <p>During the last 2 years, LSF organised several workshops and seminars to share its innovations with other organisations.</p> <p>LSF also participated in more than 20 seminars, workshops and conferences organised by others.</p> <p>As member of national networks, LSF has been involved in joint analysis of the socio-political context in its working areas with other civil society organisations, during which gender issues were given special attention. A joint analysis of the security situation with other organisations has not been carried out.</p>
Reported and Observed Changes:	<p>LSF took the initiative to establish the Scientists for Sustainability Forum and two meetings have been conducted, for which participants from different universities, research institutes and government agencies were invited. LSF established working relations with a number of universities in Pakistan, including Agriculture University of Faisalabad (UAF), Arid Agriculture University (AAU) in Rawalpindi, and University of Agriculture AJ&K.</p> <p>LSF also signed a MoU with Coventry University in the UK to cooperate in the field of climate change and food security, but it has not resulted in concrete activities yet.</p> <p>During last two years, LSF organised various seminars and forums, including stakeholder meeting on climate change and food security, stakeholder meeting on ecological agriculture, policy seminar on plant breeder's rights together with</p>

	<p>SAAG and other NGOs, seminar "Let's Go Organic" together with Network for Consumers Protection, forum on climate change challenges in agriculture in collaboration with AAU, forum on animal diversity in collaboration with UVAS, forum on peoples rice policy, and forum of Siachen as non-military area. During last 2 years, LSF participated in 3 to 4 seminars, workshops and/or conferences per month that were organised by other institutions, such as SCOPE, Oxfam Novib, universities and government agencies.</p> <p>LSF also organised a number of conferences and festivals, including Women Conference on Seeds of Hope with 1,200 women farmers, Village of Hope festival, International Women's Day with 1,300 female participants, Harvest Celebration Festival in South Punjab, International Biodiversity Day, Kissan Conference in Kashmir in collaboration with AJ&K University with 250 small farmers, National Kissan Conference with 1,200 farmers, Conference on Mountain Agriculture in collaboration with ICIMO and NARC, Conference on Role of Youth and Environmental Protection in collaboration with Pakistan Youth Council and Department of Environmental Sciences of the Government College University Faisalabad, Post Rio+20 Conference on Sustainable Development, and Conference on Climate Change together with Coventry University from the UK.</p> <p>Risk analysis is included in the project proposals, but a security analysis for the project areas is not carried as LFS does not consider its project activities to be (politically) sensitive. However, women empowerment may be considered by some (extreme) conservative groups to be wrong and it is not unlikely that they may react. LSF is member of different forums and networks where security issues are discussed. During the quarterly staff meetings, security is also discussed. In its Annual Report for 2013, LSF stated that the execution of project activities had to be suspended before the election due to worsening security situation.</p>
Role of CFA/ Contribution from MFS II:	Few seminars were organised by Oxfam Novib.
Score 2014:	2

Priority Result Area:	2.c - Financial and human resources
Key Question:	To what extent are financial resources of partner organisations and alliances diversified with sound internal financial and human resource management?
Score:	2
Assessment and Context 2012:	<p>LSF is financially healthy with a total budget of PKR 64.4 million (Euro 470,075) for 2011, including PKR 10.1 million (Euro 77,725) or 16% of total budget funded by MFS II and PKR 1.1 million (Euro 8,030) from own resources (i.e. sale of organic products and donations).</p> <p>During the last 2 years, LSF had 5 to 6 different donors, including funds from national and international NGOs and Japan Embassy, who normally finance projects for 1 to 3 years.</p>

	<p>LSF has a financial management system based on Quickbook software with double-entry system in its head office. A ledgers with vouchers and receipts is used in the regional offices. The roles and responsibilities for financial planning, reporting and internal control are formally defined by having a separate finance department headed by a Director Finance, Administration, Monitoring and Evaluation as well as a Finance and Administration Officer in each of the five regional offices. Financial management staff in the head office conduct monthly visits to the regional offices to check the financial books and accounts.</p> <p>All financial books and accounts are reviewed by an external auditor each year. So far, the financial books and accounts of LSF were always approved.</p> <p>LSF does not have an overall annual or medium-term capacity building plan. Based on regular staff performance assessment, LSF identifies the training needs for its professional and support staff. In addition to formal training courses, LSF also arranges exposure visits whereby staff from one zone visit another zone to facilitate exchange of experiences and ideas. Two/three-day training in financial management is provide twice a year for financial management and programme staff. One-day training in communication is conducted once a year for all professional staff. Various training on specific technical topics were provided for programme staff, including composting, tunnel farming, olive cultivation, sisal cultivation, water management and solar energy. LSF prefers to organise all training in-house to ensure that it is specific to the needs of its staff. However, external experts were hired for the provision of technical training, including the Barani Research Institute and NARC. LSF also benefitted from training organised by its donors. For example, the German NGO Bread for the World organised a 5-day training course on financial management in Nepal for all its partner organisations in South Asia once every two years. The German NGO DKH organised training courses in 2012 on purchase and supply chain management, project proposal writing and LFA, code of conduct, project management, including project cycle management and M&E, and disaster risk reduction. IUCN organised a 2-day training on waste water management and reuse as part of the Pakistan Water Partnership implemented by IUCN in collaboration with Oxfam Novib. LSF staff also participated in a 3-day workshop on “ World Citizen Panel Survey” organised by Oxfam Novib to introduce technology-based impact assessment survey by using smart phones.</p> <p>The performance of all professional staff is reviewed annually by the management team by comparing the achievements with the planned targets. All professional staff receive regular training in various topics, including strategic planning and financial management. In addition to in-house training, LSF also hires external training providers. For instance, the highway police was hired to provide training to the LSF's drivers.</p> <p>LSF does not have an HV/AIDS workplace policy, but it recently appointed two</p>
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	focal persons within its head office where any problem with sexual harassment at the workplace can be reported.
Reported and Observed Changes:	<p>The total budget dropped from PKR 78.2 million in 2010 to an allocated budget of PKR 46.7 million in 2013 mainly as funds for flood emergency aid stopped by the end of 2012. The allocated MFS II budget for 2013 was PKR 14.4 million (Euro 105,110) or 31% of the total 2013 budget. The allocated budget for 2014 is PKR 48.3 million, of which PKR 17.8 million (37%) is funded by MFS II. In addition to Oxfam Novib, LSF receives funding from Bread for the World (Germany), Heinrich Böll Foundation (Germany), Cotton Connect (UK) and IDH (The Netherlands).</p> <p>During the Ramadan period LSF approaches individuals via the media and website to donate money. LSF does not try to get donations from companies. In 2012 and 2013, LSF's own income-generated resources were PKR 5.90 million and PKR 2.95 million respectively.</p> <p>All procurement and payments are done by staff of the financial management department in the head office. The Quickbook software was updated to version 2014.</p> <p>LSF does not have an overall annual or medium-term capacity building plan. Based on regular staff performance assessment, LSF identifies the training needs for its professional and support staff. In addition to formal training courses, LSF also arranges exposure visits whereby staff from one zone visit another zone to facilitate exchange of experiences and ideas. Two/three-day training in financial management is provide twice a year for financial management and programme staff. One-day training in communication is conducted once a year for all professional staff. Various training specific technical topics were provided for programme staff, including composting, olive cultivation, sisal cultivation and water management. LSF prefers to organise all training in-house to ensure that it is specific to the needs of its staff. However, external experts were hired for the provision of technical training, including the Barani Research Institute.</p> <p>All financial management positions in its regional offices are filled. However, it is difficult to recruit experts in the field of value chain development, certification and sisal as suitable candidates asking for much higher salaries than LSF can pay. High staff turnover is still a major problem. The following factors for high staff turnover were reported: a) as there is a competition for qualified and experience experts, other (international) NGOs are able and willing to pay much higher salaries; b) candidates also expect specific secondary employment benefits, such as pick-and-drop services, which LSF cannot provide; c) LSF can only provide short-term (one-year) contracts as most of its activities are funded for short period, usually one year; and d) limitation on maximum overhead costs is also a constraint for LSF to employ sufficient management staff.</p> <p>LSF does not have a formal HIV/AIDS or sexual harassment policy. However, it</p>

	took immediate action when a case with a driver of a hired care was reported by one of its female staff.
Role of CFA/ Contribution from MFS II:	<p>MSF II funding has become more important for LSF as it increased from 16% in 2011 to 37% of the total budget in 2014.</p> <p>Oxfam Novib provided funds for procurement of latest version of Quickbook software as well as for asset insurance based on a review of the financial management of all supported SPOs.</p> <p>There was a gap of 8 months between the end of the first year of the Food Security in Changing Climate Project and the start of the second year. As LSF was financially unable to pay the salaries during this period, many experienced and qualified staff looked for other jobs and were not available at start of the second project year. As a result, LSF had to recruit new, less experienced staff, who needed a lot of training and support during the first few months of the second project year and that has adversely affected the implementation of project activities.</p>
Score 2014:	2

Priority Result Area:	2.d - International linkages
Key Question:	To what extent are partner organisations and alliances organised in international network/umbrella organisations and do they represent CBO's and other actors?
Score 2012:	3
Assessment and Context 2012:	<p>LSF is member of the following international networks: South Asia Network on Food Ecology and Culture (SANFEC), South Asia Alliance for Poverty Eradication (SAAPE), Earth Justice Movement and Peoples' Coalition on Food Security (PCFS). LSF is an active member of these international networks, but it does not represent any CBOs or other actors. LSF is the focal person for the Pesticide Action Network - Asia Pacific (PAN-AP) in Pakistan.</p> <p>During the last 2 years, LSF also participated in 7 to 10 international conferences in South Asia, during which it gave presentations about its activities.</p>
Reported and Observed Changes:	<p>During the last 2 years, LSF participated in 5 to 6 international conferences. LSF receives many more invitation but it is unable to attend them all due to budget constraints.</p> <p>LSF is not formally representing CBOs or any other actors during these international events but feedback from its beneficiaries and their committees are used during presentation and discussions.</p>
Role of CFA/ Contribution from MFS II:	No funds made available for attending international conferences.
Score 2014:	2

Priority Result Area:	2.e - Technical resources
Key Question:	To what extent are partner organisations using the internet and social media?

Score 2012:	2
Assessment and Context 2012:	<p>LSF has a website in order to provide information about LSF itself and its core programmes and (ongoing) projects, campaigns and other activities.</p> <p>LSF also makes use of Facebook and YouTube to inform a wider audience about its activities and to stimulate debates. A number of short videos can be found on YouTube.</p>
Reported and Observed Changes:	<p>The existing website was upgraded in 2012 but it is not regularly updated as the responsible staff left LSF for other, better paid jobs. At present, very limited documents and information is available on the website.</p> <p>As Facebook is linked to the website, it is also not regularly used. YouTube has been banned by the government.</p>
Role of CFA/ Contribution from MFS II:	None
Score 2014	0

CSI Dimension 3: Practice of Values

Priority Result Area:	3.a - Internal governance (democratic decision-making and governance)
Key Question:	To what extent do partner organisations and the CSO's they support involve their target group in decision making?
Score 2012:	2
Assessment and Context 2012:	<p>(Changed) needs and opinions of the target group are regularly assessed, especially after the major floods in 2010.</p> <p>In recent years, LSF has significantly changed its strategies and priorities based on the lessons learned. As a result, more emphasis is given to the development of rural business skills among male and female small farmers, scaling up organic agriculture and development of value chains for organic produce.</p>
Reported and Observed Changes:	<p>LSF conduct Pakistan Dehqan Assembly meetings where it presents its projects and realised outputs in order to get feedback from the participants, including representatives from project villages.</p> <p>Field staff also conduct regular review and planning meetings with the lead farmers in the project villages, during which the project activities and outputs are presented and discussed.</p>
Role of CFA/ Contribution from MFS II:	None
Score 2014:	2

Priority Result Area:	3.b - Transparency
Key Question:	To what extent are partner organisations and CSO supporting transparency on financial information and do staff members respect internal procedures (code

	of conduct)?
Score 2012:	3
Assessment and Context 2012:	<p>LSF has a written Code of Conduct to promote and guarantee good ethical behaviour of its staff.</p> <p>The existing PME system and financial management system together with internal and external audits must prevent any misuse of financial resources and/or fraud.</p>
Reported and Observed Changes:	<p>LSF conducts quarterly review and planning meetings with all professional staff, during which all aspects of the ongoing projects are discussed, including budgets.</p> <p>All financial books and accounts are reviewed by an external auditor each year. So far, the financial books and accounts of LSF were always approved.</p>
Role of CFA/ Contribution from MFS II:	Oxfam Novib requests that an external audit is conducted annually.
Score 2014:	3

CSI Dimension 4: Perception of Impact

Priority Result Area:	4.a - Responsiveness
Key Question:	To what extent are partner organisations and the CSO's they support considered as counterparts by (local) government and private sector?
Score 2012:	2
Assessment and Context 2012:	<p>LSF has been invited by other organisation to provide training in various topics, including green house technology. It was also responsible for organising the Year of Rice Action on behalf of PAN-AP.</p> <p>LSF also participated in policy discussions with the Ministry of Food Security on vegetable seed distribution and climate change. It also provided training in organic farming for government staff and it organised the distribution of vegetable seeds on behalf of the Ministry of Agriculture.</p> <p>LSF played a crucial role in the development of research programme on organic agriculture by the University of Faisalabad and PARC.</p> <p>LSF also established contacts with private companies selling bio-fertiliser and bio-pesticides, traders for marketing of organic produce as well as the Chamber of Commerce to scale up organic agriculture.</p>
Reported and Observed Changes:	<p>In addition to be invited as guest speaker for a conference organised by HBS, LSF also demonstrated its organic products during forums of the Network for Consumer Protection the National University of Science and Technology in Islamabad.</p> <p>The head of FAO presided the International Women's Day Conference on 8 March 2014 and the option to form a partnership was discussed. LSF had a</p>

	<p>meeting with the Assistant Country Director of UNDP.</p> <p>LSF also established linkages with the private sector related to dairy, seeds and textile as well as with the Pakistan Jute Mill Association.</p> <p>LSF established working relations with a number of universities in Pakistan, including Agriculture University of Faisalabad, Arid Agriculture University in Rawalpindi and AJ&K University.</p> <p>Government staff are regularly invited for meetings, forums and conferences organised by LSF in order to influence government policies but it seems difficult to do so.</p>
Role of CFA/ Contribution from MFS II:	Oxfam Novib encouraged LSF to establish linkage with the Pakistan Jute Mill Association.
Score 2014:	2

Priority Result Area:	4.b - Social impact
Key Question:	To what extent do partner organisations, in the sectors they work in, provide services that respond to one or more basic social needs of their target group?
Score 2012:	3
Assessment and Context 2012:	<p>The target group was actively involved in the problem analysis as well as formulation, planning and execution of project activities through dialogues and regular meetings at village level.</p> <p>LSF ensured that women farmers would participate in these activities through the newly formed women's committees.</p> <p>Male and female small farmers mainly contributed in labour and/or kind to the costs of the executed project activities. Labour was contributed for the construction of the rainwater harvesting ponds, whereas female beneficiaries of the poultry and goats programme had to repay in kind.</p>
Reported and Observed Changes:	<p>Within the framework of the donor-funded projects, LSF can only implement activities that have been specified the project proposal. In other words, the beneficiaries in the project villages do not have another choice than to accept or reject the proposed project activities. If the villages express the need for other interventions, LSF will try to address them by finding alternative funding. For instance, HBS agreed to finance two solar energy systems in two villages.</p> <p>Beneficiaries are expected to contribute about 20% of the costs mainly in kind. Following the completion of the first year of the MFS II-funded Food Security in Changing Climate Project, Oxfam Novib requested LSF to think out of the box and focus more on business value. As result, the Clean Cotton Initiative and Sisal Cultivation were incorporated in the new Project Proposal for the second project year.</p>
Role of CFA/ Contribution from MFS II:	During the long gap of 8 months between first and second year of the MFS II-funded Food Security in Changing Climate Project, Oxfam Novib requested LSF to come with new innovative, large-scale and more visible activities as the

	conducted project activities of the first project year were considered to be too small.
Score 2014:	2

Priority Result Area:	4.c - Policy impact
Key Question:	To what extent do partner organisations successfully influence government policy or planning/budgeting/policy making of international organisations in the sectors they work in?
Score 2012:	2
Assessment and Context 2012:	<p>Two campaigns successfully changed government policies: a) government did not approve the sale of Bt cotton; and b) blockage of new legislation preventing farmers to save seeds.</p> <p>Another successful campaign resulted in the empowerment of its target group as the government allocated water rights to small farmers in southern Punjab, who paid water fees for 40 years without receiving any irrigation water. During the last 2 years, LSF has achieved a number of major results, including the adoption of organic farming by a few hundreds of male and female small farmers, development of first value chains for organic products, more attention for organic agriculture within government institutions (i.e. PARC), media and University of Faisalabad) with students writing their thesis about organic farming.</p> <p>So far, LSF did not have any influence on planning, budgeting and/or policy making of international organisations in the sector where it works.</p>
Reported and Observed Changes:	<p>LSF conducted a number of campaigns to make farming communities, scientists and policy makers aware of the threats to the livelihood of (small) farmers. The following topics were covered during these campaigns: climate change adaptation/mitigation, no to GMOs, water and democracy, and future of small women farmers. However, none of these campaigns successfully influenced government policies during last 2 years.</p> <p>LSF established contact with various universities and national research institutes to promote organic farming practices.</p> <p>LSF established the first contact with FAO and UNDP with the possibility to develop a partnership, but it did not have any influence on the policies of these two international organisations.</p>
Role of CFA/ Contribution from MFS II:	None
Score 2014:	1

CSI Dimension 5: Environment

Priority Result Area:	5.a - Socio-economic, socio-political and socio-cultural context
Key Question:	To what extent are interventions of the Alliance the choice of the partner

	<p>organisations and are their interventions based on a quality context analysis of the space and the role of civil society in that specific country (including socio-economic, political and cultural context)?</p> <p>To what extent do partner organisations take into account and participate in studies of civil society in the country they work in?</p>
Score 2012:	1
Assessment and Context 2012:	<p>LSF was invited for strategic planning meetings organised by Oxfam Novib. Following the reduction of the MFS II budget, Oxfam Novib requested LSF to develop an exit strategy for its project activities in northern Punjab. However, LSF is of the opinion that it is too early to leave this working area and that its achievement would not be sustainable.</p> <p>Since the 1990s, civil society in Pakistan became more vibrant and engaged, including membership of different advisory boards of the government. LSF has not been involved in any context analysis of the role of civil society in Pakistan in recent years. It has not used any studies of civil society carried out by other in Pakistan to adjust its policies and/or strategies. However, LSF is involved in debates related to what the civil society should do and not do.</p>
Reported and Observed Changes:	<p>LSF has one Media & Communication Coordinators, who is responsible to collect and file relevant studies and other documents.</p> <p>Through its membership of national alliances/networks, LSF is involved in context analysis to some extent, but it did not participate in studies of the civil society in the country as not many civil society organisations are involved in agriculture and/or farmers' rights.</p>
Role of CFA/ Contribution from MFS II:	None
Score 2014:	1

ANNEX J. DOCUMENTS CONSULTED

LSF (2010)	Project Proposal - Food Security in the Changing Climate
LSF (2011)	Planning, Monitoring, Evaluation and Learning (PMEL) System
LSF (2011)	Fund Raising Strategy 2012-2015
LSF (2011)	Food Security in the Changing Climate Progress Report: June 2011 - November 2011
LSF (2011)	Phasing Out Plan from North Punjab
LSF (2011)	Annual Report 2010
LSF (2011)	Financial Statement as at December 31, 2010
LSF (2011)	Operational Budget (June 2011 - May 2012) for Food Security in the Changing Climate Project
LSF (2012)	Operational Budget (December 2012 - January 2014) for Food Security in the Changing Climate Project
LSF (2012)	Research Study on Organic Agriculture
LSF (2012)	Annual Report 2011
LSF (2012)	Food Security in the Changing Climate Progress Report: June 2011 - May 2012
LSF (2012)	Audit Report for the Year Ended on December 31, 2011
LSF (2012)	Project Proposal for Food Security in Changing Climate December 2012 - November 2013
LSF (2012)	Newsletter November 2012
LSF (2013)	Operational Budget (February 2014 - January 2015) for Food Security in the Changing Climate Project
LSF (2013)	Newsletter January 2013
LSF (2013)	Annual Report 2012
LSF (2013)	Food Security in Changing Climate Progress Report: December 2012 - May 2013
LSF (2013)	Financial Statement as at December 31, 2012
LSF (2013)	Strategic Plan 2013-2016
LSF (2013)	Project Proposal for Food Security in Changing Climate February 2014 - January 2015
LSF (2014)	Annual Report 2013
LSF (2014)	Food Security in Changing Climate Progress Report: June 2013 - January 2014
LSF (2014)	Food Security in Changing Climate Financial Report: December 2012 - January 2014
Oxfam Novib (2010)	Opportunity and Risk Appraisal
Oxfam Novib (2011)	Country Strategy Pakistan 2015

PAKISTAN

FOLLOW-UP REPORT

MFS II JOINT EVALUATIONS

Pakistan Fisherfolk Forum

Compiled by IDS, MetaMeta and MDC

April 2015

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LIST OF ACRONYMS

CBO	Community-Based Organisation
CD	Capacity Development
CFA	Co-funding Agency
CRC	Complaint Response Committee
CRM	Complaint Response Mechanism
CS	Civil Society
CSI	Civil Society Index
CSO	Civil Society Organisation
CSR	Corporate Social Responsibility
EAD	Economic Affairs Division
ECC	Economic Coordination Council
FCA	Foreign Contributions Act
GMLT	Gender Mainstreaming Learning Trajectory
HRCP	Human Rights Commission of Pakistan
IUCN	International Union for Conservation of Nature
JSL	Just and Sustainable Livelihoods
PFF	Pakistan Fisherfolk Forum
INGO	International non-governmental organisation
MDG	Millennium Development Goal
ME&R	Monitoring Evaluation and Reporting
MFS	Medefinancieringsstelsel (co-financing system)
MoU	Memorandum of Understanding
NGO	Non-governmental organisation
PILER	Pakistan Institute of Labour Education & Research
PMC	Planning and Management Committee
PPP	Pakistan Peoples Party
RC	Review Committee
SPO	Southern Partner Organisation
SWOT	Strengths Weaknesses Opportunities and Threats
TNA	Training Need Assessment

1 INTRODUCTION

This paper presents the main findings of the follow up evaluation of the “Pakistan Fisherfolk Forum (PFF)” which received funding MSF II funding for the Just and Sustainable Livelihood (JSL) project. The evaluation comprises an assessment of the SPO's capacity development, the efforts towards civil society strengthening and MDG goals.

The outline of the paper is as follows. Section 2 introduces the reader to the local contextual factors in which PFF operates. Section 3 describes the MFS-II funded JSL project. Section 4 is devoted to the achievements of MDG goals, section 5 presents the evaluation of the SPO's capacity development, and section 6 assesses the efforts to strengthen civil society.

Brief Summary of Analyses and Findings:

MDG

The project exerted a beneficial impact on the preservation of the fish stock and mangrove areas. The project also brought positive impact on some measures of hygiene, disaster risk reduction and political participation.

The abolition of the contract system and setting up of the fishing license were key to ensure that fisher communities reap the just rewards of their efforts. Improvements on other areas such as hygiene, disaster risk reduction and political participation are also extremely relevant considering the socio-economic and political vulnerabilities of these communities.

However, no causal impact of the project was recorded on actual incomes, fish quantity landed and assets, presumably because the main benefits of the projects spilled-over to control villages.

SPO Capacity Development

Overall, the MFS-II funded JSL project contributed positively to the capacity development of PFF. Since 2012, PFF showed improvements in its ability to commit and act, to achieve development results, and to relate and sustain key relationships. Through the enlargement of its membership base and trainings to its members in leadership, advocacy, gender, organisational management, and political education, PFF's mobilization capacity and its relevance as a social movement have been strengthened substantially.

Its strategic and operational planning capacity improved. PFF has updated and strengthened the organisation's policies, procedures and systems to improve transparency and accountability. PFF also improved its monitoring and reporting capacity as well as its internal auditing system. Positive change has also been recorded in its capacity to achieve relevant results, thanks also to the strengthened collaboration with relevant governmental departments.

In turn, improvements are needed in leadership and decentralisation of decision-making, and strengthening collaboration and learning with peer CSOs and CBOs representing the fisherfolk.

Because right-based interventions for policy and social change require long-term partnerships and continued institutional support, and in order not to put the brakes on the important achievements in Punjab, the project needs to be continued.

Efforts to strengthen civil society

The results of the process tracing indicate that the MFS-II funded JSL project contributed positively to the advocacy work of PFF and to strengthening its membership organisation. Despite the short time lapse between baseline and follow up, we were able to observe some positive change related to socially based engagement (legitimacy), responsiveness and social and policy impact.

Major achievements have been done in influencing provincial policies regarding sustainable fishing and the safeguard of the rights of the fisherfolk. The abolition of the contract system and the replacement by a license system constitutes a milestone in PFF's advocacy work. PFF community members are now vocal and aware about their rights and livelihood options, and trained about advocacy strategies.

2 CONTEXT

2.1 Position of the government towards CSOs

Overall, the political transition towards democracy started with the elections of 2008, brought about positive change for the civil society in Pakistan that is now increasingly involved in decision-making and consultation. However, these positive developments are set back by recently introduced restrictions and control by the government on the work of NGOs and INGOs. In 2013, the Pakistani Economic Coordination Council (ECC) approved a policy for the regulation of organizations receiving foreign contributions, which is intended to control foreign funding to NGOs and INGOs. The draft Foreign Contributions Act (FCA) of 2014 may soon be enacted by the National Assembly and will supersede the policy. According to the policy, all NGOs receiving foreign contributions have to register with the Economic Affairs Division (EAD) and international NGOs have to sign a memorandum of understanding (MoU) for a period up to five years. All requests for registration will be approved after scrutiny by the Ministry of Interior, the provincial government and/or local government and other relevant stakeholders. NGOs will have to maintain full disclosure of their activities, their respective areas of work, the source of their funding and the utilization of their funds. Under the new policy, NGOs' activities and priorities will be reviewed by the federal and provincial governments and NGOs would have to provide all required information to the federal government. It is unclear to what extent the policy's provisions are being enforced. However, the government's suspension of MoUs with foreign-funded aid organizations in April 2014 may be an attempt to enforce the policy. New MoUs will be issued only upon security clearance. In the last two years, the government has been reviewing MoUs every few months. Oxfam Novib's MoU was withdrawn in 2013 and it took one and half years to renew it. In addition, in May 2014 the government revised the registration process for NGOs receiving funds from foreign sources and made it mandatory for them to declare their sources of funding, in addition to providing reasons and justification to work in Pakistan. The government claims the policy addresses the concern over atomization of organizations, lack of transparency and accountability, corruption, and the spread of family/tribes-led organizations that aliment patronage systems. The SPOs and CFAs evaluated as part of the joint MFS-II evaluation perceive the NGO bill as a means to exert control over the advocacy and lobbying work of civil society organizations. NGOs were not consulted in the policy making process. Several international NGOs have been blamed by the government of blasphemy and espionage and are object of hostile surveillance. The policy will likely have implications for governance and work of SPOs. For instance, the increased security measures, which project staff (both external and national) has to follow, are raising implementation costs and causing delays in the delivery of services.

2.2 Financial situation of CSOs

Institutional sustainability is a great issue for the survival of CSOs. Most CSOs in Pakistan, like in other parts of the world, depend upon donor funding for implementation of projects.

However, as most donor funding is short-term, project-based, and service delivery/output focused, access to funding for institutional strengthening is one of the main challenges for the sustainability of CSOs. Project funding generally covers salaries, project activities and other logistic needs, however practically NGOs do not have extra resources for maintaining offices, core staff and other necessary facilities. In the face of this, there is increasing pressure of donors for high level, corporate-like performance of NGOs who, however, are forced to strategize project to project instead of a having a programme approach. In case of termination of project, NGOs are often not able to retain senior and qualified experienced staff, which is a pity.

While there is increasing awareness by CSOs, and push from donors and partner INGOs, on the need to diversify funding sources and start raising their own funds by engaging in social entrepreneurship and with the private sector, national laws governing the non-for-profit sector, do not allow to earn profit, invest savings and keep saving accounts.

3 PROJECT DESCRIPTION

The Pakistan Fisherfolk Forum (PFF) is a civil society organisation that stands up for the socio-economic and political rights of fisherfolk communities in Pakistan. It is an advocacy, rights-based, social movement. PFF was founded in 1998 by 24 members belonging to the fisherfolk community of Ibrahim Hyderi, a fishers' village near Karachi. Its constituency comprises all (marine and inland) Pakistan's fisherfolk comprising about 4 million people. Realizing the need to diversify livelihood and income sources for the fisherfolk especially in areas where access to their preferred fishing grounds is increasingly restrained by water scarcity and/or powerful stakeholders, PFF it recently expanded the scope of its activity to include peasant communities as a secondary constituency group.

PFF has a three-tier governance structure i.e. central, district and unit levels. Unit is a basic structural tier of PFF that comprises of minimum 50 permanent members of PFF. A unit has its elected body comprising of the president, general secretary, treasurer, and information secretary. PFF has now over 60,000 members across the country, mostly in Sindh province, yet in 2014, it has extended its membership and activity in Punjab.

In September 2008, Oxfam Novib (ON) and PFF jointly initiated the Just and Sustainable Livelihoods (JSL) Project. Its first and pilot phase was implemented from September 2008 to August 2009, the second phase lasted from September 2009 to August 2012. ON extended funding to the JSL for a third phase, which started in June 2013 and officially ended in May 2014.

Under the JSL project, PFF aimed to improve the livelihood of the small-scale fishing community through advocacy and lobbying with the government and other relevant stakeholders for policy level changes, by extending its membership and village units in both Sindh and Punjab, and by strengthening the organisational capacity in existing units.

The specific objectives of JSL were:

- To organize and mobilize fisherfolk (men & women) of Sindh and Punjab and develop their capacities and ownership of PFF to make it stronger, more transparent and credible organization
- To strengthen and promote lobbying, networking and coordinating with civil society, media and other relevant stakeholders for the joint action

Interventions were organised in the following components:

1. Social mobilisation and organisation

This component focused on strengthening the existing units, establishing new units and increasing the membership of PFF through mobilisation meetings and community gatherings, orientation meetings for project staff and PFF leadership meetings at the unit, district, and central body level. Particular emphasis was given to expanding women membership as well as promoting women leadership in the organization. These mobilization meetings were supposed to play a vital role in strengthening the organization and promoting activism among the members/fishers.

2. Advocacy and lobbying

Advocacy and lobbying focused on the following main themes:

- Abolition of the contract system for fishing in Sindh and implementation of the licencing system
- Development of a draft sustainable fisheries policy in Sindh
- Abolition of the contract system in Punjab
- Removal of illegal encroachment of water bodies

Activities spanned from lobbying meetings at district and provincial level government to seminars and awareness workshops with CSOs, politicians, fisher communities, and other stakeholders, and demonstration rallies and press conferences.

Activities related to capacity development of the fisher's community focused on their mobilization, organization, and empowerment by providing awareness and refresher trainings on their basic rights, sustainable fishing practices, leadership, advocacy skills, political education, organization and management. The project put particular emphasis in increasing women membership and in promoting their leadership within the organization. The project also explicitly addressed capacity building of project staff to enhance their mobilization skills through Training of Trainers sessions, and to improve their report writing and monitoring skills.

The JSL II spanned to 9 districts and 86 PFF units, and benefitted 7,607 members of the fisherfolk. The JSL III was implemented in 8 districts of Sindh (100 PFF units) and 6 districts of Punjab (50 PFF units) benefitting directly 11080 fishers including 3668 women (8580 fishers of Sindh and 2500 fishers of Punjab).

4 ACHIEVEMENT OF MILLENNIUM DEVELOPMENT GOALS AND THEMES

4.1 Data collection and analytical approach

4.1.1 Description of baseline and follow-up surveys

In order to assess the impact of the project, a mixed-methods evaluation approach was followed. In particular, the evaluation used a household survey administered to project beneficiaries and members of control groups, focus group discussions and key informant interviews, a review of relevant project documents, and meetings with staff involved in the implementation of the Project.

The follow-up data collection process was significantly modified from the one followed at baseline. The survey instrument has been increased in length in order to capture exposure to activities from each of the project years and to provide more detailed information on household demographics, livelihoods and access to PFF and other development projects. The rationale for the revised instrument is to retrieve enough information to enable the evaluation team to use quasi-experimental techniques such as propensity score matching.

The sample size has been substantially increased from the one used at baseline. In the face of the insufficient statistical power of the baseline evaluation and substantially revised instruments, we have decided not to trace back the initial respondents to constitute a panel dataset, but instead to collect a new cross-sectional dataset with the use of retrospective questions to assess the situation before the implementation of the project.

For the individual household survey and the focus group interview, the research team prepared structured questionnaires and corresponding datasheets in MS Excel. Copies of the questionnaires can be found in Annex 5. In all questionnaires, the research team has incorporated questions related to various component of the theory of change for the Project, including:

- Specific project activities to be undertaken by PFF in the project villages during the implementation of the 3-year Project;
- Expected results/outputs and outcomes of the Project;
- External factors that may affect the envisaged results /outputs and outcomes of the Project;
- Adopted/selected indicators;
- Household composition and socio-economic status of household members;
- Livelihoods, including detailed modules on fishing; and
- Housing, health and sanitation facilities.

A total of 10 individual household surveys were conducted in each project and control villages, whereas one focus group interview with (male) key informants were carried out in four project villages and four control villages. Four teams of one female and two male enumerators were recruited to conduct the surveys and interviews in the selected project and control villages. Prior to implementation of the surveys, the enumerators received extensive training during a 3-day session in Hyderabad. The follow-up survey was carried out between 21 June and 1 July 2014 and a total of 500 individual household surveys and 8 focus group interviews were conducted in 25 project villages and 25 control villages. Subsequently, the collected data and information were entered in the datasheets.

In order to have sufficient statistical power, the follow-up surveys were conducted in 25 project villages in four districts: Badin, Sanghar, Kashmore, and Karachi. The 25 control villages were selected in consultation with PFF staff in each district. The main criteria for the selection of the control villages were as follows: a) located within same district as the project villages; b) not further away than 5 to 10 km from the project villages; and c) more or less same size/number of inhabitants.

4.1.2 Implications of power calculations

The evaluation stems from the comparison of mostly PFF members with fisher(wo)men in control villages. We decided against systematically surveying non-PFF members in project villages for the sake of statistical power. On the one hand, studying potential spillover effects from members to non-members in PFF villages would have been very relevant given the emphasis of the project on "public goods" type of actions, such as awareness activities and lobbying. On the other hand, aiming for the comparison between 3 groups of households (PFF members, non-PFF members in project villages and households in control villages) would require a very large sample that could not be afforded.

Even if we expect a very sizable difference between project and control villages in terms of the main outcomes of the project, we were concerned with potential contamination issues. Control villages, to be relevant, need to be close to project villages and equally reliant on fishing. There is thus a high likelihood that PFF activities were known to villagers in

control villages and even that some of the PFF activities were carried out or felt there, especially for lobbying activities. Such "contamination" would compromise the comparison of project and control groups, and bias the estimated impacts towards 0 (since everyone is exposed to all or part of the project).

The sample size of 25 villages and 10 households per village would detect an effect size of 0.3 in 80% of cases with a low intra-village correlation coefficient (5%). Under the scenario of a much higher intra-village correlation of 15%, the evaluation will yield a statistical power of 80% for effect sizes no smaller than 0.4 standard deviation. Given that the selected villages are quite homogenous in terms of livelihood, and that PFF activities tend to affect whole communities, we believe the scenario of a high intra-village coefficient to be the most likely. Yet, even then, the study will be adequately powered provided that the project exerts a meaningful impact and that contamination across villages is not too severe.

4.1.3 Descriptive analysis of key variables

Table 1 presents some basic summary statistics on livelihoods and household characteristics. 83% of respondents derive most of their household income from fishing (the second-most common category is casual labour with 4.2%) and 18% of households generate income from diverse sources of livelihoods. Households are large (7 members on average) and only 30% of household members are actively working for pay. The large dependency ratio is notably due to the high number of children (3.6 children below 16 per household on average). Households are at 94% headed by men, and the mean age of heads is 44 years old.

Households reported incomes slightly over PKR 15,000 (about 130 euros) on average, and about 10% of household members were reported sick during the last 30 days of the interview. Finally, almost 70% of household heads are illiterate, and only 24% completed primary school or above.

Table 1: Summary Statistics I

	N	Mean	SD
Livelihoods:			
Fishing	500	0.83	0.38
Diversification of livelihood sources	500	0.18	0.38
Household characteristics:			
Household size	500	7.10	3.06
Dependency ratio	500	0.69	0.17
Number of household members below 16	452	3.63	1.93
Head is male	497	0.94	0.23
Age of head	497	43.39	13.27
Yearly income	500	15185.40	12796.56
Change in income between 2014 and 2013	499	670.14	8098.92
Asset index	500	-0.83	1.91
Proportion of ill household members	500	0.11	0.16
Proportion of ill children in household	452	0.12	0.24
Education level of head of household:			
Illiterate	497	0.68	0.47
Some primary education	497	0.10	0.30
Primary education	497	0.15	0.36
Secondary education	497	0.07	0.26
Higher education	497	0.02	0.13

Table 2 reveals that so far, in the high season, households caught 30kg of fish per species. Only 8% of respondents felt that the quantity of fish landed increased over the last year and 55% felt that the quantity decreased instead. Over the last 5 years, 21% of households felt that they caught more fish, 26% that it remained stable and 51% that it decreased.

55% of households mentioned that PFF was acting against the depletion of fish stock in their village, 4% that another NGO was doing something against the problem, and 30% that no-one was doing anything.

The survey reveals that the goals of abolishing the fishing contract and granting access to fishing rounds were almost universally reached in both project and control villages. Access to preferred fishing grounds was almost universal at the time of survey (94%) and only 4% of households reported that they needed a contract to fish. Likewise, 91% were aware of the 1991 law abolishing the contract. Yet, still 23% of households relied on a middleman for their livelihood and just below half of households had already secured a fishing licence, suggesting further action is needed.

Table 2: summary statistics II

	N	Mean	SD
Average catch of fish in 2014 (Kg)	332	31.23	47.00
Fishing assets index	499	-0.36	1.09
Catch increased over last year	500	0.08	0.27
Catch remained stable over last year	500	0.35	0.48
Catch decreased over last year	500	0.55	0.50
Catch increased over last 5 years	500	0.21	0.41
Catch remained stable over last 5 years	500	0.26	0.44
Catch decreased over last 5 years	500	0.51	0.50
Absence of NGO action against stock depletion	500	0.30	0.46
PFF is acting against stock depletion	500	0.55	0.50
Other NGOs are acting against stock depletion	500	0.04	0.20
Access to preferred fishing ground	498	0.94	0.23
Needs contract to fish	498	0.04	0.19
Needs to pay middleman to fish	498	0.23	0.42
Aware of abolition of contract law	498	0.91	0.29
Has a fishing license	498	0.46	0.50
Abolition of contract positively impacted livelihood	500	0.69	0.46

In table 3, we can see that about two-thirds of respondents wished they could abandon fishing as their main livelihood. Main dissatisfaction with fishing stem from the lack of remuneration and the danger and difficulty of the activity. A majority of respondents do not wish their children to take up or continue fishing, for similar reasons.

In terms of disaster risk reduction, only 90 out of 500 respondents declared that mangroves were an important feature of their livelihood. Only 6% of respondents reported they were aware of a DRR plan in their village and 20% felt that their village was well prepared to face natural disasters.

Table 3: Summary statistics III

	N	Mean	SD
Wish to quit fishing	498	0.65	0.48
Wish to quit fishing because it is:			
Too dangerous	322	0.34	0.47
Too hard	322	0.47	0.50
Not lucrative enough	322	0.53	0.50
Too time consuming	322	0.05	0.22
Too uncertain	322	0.03	0.18
Unpleasant	322	0.31	0.46
Wish their children take up or continue fishing	491	0.43	0.49
Do not want their children to take up or continue fishing because it is:			
Too dangerous	282	0.46	0.50
Too hard	282	0.29	0.45
Not lucrative enough	282	0.49	0.50
Mangrove area decreased over the last	83	0.35	0.48

year			
Mangrove area decreased over the last 5 years	90	0.40	0.49
Village has a DRR plan	500	0.06	0.23
Feels like the village is well prepared to face natural disasters	500	0.21	0.41

11% of respondents declared that water was treated at the communal level, whereas 69% of households do not treat their drinking water. 6% strains water through a cloth as treatment procedure and 5% boils the water.

Out of 9 daily life situations (such as preparing food, handling fish, going to bed etc.), household respondents reported washing their hands in slightly more than 3 occasions on average. Three quarters reported bathing daily.

In terms of political participation, a large majority of households have CNIC cards for all household members and more than 90% of respondents are registered to vote and actually voted for national and provincial elections. Whereas fisher folk are split in their assessment of accessibility of the law system (45% thinks it is easily accessible, 55% that it is not), a clear majority disagrees with the statement that politicians care for them (82%).

Table 4: Summary statistics IV

	N	Mean	SD
Drinking water and hygiene:			
Water is treated at communal level	500	0.11	0.31
Household does not treat drinking water	500	0.69	0.46
Household boils drinking water	500	0.05	0.21
Household filters drinking water	500	0.01	0.09
Household strains drinking water through a cloth	500	0.06	0.24
Washing hands index (Max=9)	500	3.35	1.07
Bathes daily	500	0.75	0.43
Political participation and attitudes:			
All men have a CNIC card	501	0.87	0.34
All women have a CNIC card	501	0.82	0.39
Considers that the fisherfolk have easy access to the law	501	0.45	0.50
Disagrees that politicians care for fisherfolk	501	0.82	0.39
Registered to vote	501	0.93	0.25
Voted in national elections	501	0.93	0.26
Voted in provincial elections	501	0.93	0.26
Voted in Union Councils elections	501	0.82	0.38

4.2 Analyses and results

4.2.1 Description of approach to the analytical work, method(s) used

In order to assess the impact of the programme, we need to compare the actual situation of households at endline in the project villages with what would have been the situation of these same households in the same villages but in the absence of the programme. The latter is called the counterfactual and is obviously not observed since households either are exposed to the programme or are not, but not both.¹

A variety of experimental and quasi-experimental evaluation methods have been developed to circumvent the problem by relying on control groups which act as proxy for the counterfactual. To estimate the causal impact of a project, the control group needs to be similar in any way to the treatment group except for the access to the treatment itself. If this assumption is not met, then there exist systematic differences between the treatment and control groups even in the

¹ This is referred to as the fundamental problem of causal inference (Holland 1986).

absence of the project, which is called selection bias. Selection bias is very common in practice and arises when, for instance, the project is not given at random to villages but instead to the most disadvantaged ones or when households which take up the project activities are either the most in need or those which would benefit most from these.

As discussed in section 4.1.1, we have surveyed an equal number of control villages and project villages. The control villages have been chosen so that they are likely to be as similar as possible to the project villages: they are located nearby project villages, have a similar size to project villages and are equally dependent upon fishing as the main livelihood. However, given that PFF did not choose the implementation villages randomly, there is a high likelihood that systematic differences exist in key household characteristics in both types of villages. To correct for this likely selection bias, we will rely on propensity score matching. Matching consists first in estimating the likelihood that households receive the programme. This likelihood is called the propensity score. Second, we identify for each household in the project villages the households among the control group which share the same (or a very similar) propensity score. The logic of matching analysis is that by comparing households in treatment and control groups with the same (or very similar) propensity score, observable characteristics that explain both selection into the programme and the outcome of interest are controlled for, and therefore any difference between these households can be attributed to the project.

When choosing which variables to control for, the main guiding principles are to incorporate all variables that are likely to be correlated with both access to the project and the outcomes of interest but not to incorporate variables that are affected by the project itself. The lack of a baseline prior to the start of the project (i.e. 2008) means that we need to rely on household characteristics in 2013 (through the retrospective data) for the matching. Yet, most household variables in 2013 have already been affected by the project. To mitigate the risk of controlling on variables directly affected by the project, we have decided to match on basic household demographics, land ownership and exposure to natural disasters since 2013 alone. These variables are not likely to be directly (for natural disasters) or substantially related to PFF activities, but they convey important welfare information (notably household size and dependency ratio) that we would like to control for. In contrast, we do not include retrospective information on income, fishing output or productive assets ownership as these are most directly related to the very outcomes we wish to evaluate in the report.

Although variables in 2013 have already been potentially affected by the project, this is less of a problem when we wish to isolate the impact of the third phase of the project, which started in June 2013. In the following analysis, we will report the results from unmatched simple comparisons and comparisons based on the propensity score matching. The former are potentially biased in an unknown way by selection bias. The latter tries to correct for selection bias at the possible cost of a slightly downward bias of the estimated impact (since we are already controlling for some factors that are channelling the impact of the project).

Table 5 shows that PFF members are not very different from households in control villages. The main differences are that surveyed project households are less likely to be illiterate, received some primary education or completed secondary education, and are more likely to have experienced drought and cyclone over the last 12 months. The education pattern is complex so it not clear whether PFF works with systematically lesser or better educated people than in control villages, whereas the greater exposure to natural disasters in PFF villages is consistent with the organization's focus on disaster risk reduction.

Table 5: Estimation of the likelihood to receive the program (propensity score)

Household size	0.0957 (0.0593)
Number of children below 16	-0.0469 (0.0936)
Age of household head	-0.00462 (0.00890)
Household head is male	-0.827 (0.470)
Household head is illiterate	-0.850* (0.390)
Household head has some primary education	-1.426** (0.498)

Household head has completed primary education	-0.685 (0.367)
Household head has completed secondary education	-1.218* (0.536)
Household head has some higher education	1.021 (1.166)
Dependency ratio	-1.219 (0.778)
Land owned (acres)	-0.403 (0.326)
Own land	0.730 (0.875)
Drought	1.138* (0.444)
Flood	0.425 (0.519)
Cyclone	1.431*** (0.378)
Increase of input price	-1.147** (0.441)
Decrease of output price	-0.452 (0.481)
Livestock dying	-0.349 (0.841)
Erosion	-1.224 (0.769)
Pest and crop disease	0.893 (0.950)
Death of household member	0.669 (0.993)
Injury of household member	1.003 (0.868)

<i>N</i>	450
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*** $p < 0.01$, ** $p < 0.05$, * $p < 0.1$

Given the similarity of profiles between the project and control observations shown by the above table, the matching procedure is unsurprisingly successful. Indeed, the overlap between the estimated propensity scores in both project and control villages is good, as can be seen in figure 1, annex 1. The standardised differences in the observable characteristics of project and control variables are systematically lower than 10% after matching. It is usually considered that standardised differences lower than 25% are acceptable (Austin 2009a; Stuart, Lee, and Leacy 2013). This is visually represented in figure 2, annex 1. There is also no significant difference remaining for any covariate as measured by a test of equality of means. Moreover the quality of the matching process can be gauged by the very low mean bias (5%) and

explanatory power of the covariates on the probability of receiving the project, once we control for the propensity score (7.7 %).

Once the control group has been established with matching, one can compare posttest outcomes across the two groups and attribute any meaningful differences to the impact of the project. We will use kernel matching as the default matching estimator (results are qualitatively similar with nearest neighbour estimators). With kernel matching, treatment households are matched with the household in the control group with the closest propensity score. Specifically it uses the weighted average of the propensity score of all the control group observations to construct the counterfactual outcome. Weights are given by the distance between each household from the control group and the participant observation for which the counterfactual is estimated.²

4.2.2 Research Question 1

Provide the results; include sensitivity analyses; succinctly describe the major results.

Table 6 presents the estimated impact of PFF on general household welfare and poverty, measured by income, livelihood, assets and illness. Overall, both the unmatched and matched comparisons suggest the absence of significant impact of PFF on these outcomes. Households in PFF villages appear to be substantially more affluent, based on the possession of durables and assets, but the effect disappears once propensity score matching is used. The lack of impact of the project on livelihood diversification and heavy reliance on fishing may be indicative that households have little choice besides fishing. The lack of impact on income and assets could be related to the focus of the project on lobbying/advocacy as opposed to livelihood and/or to the fact that the benefits of the project have already spread to control villages.

Table 6: Impact of PFF on income, livelihood assets and illness, propensity score matching estimations

	Unmatched comparison	Kernel Matching
Outcome:		
Yearly income	1512.314 (1237.467)	423.162 (1551.220)
Income change between 2014 and 2013	-289.786 (800.134)	-114.453 (1069.636)
Principal activity is fishing	0.038 (0.036)	0.037 (0.044)
Diversified livelihood sources	0.050 (0.036)	0.012 (0.043)
Asset Index	0.479*** (0.175)	0.220 (0.200)
Illness prevalence during last month	0.019 (0.015)	0.032* (0.018)
Child Illness prevalence during last month	0.001 (0.022)	0.027 (0.027)

Table 7 displays the estimated impacts on quantity of fish caught during the 2014 high season, fish equipment ownership, perceptions of catch evolution over time and of actions regarding fish stock depletion. Neither unmatched nor matched comparisons suggest that actual quantity of fish caught differ between PFF and control households, which is consistent with the lack of impact on income found earlier. Unmatched comparisons tend to indicate that fishing equipment owned and the likelihood to report an increase in catch over the last year are higher among PFF households. Once we correct for selection bias through propensity score matching, however, these impacts disappear.

² For more information, see e.g. Caliendo and Kopeinig (2005).

However, unmatched and PSM comparisons reveal a strong effect of PFF in the form of lesser likelihood of catch decreasing over time (both measured with respect to last year and to the last 5 years). The proportion of households reported lower catch over the years is about 10 %point lower among PFF households, and the impact is very precisely estimated.

Consistent with such perceptions, PFF households are also much more likely to report that PFF is acting against stock depletion, and conversely are less likely to report that no NGO are taking action. The effect sizes are very big in both case (about 30 percentage points) and suggests that no other organization than PFF is active in the area.

Table 7: Impact of Fish catch and stocks, propensity score matching estimations

	Unmatched comparison	Kernel Matching
Outcome:		
Average catch of fish in 2014 (Kg)	-1.162 (5.669)	0.789 (7.407)
Fishing assets index	0.246** (0.104)	0.094 (0.113)
Catch increased over last year	0.045* (0.026)	0.049 (0.031)
Catch decreased over last year	-0.093* (0.047)	-0.119** (0.057)
Catch remained stable over last year	0.034 (0.045)	0.054 (0.055)
Catch increased over last 5 years	0.095** (0.038)	0.022 (0.045)
Catch decreased over last 5 years	-0.164*** (0.047)	-0.102* (0.056)
Catch remained stable over last 5 years	0.042 (0.041)	0.051 (0.050)
Absence of NGO action against stock depletion	-0.344*** (0.040)	-0.311*** (0.052)
PFF is acting against stock depletion	0.285*** (0.045)	0.227*** (0.055)
Other NGOs are acting against stock depletion	0.023 (0.018)	0.031 (0.021)

Table 8 summarizes the estimated impact of PFF on fishing rights. No impact is recorded on access to preferred fishing grounds, which makes sense considering the very large proportion of households, which considers that they have access to fishing grounds displayed in table 2. Unmatched comparisons suggest that PFF was effective at reducing the proportion of households, which report that they need a contract and/or a middleman to fish. Propensity score estimations are more imprecise, however, and both these effects are no longer statistically significant. The impact of PFF is, however, positive and significant when it comes to households' perceptions of the abolition of fishing contract on their livelihood.

The impact of PFF is strong on the ownership of fishing licence, which is about 20 percentage points higher among project households than control households. The impact is significant at the 1% level under both specifications.

Table 8: Impact of PFF on fishing rights, propensity score matching estimations

	Unmatched comparison	Kernel Matching
Outcome:		
Access to preferred fishing grounds	-0.001 (0.023)	0.016 (0.028)
Needs contract to fish	-0.035** (0.018)	-0.033 (0.024)
Needs to pay middleman to fish	-0.068* (0.040)	-0.078 (0.049)
Aware of abolition of contract law	0.030 (0.027)	0.013 (0.034)
Has a fishing license	0.233*** (0.046)	0.195*** (0.055)
Considers that abolition of contract improved livelihood	0.131*** (0.043)	0.091* (0.053)

Table 9 shows the estimated impacts of PFF on perceptions of fishing as a desirable livelihood. The project does not significantly alter the willingness of fishers to change occupation or their reluctance to see their children take up or continue fishing. Both quantities are very high across the sample (see table 4) and so reinforcing the setting up of viable, alternative livelihoods to fishing in these areas seems like an area in need of further programming.

While PFF does not impact the overall willingness to quit fishing, it does modify some of the reasons why households want to do so. In particular, PFF households are 13 percentage points more likely to wish to stop fishing because of danger than control households. The impact is significant at 5% for the two specifications. A similar effect of PFF on perceived danger is found when the question is on which regarding their children rather than on the respondents themselves. In addition, PFF households are slightly less likely to report that they do not want their children to take up fishing because it is too uncertain an activity. Overall, thus, it seems that PFF was successful on sensitizing the population to the physical risks of fishing while generating some reassurance that this livelihood will be less uncertain the future.

Table 9: Impact of PFF on perceptions of fishing as livelihood, propensity score matching estimations

	Unmatched comparison	Kernel Matching
Outcome:		
Would like to quit fishing	0.027 (0.045)	-0.030 (0.054)
Would like to quit fishing because it is:		
Too dangerous	0.125** (0.054)	0.129 ** (0.061)
Too hard	-0.073 (0.058)	-0.018 (0.066)
Not enough lucrative	0.080 (0.057)	0.032 (0.066)
Too time-consuming	0.006 (0.024)	0.017 (0.027)
Too uncertain	-0.008 (0.022)	0.002 (0.025)
Unpleasant	-0.022	-0.055

	Unmatched comparison	Kernel Matching
Outcome:		
	(0.054)	(0.062)
Wish children to take up or continue fishing	0.064 (0.047)	0.075 (0.056)
Does not wish that children take up or continue fishing because it is:		
Too dangerous	0.166*** (0.062)	0.151** (0.070)
Too hard	-0.032 (0.058)	0.003 (0.066)
Not enough lucrative	-0.032 (0.063)	-0.072 (0.071)
Too uncertain	-0.072* (0.039)	-0.089* (0.046)
No good fishing ground	-0.005 (0.017)	-0.022 (0.018)

Table 10 explores the impact of PFF on the mangroves and disaster risk reduction. PFF households are less likely to consider that the mangrove area is smaller than 5 years ago (but not than 1 year ago). The effect is slightly stronger and more precisely estimated with propensity score matching.

PFF households are also more likely to report that A DRR plan is in place in their village and that the village is well prepared to face natural disasters (the latter is only significant with propensity score matching).

Table 10: Impact of PFF on mangroves and disaster risk reduction, propensity score matching estimations

	Unmatched comparison	Kernel Matching
Outcome:		
Mangrove area is smaller than 1 year ago	-0.076 (0.115)	-0.148 (0.122)
Mangrove area is smaller than 5 years ago	-0.218** (0.110)	-0.259** (0.119)
A DRR plan is in place in the village	0.098*** (0.021)	0.102*** (0.021)
Thinks the village is well prepared to face natural disasters	0.060 (0.038)	0.075* (0.046)

Table 11 is devoted to the impact of PFF on hygiene practices. PFF is positively and significantly associated with higher likelihood that the water is treated at the community level. PFF is also related to households being significantly more likely to filter and strain the water through a cloth before drinking it. The impact of the project on washing practices is positive, but only significant in unmatched comparisons. No impact of the project is recorded on bathing behaviours.

Table 11: Impact of PFF on hygiene practices, propensity score matching estimations

	Unmatched comparison	Kernel Matching
Outcome:		
Water is treated at community level	0.081*** (0.024)	0.085** (0.032)
Household does not treat drinking water	-0.025 (0.044)	-0.026 (0.053)
Household boils drinking water	0.027 (0.019)	0.028 (0.022)
Household filters drinking water	0.018** (0.009)	0.018** (0.009)
Household strains drinking water through a cloth	0.041* (0.022)	0.043* (0.026)
Washing hand index (max=9)	0.252*** (0.098)	0.172 (0.117)
Bath daily	-0.038 (0.041)	-0.010 (0.049)

Estimated impacts of PFF on political participation and attitudes are displayed in table 12. PFF appears to reduce social distance between fisherfolk and the official law system, as judged by the higher proportion of PFF households feeling they have an easy access to the law than non-PFF members. The effect is not, however, robust to the matching procedure. PFF also seem to have a modest impact on the proportion of respondents who are currently registered to vote (5 percentage point) although the effect does not carry over to actual voting behaviours. Yet, it must be said that respondents voted at a very high rate in both project and control villages limiting the scope for improvements.

Table 12: Impact of PFF on political participation and attitudes, propensity score matching estimations

	Unmatched comparison	Kernel Matching
Outcome:		
All men have a CNIC card	0.039 (0.032)	0.050 (0.039)
All women have a CNIC card	0.012 (0.036)	0.006 (0.044)
Considers that fisherfolk have an easy access to the law system	0.115** (0.047)	0.077 (0.056)
Considers that politicians do not care about fisherfolk	0.518 (0.357)	0.014 (0.044)
Registered to vote	0.053** (0.023)	0.051* (0.030)
Voted in national elections	0.035 (0.024)	0.032 (0.030)
Voted in provincial elections	0.026 (0.025)	0.023 (0.031)
Voted in UC elections	-0.002 (0.037)	-0.026 (0.045)

4.2.3 Research question 2:

Did the project reach its objectives? Can the results be attributed to the project? If not, why not? Did other factors play a role?

The quantitative analysis revealed that the project met a number of its objectives. In particular, PFF was found to be successful in (i) mitigating the fish stock depletion, (ii) mitigating the reduction of mangrove areas, (iii) spreading the use of fishing licence, (iii) fostering the access to safe drinking water and the take-up of hygiene practices and (iv) increasing the proportion of households registered to vote. These results can be attributed to the project, as demonstrated by the use of propensity score matching. Moreover, both the capacity building and civil society strengthening components contributed substantially to the achievement of MDG objectives as highlighted below.

Contribution of SPO Capacity Building Interventions to reaching MDG objectives

As part of the MFS-II funded JSL project, field staff received several trainings on topics, which were relevant to activities of specific project themes. Staff was trained in hygiene and health, social mobilisation, advocacy, and gender. This increased their capacity to carry out project activities effectively. Trainings to communities on leadership, advocacy, political education, organisational management significantly increased advocacy skills and awareness of PFF members, which, in turn, contributed to the achievement of positive change in the MDGs.

Contribution of Civil Society Strengthening Interventions to reaching MDG objectives

A significant amount of funding and several activities planned in the JSL were related to civil society strengthening. Thanks to trainings to the fisher communities in political education, advocacy, leadership, fishing rights and livelihoods, members of the fisherfolk became more vocal, more organised, and thus more able to participate meaningfully in the various campaigns, lobbying meetings, seminars and workshops organised by PFF. All this contributed substantially to the achievement of outcomes in the MDG good governance such as improved access to information, the perception, among the fisherfolk community, of improved contact with the government and better leverage in local decision making.

In some other areas, the project fails to demonstrate impact. This is especially true for the actual quantity of fish landed, income and assets. We expect the removal of the fishing contract to be the activity most likely to improve livelihoods. One potential reason for the lack of impact may be that the benefits of the removal of the contract have already spread to control villages. The survey revealed indeed an almost complete eradication of the contract system in both project and control villages. PFF's lobbying has thus been very successful and extended beyond the villages where it sets up units, so that comparing project and control villages yield no difference. To reinforce this point, it is worth noting that project households are more likely to think that the end of the contract system contributed to improving livelihood than non-PFF members. This may reflect the lack of synergies between the end of the contract and other project activities in non-project villages which were only exposed to the former activity.

When asked about their opinion of the project, 91% of PFF members agreed that it represents the needs and interests of the fisherfolk communities very well and 90% that it has achieved many results in the political system and contributed to improve livelihoods.

Interestingly, non-PFF members in project villages were also overwhelmingly positive about PFF. Eighty percent considers that PFF represents very well the fisherfolk communities, 88% that it achieved many results in the political system and 63% that it contributed to improved livelihoods.

In control villages, 70% of respondents knew about PFF, 80% agreed that it represents the needs and interests of the fisherfolk communities very well and that it has achieved many results in the political system.

4.2.4 Research question 3

How relevant are the results?

The analysis uncovered four main areas of positive change of PFF: (i) preservation of common resources (fish stock and mangroves) and (ii) abolition of contract system and aid to obtaining fishing licences. Two other areas where some results were obtained, but not the same scale, are the treatment of drinking water, and encouragement of hygiene practices and political participation.

The positive impacts of PFF are very relevant given the acute vulnerability of fisherfolk in the sampled area. Very high satisfaction rates with PFF among members and non-members and near-universal abandonment of the contract system are very strong achievements. Yet, these have not translated into quantified improvements in terms of income, fish caught, assets owned and other key components of rural vulnerability.

In light of these results, it seems timely to reflect on the main project goals and activities for the subsequent programming period now that the goals of abolition of the fishing contract and access to preferred fishing grounds are largely reached. There is still progress to be made regarding the fishing licences and middlemen, but more generally, a deeper work on what lobbying goals should be prioritised, and how to articulate these with other types of activities is necessary.

4.2.5 Research question 4

How efficient are the results?

If the allocated budgets for JSL II and III are divided by the reached number of direct beneficiaries (18,687), the cost per beneficiary would be PKR 4003 (Euro 32).

According to information provided by PFF, the actual costs for specific project outputs are as follows:

Project activity	Items	No Beneficiaries	Unit Cost (PKR)	Unit Cost (EUR)
Fisher(wo)man training	Banner, Hall Charges , Stationary, Travel Expenses, Accommodation	Total Beneficiaries 23	57,500	517,5
Development of VDMP	Food ,Stationery, Travel Expenses	20	3,000	27
Press conference (district level)	Press conference Fee, Refreshment ,Banner, Travel Expenses ,	Total Beneficiaries 20	12,500	112,5
Lobbying meeting (district level)	Banner, Vehicle Charges, Food & Refreshment, Stationary	Total Beneficiaries 13	13,750	123,75

According to the first line in the above table, the cost per reached beneficiary of the JSL project is estimated at PKR 4003 (Euro 32). Given that the benchmark cost for training fishermen/fisherwomen on livelihoods and fishing rights in Pakistan was estimated to be between Int\$ 521 and Int\$ 819 by Dohmen (2009) and World Bank (2006), the activities of JSL appear to be extremely cost-efficient.

4.3 Discussion

4.3.1 Project Design

The project was well designed and focused on mobilization and organization of fisher communities and lobbying to further fishers rights and sustainable livelihoods. MDG analysis revealed that very important progress have been made regarding the core objectives of the project (fishing contract, fishing licence). The three components, capacity development, civil society strengthening, and MDGs were well integrated whereby the former two significantly contributed to the achievement of MDG objectives.

Whether these progresses have translated into lesser vulnerability or not remains an open question. Quantified measures of vulnerabilities are not better in project than in control areas, but self-reported feelings point towards improvements in livelihood for project households. In addition, the main achievements of the projects have largely reached the control villages as well, which makes it difficult to measure impact through this design.

It is recommended to fund a similar project as fisher communities remain extremely vulnerable and some more work is needed, notably regarding fishing licenses and DRR plans. However, future projects should also reflect on what the overarching goal and best mix of activities to reach that goal should be now that the fishing contract is all but abolished.

4.3.2 Improvement of Impact Evaluation

The impact evaluation worked well in general but it had two limitations: the timeframe and the "contamination" across units.

The third phase of the project alone (2012-2014) was too short to generate meaningful impacts. Conversely, while the overall timeframe for the JSL project (2008-2014) was sufficiently long, there was no baseline data on key outcomes collected from project and control households, thereby hindering the strength of causal inference of the analysis.

Another issue with the evaluation was that lobbying action targeted at the provincial level (most notably regarding the fishing contract), generated results beyond the PFF villages. This is a good news in terms of the actual impact of the project, but it made very difficult the task of documenting positive impacts, especially on livelihoods.

4.4 Conclusion

4.4.1 Evaluation Questions

Evaluation Question 1: What are the changes under each MDG or theme at community/household level during the 2012–2014 period?

Due to a lack of baseline, changes over time are difficult to ascertain. Retrospective questions suggest that fish stock and mangrove areas deteriorated slower in project areas. Improvements in livelihood due to the abolition of the fishing contract in project villages with respect to control villages were also recorded. Actual incomes, assets and fish quantity landed measured in 2014 were similar across the two types of villages. The fishing contract was almost non-existent in 2014 and about half of fisher owned a fishing licence.

Evaluation Question 2: To what degree are these changes at target group level attributable to the development interventions of Southern partners of the MFS II consortia (i.e. measuring effectiveness)?

The improvements in terms of fisher rights (contract and license) are undoubtedly due to the interventions of the SPO since the survey did not uncover meaningful activities by the government and other NGOs in the area. Furthermore, propensity score matching suggests that the project mitigated the depletion of fish stock and reduction of mangrove areas. The project also brought positive impact on some measures of hygiene, disaster risk reduction and political participation.

Evaluation Question 3: What is the relevance of these changes?

The analysis uncovered an improvement on common pool resources which is a very significant result given the lack of outside opportunities for the fisherfolk. The abolition of the contract and setting up of the fishing license are also key to ensure that fisher communities reap the just rewards of their efforts. Improvements on other areas such as hygiene, disaster risk reduction and political participation are also extremely relevant considering the socio-economic and political vulnerabilities of these communities.

Evaluation Question 4: What factors explain the findings drawn from the questions above?

The activities were very well targeted to the deep-rooted factors of fisher vulnerabilities, i.e. lack of access to fishing grounds, economic exploitation and dwindling environmental resources. By focusing on mobilizing and organizing the fishing communities while lobbying the provincial authorities for setting up the right legal framework, the project strongly contributed to the findings described above.

4.4.2 Statement Scoring

Statement	Score
Project was well designed	9
Project was implemented as designed	9
Project reached all its objectives	7
Observed results are attributable to the project interventions	8
Observed results are relevant to the project beneficiaries	8
Project was implemented efficiently	8

5 CAPACITY DEVELOPMENT OF SOUTHERN PARTNER ORGANIZATION

5.1 Data collection and analytical approach

For the assessment of changes in capacity development of the SPO, as a first step we held several interviews with main programme staff of Oxfam Novib (Mrs. Seher Afsheen, Programme Manager, Mr. Iftikhar Nizami, Associate Country Director, Mrs. Javeria Afzal, Advisor Livelihood and DRR) and PFF. The main tool for the scoring of the five core capabilities was a structured questionnaire addressed to PFF staff that we repeated from the baseline. Mr. Mustafa Gurgaze (Livelihood Manager), Mrs. Qurat Mirza, gender focal person and responsible for CSR projects, Mr. Roshan Bhatti (ME&R Officer), and Mr. Sarfraz Raza (Financial Controller) attended the meeting. The questionnaire was also combined with a quick assessment form (see Annex 3) to trace main outcomes and changes in the different capabilities and the main factors producing the reported changes.

Second, we corroborated the information collected during the workshops with PFF staff with relevant partners indicated by PFF and with other informants, identified through snowballing from interviews. A list of informants and their affiliations is provided in Annex 2. We also triangulated information provided by PFF staff with key informant interviews to members of district and unit bodies of PFF to verify, for instance, the extent to which trainings had been actually imparted to PFF members at the local level, and their inclusion in project design and monitoring.

Finally, we triangulated information provided by PFF staff during the compilation of the capacity development questionnaire by reviewing all relevant organisational and project's documents (e.g. strategic plan, project's mid-term and final evaluations, and progress reports) and web-based information such as news and articles.

5.2 Results

5.2.1 Research Question 1:

Provide descriptive analyses and scoring of relative changes in the five capabilities. If available, provide description of individual indicators in an Annex.

A summary of the overall scores on the core capabilities and their sub-components is given in the table below followed by descriptive results for each of the indicators.

	Core Capabilities <i>(with sub-components)</i>	Baseline Score	Follow-up Score
1	Commit and Act	3.8	3.7
1.1	Strategic & Operational Planning	4	5
1.2a	Human Resource Management and Qualifications	3	3
1.2b	Staff Thematic Expertise	4	4
1.2c	Staff Commitment to Results	4	4
1.3	Leadership	4	3
1.4	Financial Position	4	3
2	Achieve Development Objectives	3	3.5
2.1	Results	3	4
2.2	Sustainability of Results	3	3
2.3	Relevance of Results	3	4
2.4	Cost-Effectiveness of Results	3	3
3	Relate	3.25	3.5
3.1	Use of Power Analysis and Strategic Positioning	4	4
3.2	Legitimacy	3	4

3.3	Collaboration	3	2
3.4	Engagement with Other Actors	3	4
4	Adapt and Self-Renew	2.5	3
4.1	Adaptation of Strategies	3	4
4.2	Involving Others in Learning	2	2
4.3	Learning Organization	2	3
4.4	Innovation	3	3
5	Achieve (Retain) Coherence	3.25	3.5
5.1	Strategic Coherence	3	3
5.2	Coherence in Organizational Structure	3	3
5.3	Consistency in Financial Management and Systems	4	4
5.4	Governance	3	4
	Average	3.2	3.4

Core Capability 1: Commit and Act

Compared to the baseline, the overall score for capability 1 slightly decreased from 3.8 to 3.7 due to the relative changes reported below.

Strategic & operational planning: This indicator has slightly improved. The strategic plan, which had just been drafted during the baseline, has been meanwhile approved by the board of directors, it has been circulated among PFF staff and is now operational. The strategic plan has guided important decisions and activities in the last two years. Based on a SWOT analysis carried out for the development of the strategic plan, there have been considerable efforts to update and strengthen the organisation's policies, procedures and systems to improve transparency and accountability. With support from ON, PFF has reviewed its financial, gender, procurement, and human resources policies and hired a gender focal person. The JSL III addresses the specific goals mentioned in the strategic plan, particularly through advocacy for policy change favouring the rights of the fisherfolk and the consolidation of PFF's membership in Sindh and Punjab.

Human Resource Management and Qualifications: This indicator did not change since the baseline. The retention of qualified staff is still a challenge for PFF. As highlighted in the context section, most donor funding is short-term, project-based, and service delivery focused, whereas access to long-term funding for institutional strengthening is one of the main challenges for the sustainability of CSOs. As a result, most of PFF's personnel is hired on a project basis and as retained as long as funding is there. When funding from ON was temporarily frozen from September 2012 to May 2013, due to the withdrawal of its MoU with the government of Pakistan (see context section), PFF had to stop all activities and dismiss its entire project staff. Luckily, they could recover most of the staff for the inception of JSL III. However, after funding for JSL III ended in May 2014, PFF had to dismantle its project staff in Sindh, while it is struggling to retain staff in Punjab, despite it is working on a voluntary basis.

Staff Thematic Expertise: This indicator did not change since the baseline. PFF invests extensively in trainings to its members (managers, project staff, community leaders, and members of district and unit body) addressing core themes such as advocacy, organisational management, human rights, leadership, political education, gender, and disaster risk management. A new training need assessment, already conducted for JSL II, was carried out for JSL III so that proper assessment could be done for the fishers of Punjab as well.

With support from ON and as part of the Gender Mainstreaming Learning Trajectories (GMLT), the entire management staff of PFF participated to a 5 days training on gender, following which it revised its gender policy, appointed a gender focal person, and set up a gender action plan. However, staff still lacks technical expertise in several of the new thematic areas PFF is working on (e.g. climate change adaptation, environmental issues, alternative livelihoods) and in important management areas such as report writing, communication, acquisition, and fundraising.

Staff Commitment to Results: This indicator did not change since the baseline. Despite low salaries and lack of facilities, PFF's professional staff shows a high degree of motivation and is conscious of the risks its work implies. This reflects PFF's nature and ideology as a social movement that is committed to challenging established power structures. This is also evident from the availability of senior staff members to work extra hours and during weekends without compensation. However, in the process of expanding the movement, a large number of non ideological members have also been inducted into the organization. It is feared by senior PFF staff members that non-ideological members may distract the organization from its original mission.

Leadership: This indicator slightly decreased since the baseline. In the last two years, with support from ON, PFF has shown genuine efforts to improve its transparency and accountability by strengthening its governance, financial, and human resources policies, and by undertaking a reflexive analysis on its strategies, systems and procedures. The Planning and management committee (PMC), the main organ involved in decision making and planning of the annual activities, has progress review meetings quarterly and often bi-monthly, during which it shares progress and weaknesses, supported by the ME&R team.

PFF also strived to increase women representation in leadership at both community and higher managerial levels. Still, much needs to be done to improve leadership and democracy. The centralisation of decision-making power around the figure of the Chairperson, Muhammad Ali Shah, and the absence of a secondary leadership is a major challenge for internal governance. Although PFF held elections for the central governing body in January 2014, there is no real turnover and several elected members are part of the Chairperson's family.

PFF has two parallel running organisational structures, the NGO/Project Management and the membership-based movement. There is constant interaction between the two structures and local PFF leadership checks regularly on the project performance. This system, although generally improving transparency and accountability, sometimes creates some impasse, especially in service-delivery projects when there is not enough equipment and materials for everybody. To avoid conflicts, allocation criteria is set by local leaders supported by district leaders and PMC, until the criteria allows filtering down to a level where everyone meeting the criteria has access to the service.

Financial Position: This indicator slightly decreased since the baseline. Overall, PFF is able to attract a variety of financial resources, mainly from international NGOs and UN organisations. Encouraged by ON, it is also increasing the number of fee-paying members, which will also contribute positively to its financial sustainability. While access to funding to carry out activity-based interventions does not present major difficulties, as mentioned in the context section, the big challenge for PFF is to find funding for strategic planning, organizational development, and right-based interventions. If there will be no continuation to the JSL III, PFF will have to dismantle its staff in Punjab which will freeze, if not reverse, the important institutional achievements pursued in Punjab during the last year of the JSL.

Core Capability 2: Achieve Development Results

Compared to the baseline, the overall score for capability 2 improved from 3 to 3.5 due to the relative changes reported below.

Results: This indicator improved since the baseline. As the JSL III was designed to address the objectives of PFF's strategic plan, it contributed to important advocacy and lobbying achievements in favour of the rights of the fisherfolk. PFF has been quite successful in achieving the project's objectives in the last two years. Women membership has been raised to 38%, in some areas even 45%, exceeding the target of JSL III. The objective to reach 25% women leadership at unit, district, and central governing body has also been achieved. Major work has been done by PFF to draft a sustainable fisheries policy for Sindh, which, after endorsement by the Fisheries Ministry, has been submitted to the Provincial Government and is currently in its final redaction phase. Thanks to its effective networking in Punjab, within 7 months from the beginning of JSL III, PFF could create 50 new membership units (3000 new members) and open two new offices in Punjab. Replicating its achievement in Sindh regarding the abolishment of the contract system for fishing, PFF carried out extensive advocacy and awareness activities with parliamentarians, media, fisher communities and CSOs to get the system abolished also in Punjab. It was on the right track before MFS-II funding ceased in May 2014. In Sindh, 1500 new fishing licenses have been issued to genuine fishers since the beginning of JSL III in 2013, the target being 500.

Sustainability of Results: This indicator did not change since the baseline. To ensure the sustained impact of its work in abolishing the contract system in Sindh, PFF supported the fisheries department in setting up a standard procedure and monitoring system for the issuance of fishing licences according to criteria of good fishing practices. The draft of a sustainable fisheries policy in Sindh is an important step toward reaching sustainability in its actions and long-term impact. In general, thanks to PFF's capacity building at community level, the fisher community is now more vocal and aware about their rights and livelihood options.

Although PFF's achievements are remarkable, a real and sustained impact on the rights and livelihoods of the fisherfolk depends on much broader socio-economic, political and power dynamics that go beyond the control and scope of PFF's work. Particularly in the north of Sindh, powerful feudal lords are in control of many fresh water bodies. There are several reported cases where licences have been obtained by contractors who continue with their exploitative fishing practices preventing access to fishing grounds to small scale fishers. The social and power structure of Pakistan is not going to change in the short-term. Sustainability of results depend very much on the availability of funding. When funding from ON was temporarily frozen from September 2012 to May 2013, due to the withdrawal of its MoU with the government of Pakistan (see context section), PFF had to stop all activities and dismiss its entire project staff. This caused a setback on important achievements made. Moreover, after JSL III funding ended in May 2014, the sustainability of the results obtained in Punjab, is at risk. PFF started its activities in Punjab only in JSL III and its work here still needs handsholding in order not to lose the important achievements (50 new units have been created).

Relevance of Results: This indicator improved since the baseline. Several achievements of PFF in the last two years such as the issuance of 1500 new fishing licences to indigenous fishers in Sindh, the fight against the illegal encroachment of water bodies by powerful stakeholders, and the won lawsuits in favour of small-scale fishers rights, do have a direct and positive impact on the livelihoods of the fisherfolk. In order to ensure its activities and objectives are relevant for the fisherfolk, JSL project management works in close coordination and consultation with the membership body at unit and district level. Local leadership participates in planning of the activities and is regularly invited to critically review progress on the same. Progress reports are shared at unit and district body level.

Cost-effectiveness of Results: This indicator did not change since the baseline. The implementation costs per beneficiary slightly increased from 1150 RP/beneficiary/year to 1877 RP/ beneficiary/year (from 9 to 15 EUR/beneficiary). The increase is due to the higher costs for implementing activities and organising meetings in Punjab because of the higher distance between PFF units. This cost, however, remains very low considered the potential impact and outreach of the activities PFF is pursuing. Many contributions are in-kind by project beneficiaries. PFF project leader pointed out that a more reasonable unit cost per beneficiary would be 20 EUR.

Core Capability 3: Relate (Craft, Manage and Sustain Key Relationships)

The overall score for capability 3 improved from 3.25 to 3.5 due to the changes reported below.

Use of Power Analysis and Strategic Positioning: There is no significant change from the baseline situation. PFF has a long experience in political and social struggle. The nature of their work dictates the use of power and stakeholder analysis in the formulation of their strategies and daily work. In their strategic plan 2012-2017, they have included a socio-political and stakeholder analysis as well as an analysis of the organisation's strengths and weaknesses. Being PFF a social movement and being its management in continuous contact with local members and leadership, they are able to assess risks in a timely manner. PFF is aware of the risks its work implies and has thus contacted a legal counselling agency to address its issues.

Legitimacy: There has been a slight improvement since the baseline. Although several interviewees from different NGOs raised concerns about the legitimacy of the central governing body of PFF claiming its members do not have a grass-roots base, PFF has made efforts to include its constituency in planning and monitoring. During the last two years, PFF has also imparted trainings to unit and district level leaders in strategic planning to improve the inclusion of its target group in analysis and planning. PFF also tries to hire social organisers from local fishing communities since they are very much familiar with issues and demands of their communities.

Interviews with members of the unit and district body of PFF confirmed to have ongoing discussions and feedback on projects activities with project management and staff. They have recently introduced a Complaint Response Mechanism (CRM) headed by a Complaint Response Committee (CRC) formed by the district president and an associate member working on project. If any issue/complaint arises, these are handled first by the district president and if it cannot be

resolved at the local level, it is raised to the Project Management Committee (PMC) and to the general body. There is a system to record both the issue and the solving mechanism. The CRM is an organizational arrangement of PFF, there is no direct involvement of JSL/MFS-II.

Collaboration: This indicator decreased since the baseline. There is a general perception among several leading CSOs that PFF is working in isolation and is not aligned with other organisations working for the rights of the fisher communities. It was pointed out by several interviewees that PFF is often acting as a local political party using propaganda and rallies at opportune moments for the benefit of the media. This is undermining its credibility towards other CSOs and INGOs.

Engagement with other actors: Since the baseline, PFF has increased cooperation with a number of ministerial departments in Sindh thanks also to the credibility won through the abolishment of the contract system for fishing, supported by the JSL under MFS-II funding. One of the biggest achievements was the endorsement by the Fisheries Department of the draft fisheries policy developed by PFF. Parliamentarians of the leading political parties often participate to PFF's stakeholder meetings and workshops. Also the collaboration with the Forestry Department, especially in coastal districts, improved. PFF recently extended its collaboration to CSR departments of businesses (e.g. ENI). Recently, PFF started to engage with the Academia. For instance, the Head of Department of Marine Biology introduced a 2% quota for student of the fishing community. The demand came from the fishing community wishing to be included in formal education.

Core Capability 4: Adapt and self-renew

Compared to the baseline, the overall score for capability 4 improved from 2.5 to 3 due to the relative changes reported below.

Adaptation of Strategies: This indicator improved since the baseline. Since 2013, they have institutionalised Monitoring, Evaluation and Reporting (ME&R) within the organisation's systems and procedures and created a department with 6 members of which 2 are women. Before 2013, they had monitoring officers for single projects and for emergency cases. After the 2010-2011 floods they realised they needed a centralised and systematized monitoring system, supported by a software, which they piloted since 2013. The ME&R department shares the information with the Planning and Management Committee to inform planning and adaptation. As the pilot went well, since 2014 (JSL III) they are upscaling the ME&R system. The contribution of the MFS-II is limited to covering 20-30% of the salary of ME&R officers. However, it did not revise its advocacy strategy to improve its capacity to influence policy making.

Involving Others in Learning: This indicator did not change since the baseline. Monitoring and performance assessment is also achieved through the interaction of the two PFF structures, Management and PFF leadership at the local level, coming together in the Project Management Committee (Project Manager, District President, ME&R Manager, Manager Programmes). PFF leaderships in this way checks the project progress in their area. During the last two years PFF has also imparted trainings to unit and district level leaders in strategic planning to improve the inclusion of its target group in learning and adapting. However, collaboration and mutual learning with other CSOs working with the fisherfolk is still very weak.

Learning Organisation: This indicator improved since the baseline. PFF realised the need to strengthen its institutional capacity and technical expertise in specific thematic areas addressed in its campaigns and advocacy work. For this, it has developed a capacity building plan and training needs assessments for both project staff and community members. Reporting has also improved. Field staff now has to write a daily diary and project staff have to produce two documents:

1. Activity report and budget expenditures
2. Monthly progress report

Moreover, each time ME&R officers go to the field, they have to highlight weak areas that need improvement. Based on this, the program manager drafts recommendations and advises field staff.

Innovation: There is no significant change in this indicator since the baseline.

Core Capability 5: Achieve (Retain) Coherence

Compared to the baseline, the overall score for capability 5 improved slightly from 3.25 to 3.5 due to the relative changes reported below.

Strategic Coherence: There is no significant change to report since the baseline. PFF has a clear vision and mission. However, the large and whimsical donor funding have somewhat created temptations of de-tracking from PFF's original mission of rights based advocacy to service delivery, environmental issues and peasant work. Moreover, it emerged from interviews with partner CSOs that PFF often lacks a long-term vision and sustained action in the advocacy campaigns it is initiating. Thanks to the support of the media, PFF is quite successful in raising attention on certain issues, but does not always follow up on these. This goes at the cost of its credibility.

Coherence in Organisational Structure: There is no significant change since the baseline.

As PFF has two parallel organisational structures, the NGO/Project Management and the membership-based movement, sometimes it happens that the system of checking on project performance by local leadership creates impasse in project staff does not know to whom they have to be accountable, if to the project management or PFF's local leadership.

Consistency in Financial Management and Systems: There is no significant change since the baseline. ON is pushing for increasing PFF's financial transparency aiming at having a financial accounting online. ON has proposed a software for financial management, which however PFF did not like and instead suggested another software. ON however did not provide training on financial management. ON pays a share of the external audits.

Governance: This indicator has slightly improved since the baseline. Since 2013, they have institutionalised Monitoring, Evaluation and Reporting (ME&R) within the organisation's systems and procedures who shares the information with the Planning and Management Committee to inform planning and adaptation. In January 2014, there were elections of the national level governing body, although a real turn-over of leadership has not occurred and several members of the governing body belong to the family of the Chairperson. ON pressured to increase the number of fee-paying members who are entitled to vote in elections. This should enlarge the electorate and democracy. Lastly, PFF would like to introduce provincial level membership units in order to improve leverage in decision making, taking advantage of the 18th amendment to the constitution (2010) devolving increasing powers to provinces.

6 DISCUSSION

Overall, the MFS-II funded JSL project contributed positively to the capacity development of PFF. Since 2012, PFF showed improvements in its ability to commit and act, to achieve development results, and to relate and sustain key relationships. Contrary to service-delivery projects funded by other donors, the JSL focuses on institutional strengthening and long-term, right-based goals, thus aligning with PFF's mission and vision. Through the enlargement of its membership base and trainings to its members in leadership, advocacy, gender, organisational management, and political education, PFF's mobilization capacity and its relevance as a social movement have been strengthened substantially. Its members are now more vocal and aware of their rights and livelihood options. The JSL has been also the main budgetary contribution to the capacity development of the organization (98% of total CD budget in 2011, 85% in 2012 and 26% in 2013).

Because right-based interventions for policy and social change require long-term partnerships and continued institutional support, and in order not to put the brakes on the important achievements in Punjab, the project needs to be continued. However, if change and impact are real objectives, PFF has to be supported by a longer-term funding provision focused on institutional development, rather than perpetuating with short-term grants.

If funding had to be continued, there are several changes that could be made to the intervention to make it more effective, taking also into account the results of the evaluation of the five core capabilities.

PFF has an incredible potential in terms of motivation and commitment for a just cause. However, its credibility and reputation are challenged by the centralisation of power and the absence of secondary leadership, and the widespread perception that PFF is working largely in isolation, as a political party, rather than with the political system and in cooperation with other civil society organisations.

Here are some suggestions on the way to go:

1. Leadership: Focus on improving leadership through the development of a second-line leadership; Help strengthen decentralised decision-making and leadership at the unit and district levels of the organisation.
2. Strategic Coherence: Limit the areas of intervention to advocacy and capacity building that are directly related to the rights of the fisherfolk.
3. Collaboration: Help PFF to expand and strengthen collaboration and learning with other CSOs, and state actors working with the fisherfolk. Help PFF strengthen its ties with the political parties and leading institutions to improve its leverage in policy change.
4. Financial stability: Strengthen PFF's ability in diversifying sources of income and in generating its own revenues to secure a financial buffer that can be invested in institutional development and right-based interventions.

With regard to the impact evaluation methodology itself, the very short time lapse between the baseline (July 2012) and the follow up (July 2014) constituted a major limitation to pinning down changes and impact. This is particularly true when it comes to track changes in aspects such as organisational capacity, rather than service-delivery outputs, and considering the fact that PFF is a mature organisation supported by several donors. To form a second-line leadership and improve internal governance, for instance, are long processes for which no significant improvement can be expected in a two-year period.

Another comment to the evaluation methodology regards the large overlap between the core capabilities for the assessment of the capacity development component and the civic society index for the evaluation of the civil society strengthening. This made interviewee impatient and lose their focus.

7 CONCLUSION

What are the changes in partner organisations' capacity during the 2012–2014 period?

There has been positive change in various aspects. For instance, its strategic and operational planning capacity improved. PFF has updated and strengthened the organisation's policies, procedures and systems to improve transparency and accountability. PFF also improved its monitoring and reporting capacity as well as its internal auditing system. Positive change has also been recorded in its capacity to achieve relevant results, thanks also to the strengthened collaboration with relevant governmental departments. In turn, improvements are needed in leadership and decentralisation of decision-making, and strengthening collaboration and learning with peer CSOs and CBOs representing the fisherfolk.

To what degree are the changes identified in partner capacity attributable to development interventions undertaken by the MFS II consortia (i.e. measuring effectiveness)?

The changes observed are to a large extent attributable to the MFS-II funded JSL project.

Oxfam Novib supported PFF in formulating its gender policy and facilitated gender mainstreaming learning trajectories trainings. Oxfam Novib also supported PFF in improving financial transparency and auditing system. Through mobilisation, capacity building, and advocacy activities, the JSL project contributed to PFF's capacity to achieve relevant results. Through the JSL and its achievements, PFF could strengthen its collaboration and credibility vis a vis relevant ministerial departments (e.g. Fisheries and Forestry) and with parliamentarians and ministers.

What factors explain the findings drawn from the questions above?

Because of its strong focus on institutional development and advocacy, and because of the great match between the project's and the organisation's core themes of intervention, the JSL is regarded by PFF as the "organisational development program". The JSL has been also the main budgetary contribution to the capacity development of the organization in the period 2010-2013 representing 98% of total CD costs in the financial year 2010- 2011, 85% in 2011-2012 and 26% in 2012-2013. The low percentage in the 2012-2013 financial year are due to the funding interruption from September 2012 (end of JSL II) and June 2013 (start of JSL III).

	Score*
The project was well designed	8
The project was implemented as designed	8
The project reached all its objectives	7

*1 being "not at all" and 10 being "completely"

8 CIVIL SOCIETY STRENGTHENING

8.1 Data collection and analytical approach

For the assessment of changes in civil society strengthening, as a first step we held several interviews with main programme staff of Oxfam Novib (Mrs. Seher Afsheen, Programme Manager, Mr. Iftikhar Nizami, Associate Country Director, Mrs. Javeria Afzal, Advisor Livelihood and DRR) and PFF. The main tool for the scoring of the civil society dimensions was a structured questionnaire addressed to PFF staff, that we repeated from the baseline. Mr. Mustafa Gurgaze (Livelihood Manager), Mrs. Qurat Mirza, gender focal person and responsible for CSR projects, Mr. Roshan Bhatti (ME&R Officer), and Mr. Sarfraz Raza (Financial Controller) attended the meeting. In order to trace main outcomes and changes to be further investigated through the process tracing exercise, we combined the main questionnaire with a quick assessment form (see Annex 4) that helped highlighting changes in a more straightforward way, as well as the main internal/external factors producing them. Second, we corroborated the information collected during the workshops with PFF with relevant partners of PFF and with other informants, identified through snowballing from interviews. A list of informants and their affiliations is provided in Annex 2. We also triangulated information provided by PFF staff with interviews with members of the district and unit bodies of PFF, officials of the fisheries and forestry departments at the district level, and households that were the target of the organisation's intervention. Third, we reviewed all relevant project's documents (e.g. strategic plan, project's mid-term and final evaluations, and progress reports). Finally, we scrutinized electronic media releases and information on the web and websites of other national and international organizations.

Based on the quick assessment tool and a review of the project's reports, we selected as a main outcome of the MFS-II funded JSL project the **"abolishment of the contract system for fishing in Sindh and the implementation of a licencing system"**. Not only this is the outcome where there has been most observable activity, but it also regarded by PFF as its main achievement during the JSL project, which is of great relevance for PFF's constituency. Actually, the amendment of the Fisheries Ordinance of 1980 integrating the abolition of the contract system was reached in January 2011, before the baseline. However, we deemed relevant to select it for two main reasons: i) it was indicated by PFF as one the main achievements of the JSL ii) although the abolition of the contract system itself was reached in 2011, the advocacy work continued to ensure its proper enforcement and in support to the transparent issuance of fishing licences.

PFF has fully reached and even exceeded the proposed objectives with respect to the contract system. While the objective for JSL II was to propose to the provincial assembly the bill for the abolishment of the contract system by amending the fishery ordinance of 1980, the amendment not only was presented but also passed and was enforced in January 2011. The objective of JSL III was the issuance of 500 new fishing licenses to small-scale fishers; by May 2014, end of JSL III, 1500 new fishing licenses were issued. This important achievements are not the final outcome. PFF's has still important work to do in supporting the fisheries department in setting up and implementing a standard procedure with checks and balances for the effective issuance of new licenses. The process has to be continuously monitored and backed-up as there are many vested interests that oppose to the license system and would like to perpetuate with the contract system instead. Unless the license system is not integrated in a provincial level fisheries policy, it will not be sustainable. Moreover, the contract system has yet to be abolished in about 40 water bodies in Sindh which fall under the jurisdiction of the Forestry Department and in Punjab, where PFF has already developed a bill for its abolition that needs to be presented to the provincial assembly.

8.2 Results

8.2.1 Research Question 1

Provide descriptive analyses and scoring of relative changes in the CSI dimensions. If available, provide description of individual indicators in an Annex.

The overall scores for the five CSI dimensions are as follows:

	CSI Dimensions <i>(with sub-components)</i>	Baseline Score	Follow-up Score
1	Civic Engagement	2	2
1a	Diversity of socially-based engagement	2	3
1b	Diversity of political engagement	2	1
2	Level of Organization	2	2
2a	Organizational level of civil society	2	1
2b	Peer-to-peer communication	2	2
2c	Financial and human resources	2	2
2d	International linkages	2	2
2e	Technical resources	2	3
3	Practice of Values	2	2.5
3a	Internal governance	2	2
3b	Transparency	2	3
4	Perception of Impact	2	3
4a	Responsiveness	2	3
4b	Social impact	2	3
4c	Policy impact	2	3
5	Environment	2	2
5a	Socio-economic, socio-political and socio-cultural context	2	2
	Average	2	2.3

Civil Society Index 1: Civic Engagement

Compared to the baseline, the overall score for CSI 1 did not change, although individual sub-dimensions changed slightly due to the relative changes reported below.

Diversity of socially-based engagement: This aspect has improved since the baseline. Although several interviewees from different NGOs raised concerns about the legitimacy of the central governing body of PFF claiming its members do not have a grass-roots base, PFF has made efforts to include its constituency in planning and monitoring. During the last two years, PFF has also imparted trainings to unit and district level leaders in strategic planning to improve the inclusion of its target group in analysis and planning. Interviews with unit and district body members also confirmed they have ongoing discussions and feedback on projects activities with project management and staff. They have recently introduced a Complaint Response Mechanism (CRM) headed by a Complaint Response Committee (CRC) formed by the district president and an associate member working on the project. If any issue or complaint arises, these are handled first by the district president and if it cannot be resolved at the local level, it is raised to the Project Management Committee (PMC) and to the general body. There is a system to record both the issue and the solving mechanism.

Diversity of political engagement: PFF members are not represented at the union council level at the moment. Initially, PFF members were represented in union councils (local level), yet these have been dissolved in 2009 and there have been no elections ever since. The government announced local elections but no date has been defined yet. When the time comes, PFF will try its best to be represented at the union and maybe also at the *taluka* level. There is no involvement of Oxfam Novib in PFF's political activity. Actually Oxfam Novib does not see very well the political activism of the chairman and suggested he should separate the NGO work from his political activity.

Civil Society Index 2: Level of Organisation

Compared to the baseline, the overall score for CSI 2 did not change, although individual sub-dimensions changed slightly due to the relative changes reported below.

Organisational level of civil society (infrastructure CSI): The score for this dimension has slightly decreased. If on the one hand it is true that PFF extended its national partnerships and memberships in national networks and alliances. On the other, many of these networks are issue-based and short-lived. As soon as the issue climbs down the ladder of public attention, the networks dissolve. PFF has not been very good in following up on issues they had previously raised. There is a general perception among several leading CSOs that PFF is working in isolation and is not aligned with other organisations working for the rights of the fisher communities.

Peer-to-peer communication: No significant change was observed since the baseline. PFF organises several seminars and awareness workshops on specific issues (for instance its recent campaign against nuclear plant which is being implemented near Karachi) and invites a variety of stakeholders (scientists, CSOs, media, politicians etc). PFF is also often invited by the government, other CSOs, INGOs, or alliances to workshops on human rights, women rights, labour rights, advocacy etc. However, long-term collaboration and mutual learning with other CSOs working with the fisherfolk is still weak.

Financial and human resources: There are no significant changes related to this dimension. The retention of qualified staff is still a challenge for PFF. Being it a non-profit organisation with limited resources for institutional development, most of its personnel is hired on a project basis. PFF invests extensively in trainings to its members (managers, project staff, community leaders, and members of district and unit body) addressing core themes such as advocacy, organisational management, human rights, leadership, political education, gender, and disaster risk management. A new training need assessment, already conducted for JSL II, was carried out for JSL III so that proper assessment could be done for the fishers of Punjab as well.

Overall, PFF is able to attract a variety of financial resources, mainly from international NGOs and UN organisations. Encouraged by Oxfam Novib, it is also increasing the number of fee-paying members, which will also contribute positively to its financial sustainability. While access to funding to carry out activity-based interventions does not present major difficulties, the big challenge for PFF is to find funding for strategic planning, organizational development, and advocacy work related to the fisherfolk. If there will be no continuation to the JSL III, PFF will have to dismantle its staff in Punjab which will freeze, if not reverse, the important institutional achievements pursued in during the last year in Punjab.

International linkages: No significant changes observed. PFF is member is several international networks. PFF holds the secretariat in the World Forum of Fisher People, reuniting 40 leading national level organisations. PFF is also active part of the Indo-Pakistan Committee for Retained Fisher(wo)men.

Technical resources: This dimension improved since the baseline. The website has been updated and there is a committee responsible for checking the quality of materials and updating the website. PFF has now facebook page and it is a very active user of the social media.

Civil Society Index 3: Practice of Values

Compared to the baseline, the overall score for CSI 3 increased slightly from 2 to 2.5 due to the relative changes reported below.

Internal governance (democratic decision-making and governance): No significant change is reported. PFF undertakes regular need assessments of its target groups. For instance, in the past, when the contract system for fishing was still in place, the major constraint for the fisherfolk was the access to fish stock. During and after the floods, the main need became shelters. Since fish stock is declining due to environmental degradation, PFF is focusing on alternative livelihood options. To include the needs of its target group, the design and planning of an intervention goes like this: PFF approaches a donor and proposes the interventions to carry out. These discussed at the village/unit level where the local PFF leadership highlights their problems, raises their concerns and priorities. This is reported back to the donor, a proposal is developed and again shared with the community. Then, the final proposal is submitted to donor. Said this, decision-making power is still largely centralised in the figure of the Chairperson, Muhammad Ali Shah.

Transparency: This dimension has improved since the baseline. Based on a SWOT analysis carried out for the development of the strategic plan, there have been considerable efforts to update and strengthen the organisation's policies, procedures and systems to improve transparency and accountability. With support from Oxfam Novib, PFF has

reviewed its financial, gender, procurement, and human resources policies and hired a gender focal person. New staff is made acquainted with PFF's code of conduct and there are regular meetings with staff on behaviour. Financial statements circulated among project staff. Oxfam Novib is pushing for increasing PFF's financial transparency aiming at having a financial accounting online.

Civil Society Index 4: Perception of Impact

Compared to the baseline, the overall score for CSI 4 increased from 2 to 3 due to the relative changes reported below.

Responsiveness: Since the baseline, PFF has increased cooperation with a number of ministerial departments in Sindh thanks also to the credibility won through the abolishment of the contract system for fishing, supported by the JSL under MFS-II funding. One of the biggest achievements was the endorsement by the Secretary of Fishery and Livestock of the draft fisheries policy developed by PFF and other CSOs. PFF supported the fisheries department in setting up a standard procedure and monitoring system for the issuance of fishing licences according to criteria of good fishing practices. Recently, the Forestry Department has invited PFF to be part of the Committee for the Conservation of Mangroves. Parliamentarians of the leading political parties often participate to PFF's stakeholder meetings and workshops. PFF recently extended its collaboration to CSR departments of businesses (e.g. ENI). Recently, PFF started to engage with the Academia. For instance, the Head of Department of Marine Biology introduced a 2% quota for student of the fishing community. The demand came from the fishing community wishing to be included in formal education.

Social Impact: Several achievements of PFF in the last two years do address the direct needs of the fisherfolk and have a positive impact on their livelihoods. These achievements are for instance the issuance of 1500 new fishing licences to indigenous fishers in Sindh, the fight against the illegal encroachment of water bodies by powerful stakeholders, and the won lawsuits in favour of small-scale fishers' rights. Local PFF leadership is constantly taken on board to provide initial context analysis, highlighting needs and priorities. Based on this first assessment PFF management defines which further studies are needed. PFF then contacts development organisations active in that area to understand what they are doing. They discuss needs with the target groups in focus group discussions and the local community have constant checks on project performance.

Policy Impact: There has been progress on this point since the baseline. PFF has just finalised the draft policy for sustainable fishing at the provincial level in Sindh (not present in Pakistan). For its development, PFF held consultation and discussion meetings with a variety of stakeholders and all relevant ministerial departments. Since the achievement in abolishing the contract system for fishing in Sindh, there has been a major shift in government's attitude toward PFF, especially the Ministry of Fisheries. Oxfam Novib the wake of this success, during JSL III PFF has been working intensively on a draft bill for the abolishment of contract system in Punjab.

Civil Society Index 5: Environment

Compared to the baseline, the overall score for CSI 5 did not change.

Socio-economic, socio-political, and socio-cultural context: No significant changes since the baseline. In its strategic plan 2012-2017, PFF has included a socio-political and stakeholder analysis as well as an analysis of the organisation's strengths and weaknesses. PFF is actively involved in designing and planning of its donor funded interventions and discusses these intensively with the beneficiary communities in the course of proposal development. The design of JSL III was based on i) JSL II evaluation iii) strategic plan and iii) visits to target areas via contacts with community leaders. The draft proposal was then discussed with Oxfam Novib.

8.2.2 Research Question 2

Which plausible causal mechanisms were identified, what evidence was needed to overturn or substantiate these mechanisms? Provide the results; Succinctly describe the major results; Did the SPO interventions reach their objectives? Can the results be attributed to the interventions? If not, why not? Did other factors/causal mechanisms play a role?

1. Selecting the main outcome for process tracing

As previously mentioned, we selected as the main outcome for tracing for change and impact the “**abolishment of the contract system for fishing in Sindh and the implementation of a licencing system**”. This was a main outcome of the JSL project, as indicated by PFF management, and much progress and activity has taken place since the baseline.

The contract system for fishing gave the rights to fish to successful bidders through auctioning of water grounds. With the compliance of the police and politicians, influential landlord and contractors prevented fishers to access the water resource or demanded a share of their catch at a much cheaper rate. In many cases these powerful men hired armed guards to protect the water body and cases have been reported of torture and killing of fishers. The Sindh Fisheries Ordinance (1980), the law governing the fisheries sector in Sindh, provided legal cover for the contract system, which reads: “Government may, by general or special order, grant license or lease for fishing in any public waters on such terms and conditions and on payment of such fees as may be prescribed.” In the beginning this exploitative system was introduced on few fishing lakes, however, gradually more and more fishing lakes were brought under this system.

Since its birth, in 1998, PFF has been struggling against the abolishment of the contract system. This also became a main objective throughout the MFS-II funded JSL project. To raise awareness on the issue and put pressure on the government, PFF launched campaigns, organised demonstrations and hunger strikes, and held press conferences, and organised advocacy meetings with various stakeholders such as CSOs, relevant government authorities, fisheries department, other relevant ministerial departments, and parliamentarians.

Finally, in January 2011, PFF succeeded in its struggle. The ordinance of 1980 was amended and the fisheries bill was unanimously passed in the provincial assembly of Sindh, which abolished the contract system on fresh water bodies and ensured the right of access of fishermen on fresh waters by issuing the legal licenses to fishers for fishing in the fresh waters of Sindh. The bill reads: “With a view to support the fishermen and protect their source of income, it is expedient to abolish the lease system for fishing in the public waters and make suitable amendments in the Sindh Fisheries Ordinance, 1980.” Under license system, fishermen are free to sell their catch in the bazaar at the market rate, instead of having to sell it at cheaper price to the middlemen.

However, despite the introduction of the licence system in inland water bodies by the government of Sindh, its implementation proves difficult as ex-contractors, feudal lords, politicians and various local influential persons create are opposing to it. Several cases have been reported of feudal lords and ex-contractors who have purchased licences and continue with their exploitative fishing. In other cases, powerful stakeholders are illegally encroaching on fishing grounds preventing free access to water bodies to licence-holding fishers. In many cases, small-scale fishers face difficulties in obtaining fishing licenses. Besides, the contract system is still in place in about 40 fresh water bodies, which come under the jurisdiction of the Forestry department.

The effective implementation of the license system became thus a main objective in JSL III. Through lobbying meetings with fisheries department at district and provincial level, press conferences at district level, seminars and workshops with the fishing community, and demonstration rallies at district and provincial level, the aim was to put pressure on authorities and policy makers for the proper implementation of the license system. As a result of this advocacy work, more than 1500 new fishing licenses have been issued to the indigenous fishers including fisherwomen during JSL III.

2. Theory of change

Since its foundation, PFF has always put emphasis on advocacy for policy change in favour of the rights and livelihoods of the indigenous fisher community. Pakistan lacked a national fishery policy. For long, the only regulations were provincial ordinances: Ordinance 1980 in Sindh and Ordinance 1960 in Punjab. The first national fishery policy was finalised in 2010 but was never implemented. It also showed major limitations such as its focus on industrial fishing.

The theory of change behind PFF’s advocacy work is that only if the fisherfolk is aware about its rights, organised and empowered to raise its voice, and only if relevant governmental departments are also sensitized about the livelihoods and rights of the fisherfolk and protect them through policy and practice, can real change materialize for the fishing communities. Since its first steps as a formalised organisation, PFF declared the contract system as the main cause of exploitation and poverty of the fisherfolk and part of its long-term advocacy agenda for policy change. PFF’s theory of change, which was reconstructed through both discussions with PFF management and review of all relevant documents, has guided its advocacy and capacity building activities since the inception of the JSL. The causal chain underlying its intervention is that mobilisation, organisation, and capacity building of marginalised fisherfolk communities are key elements and precondition for effective advocacy for policy and social change. Mobilisation meetings aiming at

expanding PFF's units and members, and trainings and capacity building to consolidate existing units would help ensuring the active participation of a critical mass in every campaign of PFF regarding the rights of the fisherfolk as well as creating a sense of ownership of the organization among them. A further element in PFF's theory of change is the role of the media. PFF's assumption is that unless the media is involved and guides citizen and government's attention, an issue is not a real issue. PFF has been extensively engaging the media, both printed and soft, in all its advocacy work as an important instrument to keep the issues it was advocating for under the spotlight. This would augment pressure on the decision-makers.

3. Chain of events and causal inference

The struggle for the abolition of the contract system is in line with the long-term advocacy agenda of PFF and started almost at the same time as its foundation in 1998. The trigger to start its mass based movement against the contract system came in 2005, when the government announced to auction all fishing grounds and lakes of Badin district in Sindh, which were earlier under the control of Rangers (an armed para-military organisation). The Federal Government ended the Rangers' control on Badin's fishing grounds after a historic struggle of PFF, but the provincial government suddenly felt to avail the opportunity to earn commissions through awarding contracts for all the fishing grounds. In response to mass mobilisation and demonstrations initiated by PFF and joined by several other CSOs, during which PFF's leadership was even arrested and detained in jail, in 2007, the Chief Minister of Sindh announced the government's willingness to abolish the contract system. The announcement, however, was never enforced so that feudal lords and contractors could continue undisturbed the encroachment of fishing grounds, snatching fish from fishers and even harassing and torturing them. PFF affirmed its struggle for the abolition of the contract system would not end until an official notification and proper implementation on the decision would materialise.

In 2009, the struggle against the contract system and the implementation of the license system was taken on board in the MFS-II funded JSL II and later in Phase III, becoming one of its main advocacy objectives. The chain of events that led to this important outcome are embedded in PFF's theory of change underpinning its advocacy work in general and the abolition of the contract system in specific. As explained earlier, PFF's strategy for policy and social change implies that fishing communities have to be mobilised, aware, organised, and capacitated, in order to actively participate in advocacy campaigns and create a critical mass *vis a vis* decision-makers. At the same time, decision-makers and the media have to be sensitized about the issue.

Thus, PFF focused on the mobilisation and organisation of the fishing community in the first place, both through mobilisation meetings aiming at consolidating and expanding PFF's units and members, and through trainings to enhance capacities in existing units. The idea was that strengthening the institutional capacity of PFF's units was a prerequisite for inclusive and consultative policy-making.

In 2010, the project team carried out a comprehensive Training Need Assessment (TNA) based on which, during the entire duration of the JSL II (from 2009 to 2012), several trainings were organised at the community level in existing PFF units on organisational management, leadership, political education, and advocacy. As a result, a considerable number of representatives of fisher communities enhanced their capacities regarding organizational management, issues of fisher communities and the necessary advocacy strategies to address them. These trainings helped to ensure the active participation of fisherfolk communities in every campaign of PFF as well as created a sense of ownership of the organization among them. A series follow-up cluster meetings further facilitated active engagement in advocacy activities of each unit. During these meetings, the issues, strategies and action plans were discussed and shared in clusters in each district. According to a review of available project documents, during JSL II (from September 2009 to September 2012), PFF held 18 (2 per district) trainings on advocacy, leadership, organisational management, and political education. Interviews with members of the unit and district bodies of PFF, both women and men, confirmed they had been attending several trainings during the JSL project and mentioned that thanks to these, men and women had become more vocal and aware about their rights.

The proved evidence of extensive capacity building at community level can be considered a "straw in the wind" test because, although certainly useful, it is neither necessary nor sufficient to produce a legislative change.

The advocacy strategy of PFF followed a coherent pattern throughout the JSL II. It was subdivided in advocacy at the local/district level and advocacy at the provincial/national level. The local level advocacy comprised of lobbying meetings with various stakeholders-CSOs and government officials, especially of the fisheries department-press conferences at the local level, rallies and demonstrations, and seminars on livelihoods and fishing rights. The provincial and national

level advocacy was organised under following headings: i) advocacy meetings with the Fisheries Department ii) meetings with the Provincial Fisheries Minister iii) Media Campaigns iv) Consultation meetings with parliamentarians and policy makers v) Rallies at provincial and national level.

Review of project documents and triangulation with PFF's leadership at the unit and district level, indicate that during JSL II, PFF organised 60 lobbying meetings, 30 press conferences, 34 rallies, and 27 seminars at the local and district level, and 20 advocacy meetings with the Fisheries department, 12 meetings with the provincial fisheries minister, 4 media campaigns, 2 consultation meetings with parliamentarians and policy makers, and 2 rallies at the provincial and national level.

According to interviews with PFF management and main partners of PFF, and information gathered from the web, several CSOs (e.g. HRCP, All Pakistan Lawyers Association, Fisher Cooperative Society of Karachi) and INGOs (e.g. WWF-Pakistan, IUCN-Pakistan, Oxfam-Pakistan, Action-Aid Pakistan) espoused PFF's cause by participating to its events and rallies. Moreover, PFF main partners (e.g. PILER, Action-Aid Pakistan, SPO) did not lose an opportunity to champion the cause in public announcements and often created space for PFF's campaign in events organised by them.

The link between the intensified advocacy activity since the beginning of the JSL II and the abolition of the contract system in January 2011 represents a hoop test, that is, a necessary condition, but not a sufficient one to determine the outcome.

Advocacy at provincial and national level was crucial to sensitize and gain support from policy-makers. Frequent meetings with the fisheries department and the fisheries minister, whom PFF often invited to join its events, were instrumental in generating a sympathizing disposition in officials of the fisheries department and establishing a collaborative relation. The national elections of 2008 and the ascent to power of the Pakistan People's Party (PPP) might have contributed to give additional thrust to the process. When it was at the opposition, the PPP supported the cause of the fisherfolk, having many voters among the fishing community in Sindh. It was making promises that when it would be at the government, it would take legislative steps in this regard. However, one of the main reasons why, despite several promises made both by the previous and the current government, it took so long until the legislation could be modified, is that feudal lords and contractors, many of them parliamentarians, backed by high-ranking officials in the fisheries department and the police, opposed fiercely to the abolition of the contract system. In response to this challenge, PFF involved extensively both the printed and soft media to increase public attention around the issue and intensify pressure on policy-makers. The media coverage, including the English (e.g. Pakistanone, The Dawn, The Daily Times, The News, The Nation), is remarkable and all press releases highlight the prime role of PFF in taking forward the campaign against the contract system. The impression is that the PPP-led government realised that the issue had become too sensitive to continue to postpone it. Otherwise, it would have lost public credibility and important votes. The role of the then Provincial Fisheries Minister, Zahid Ali Bhurgri, with whom PFF high representatives maintained a good and frequent relation, seems crucial in having accelerated the proposal of the bill for the abolition of the contract system to the provincial assembly. This was highlighted in discussions with PFF management and confirmed by press releases citing the Minister's statements at this regard.

Taken all together, mass mobilisation, high media coverage, and effective advocacy with decision-makers, hold as a doubly-decisive test, that is, a necessary and sufficient condition for affirming the causal inference. The chain of events and activities that led to this important outcome are embedded in PFF's theory of change underpinning its advocacy work in general and the abolition of the contract system in specific.

Despite the introduction of a license system on paper, in the practice, ex -contractors, feudal lords, politicians and various local influential persons oppose to its implementation. Moreover, many non-fishers influential stakeholders managed to obtain "illegal" licences from the fisheries department. To address these issues, since 2011, the advocacy focus shifted from the abolition of the contract system to the enforcement of the bill and the support to local and provincial authorities for the transparent and effective issuance of fishing licenses to sustainable fishers. During the last period of JSL II and the entire duration of JSL III (June 2013-May 2014), PFF organised a number of consultative seminars and workshops throughout the province to discuss how the fishing license system should work. The Provincial Director Inland Fisheries, the Assistant Director Inland Fisheries, the District Officers Inland Fisheries participated in every seminar. Since provincial and district fisheries authorities did not have a standard operating system for issuing the fishing licenses, PFF offered its support to develop a procedure for verifying eligibility for a fishing license based on "good fishing" criteria. For this purpose, local authorities invited representatives of PFF in every district to be part of a

Membership Verification Committee to identify the actual and indigenous fisher(wo)men and recommend them for the issuance of the fishing license. According to project's reports, the collaborative relation with the Fisheries Department helped PFF in getting some fake fishing licenses cancelled. Not only, PFF also succeeded in getting some non-cooperating and corrupt officials of fisheries department suspended and transferred. During JSL III, 19 advocacy meetings have been held with fisheries department at district level, 4 meetings with the Law Enforcement Agencies, 8 demonstrations at district level, 1 demonstration at provincial level, 8 press conferences at district level. As a result of PFF's relentless advocacy work, about 2000 new fishing licenses have been issued between beginning of 2011 and May 2014.

Key informant interviews with members of the unit and district bodies of PFF, both women and men, revealed that the access to governmental authorities and politicians significantly improved since the baseline. They suggested that this was because of the credibility gained *vis a vis* government officials after PFF's successful struggle against the contract system and because of the intensified collaboration in the implementation of the license system. This information was corroborated by several interviews with officials of the fisheries department that confirmed the intensified contact with PFF members.

4. Possible alternative explanations and contribution of the MFS-II funded intervention

As already mentioned, the struggle for the abolition of the contract system is in line with the long-term advocacy agenda of PFF and started almost at the same time as its foundation in 1998. This means that the outcome, which was attained during the JSL, is the result of a much longer process made of several years of relentless advocacy and lobbying work by the PFF. However, the process received significant additional impulse under the "organisation and mobilisation", "capacity building" and "advocacy" components of the JSL.

The heading "abolition of the contract system and implementation of the license system" appears in every project document, from proposals to progress reports, activity reports, and evaluation reports. This indicates an existing theory of change behind this objective. The MFS-II funded JSL project did not initiate the process that led to the outcome, but contributed with considerable budget to PFF's advocacy objective. The design of intervention themes and activities was harmonised with PFF's longer term advocacy agenda and strategy. Although the outcome cannot be attributed solely to the JSL, the MFS-II intervention contributed significantly to its achievement.

It is worth mentioning that, being PFF a social movement, a great part of the advocacy work is done on a voluntary basis and PFF members contribute in-kind to the organisation of lobbying and community meetings, events and rallies.

Proven that the abolition of the contract system is largely the result of PFF's advocacy work, and that it achieved this milestone through its mobilisation, capacity building, and advocacy strategy, it rests to prove whether other donors/projects also contributed to financing PFF's advocacy work.

Based on review of financial audits, both total MFS budget and MFS contribution to programme costs related in specific to civil society strengthening was considerably high compared to the contribution of other donor/projects. MFS budget was 15% of the total donor budget during the financial year 2010-2011, 42% in 2011-2012, and 36% in 2012-2013. With respect to programme costs related to civil society strengthening the MFS contributed 39% in 2010-2011, 41% in 2011-2012 and 23% in 2012-2013.

8.2.3 Research Question 3

How relevant are the results? If MDG and CD interventions were evaluated: how did these contribute to reaching civil society objectives.

The abolition of the contract system and the replacement by a license system constitutes a milestone in PFF's advocacy work. According to PFF, the contract system represented the main cause of exploitation and poverty of the fisherfolk. Thus, this outcome is very relevant to the livelihoods and rights of PFF's constituency.

However, the effective and transparent enforcement of the law is a long process which needs continued follow-up and monitoring. Since the feudal system is deeply embedded in Pakistan's society and history, there are many vested interests that oppose to a change of the status quo. Besides, the contract system is still in place in about 40 fresh water bodies, which come under the jurisdiction of the Forestry department and in Punjab, where PFF has already developed a

bill for its abolition that needs to be presented to the provincial assembly. Moreover, unless the law for the abolition of the contract system is consolidated within a comprehensive fisheries policy, it is more subject to amendments.

As thoroughly described under Research Question 2, the capacity building component of the JSL project contributed to creating awareness among the fisherfolk about their rights and options, and in strengthening their advocacy abilities. These were all preconditions to their extensive and active participation in all advocacy activities regarding the abolition of the contract system.

9 DISCUSSION

The results of the process tracing indicate that the MFS-II funded JSL project contributed positively to the advocacy work of PFF and to strengthening its membership organisation. The design of intervention themes and activities was harmonised with PFF's longer term advocacy agenda and strategy. Because right-based interventions for policy and social change require long-term partnerships and continued institutional support, the project needs to be continued. As mentioned before, the contract system is still in place in about 40 fresh water bodies, which come under the jurisdiction of the Forestry department and in Punjab.

With regard to the impact evaluation methodology itself, the very short time lapse between the baseline (July 2012) and the follow up (July 2014) constituted a major limitation to pinning down changes and impact. This is particularly true when it comes to track changes in long term processes such as advocacy for policy change, involving a variety of stakeholders and a complex interaction of contributing factors. The specific challenge concerning the process tracing was to access all necessary and sufficient evidence to confirm causal mechanism. Policy change follows very complex dynamics and an external observer has no access to all its actors and factors, at least not within the limited time and scope of the present impact evaluation.

Another comment to the evaluation methodology regards the large overlap between the core capabilities for the assessment of the capacity development component and the civic society index for the evaluation of the civil society strengthening. This made interviewee impatient and lose their focus.

Moreover the CSI methodology chosen to evaluate changes and outcomes in civil society strengthening might not be the most appropriate. It aims at drawing general conclusions on changes in civil society based on a very limited number of CSOs that certainly do not represent the whole range existing in Pakistan (e.g. student groups, labour groups, media, religious groups, women groups etc.).

10 CONCLUSION

What are the changes in civil society in the 2012-2014 period, with particular focus on the relevant MDGs & themes in the selected country?

Very short time passed since the baseline to be able to trace major changes in civil society strengthening efforts by PFF. Nonetheless, we were able to observe some positive change related to socially-based engagement (legitimacy), responsiveness and social and policy impact. The issuance of more than 2000 new fishing licenses for indigenous small scale fishers and the draft of the provincial fisheries policy for Sindh, which has been endorsed by the provincial government, are major positive changes for the livelihoods and rights of the fisherfolk.

To what degree are the changes identified attributable to the development interventions of the Southern partners of the MFS II consortia (i.e. measuring effectiveness)?

The MFS-II funded JSL project contributed considerably to the reported changes. JSL had major positive impacts on PFF core activities for CS strengthening (advocacy, awareness raising, activism, social mobilization, political education, leadership development). PFF community members are now vocal and aware about their rights and livelihood options, and trained about advocacy strategies.

Based on review of financial audits, both total MFS budget and MFS contribution to programme costs related in specific to civil society strengthening was considerably high compared to the contribution of other donor/projects. MFS budget was 15% of the total donor budget during the financial year 2010-2011, 42% in 2011-2012, and 36% in 2012-2013. With respect to programme costs related to civil society strengthening, the MFS contributed 39% in 2010-2011, 41% in 2011-

2012 and 23% in 2012-2013.

What is the relevance of these changes?

The abolition of the contract system and the replacement by a license system constitutes a milestone in PFF’s advocacy work. According to PFF, the contract system represented the main cause of exploitation and poverty of the fisherfolk. Thus, this outcome is very relevant to the livelihoods and rights of PFF’s constituency. The development by PFF of a draft sustainable fisheries policy will pave the way for sustainable fishing practices, environmental protection and the safeguard of livelihoods and rights of indigenous small-scale fisher communities.

What factors explain the findings drawn from the questions above?

MFS-II aligned with the longer term advocacy work of PFF. Thus, the MFS-II funded JSL project did not initiate the process that led to the abolition of the contract system and the implementation of the license system, but contributed with considerable budget to PFF’s advocacy strategy.

As part of the MFS-II funded JSL, PFF focused on the mobilisation and organisation of the fishing community in the first place, both through mobilisation meetings aiming at consolidating and expanding PFF’s units and members, and through trainings to enhance capacities in existing units. The idea was that strengthening the institutional capacity of PFF’s units was a prerequisite for inclusive and consultative policy-making.

Advocacy at provincial and national level and frequent meetings with the provincial fisheries department were crucial to sensitize and gain support from policy-makers and a collaborative disposition in officials of the fisheries department. The national elections of 2008 and the ascent to power of the Pakistan People’s Party (PPP) might have contributed to give additional thrust to the process. In specific, the role of the then Provincial Fisheries Minister, Zahid Ali Bhurgri, with whom PFF high representatives maintained a good and frequent relation, seems crucial in having accelerated the proposal of the bill for the abolition of the contract system to the provincial assembly.

The progress made since the baseline regarding the issuance of many new fishing licenses is mainly the outcome of a change in attitude in fisheries officials who started to treat PFF as a credible interlocutor after recognizing its role in the abolishment of the contract system.

Finally, the support of other CSOs and INGOs to the cause, and the important role played by the media in raising awareness around the issue were instrumental in augmenting public pressure on decision-makers.

	Score*
The project was well designed	9
The project was implemented as designed	9
The project reached all its objectives	8
<i>The observed results are attributable to the project interventions</i>	7
The observed results are relevant to the project beneficiaries	9

*1 being “not at all” and 10 being “completely”

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ANNEX 1. QUALITY OF MATCHING PROCEDURE

Figure 1: Estimated propensity score for households in project and control villages.

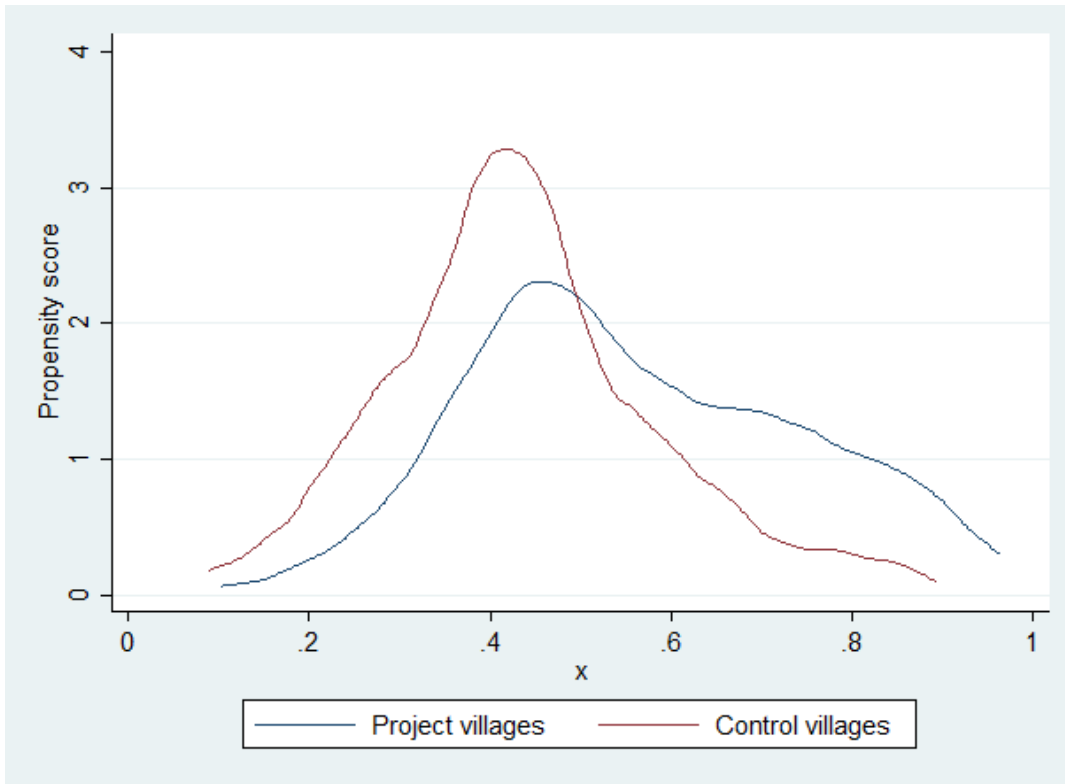
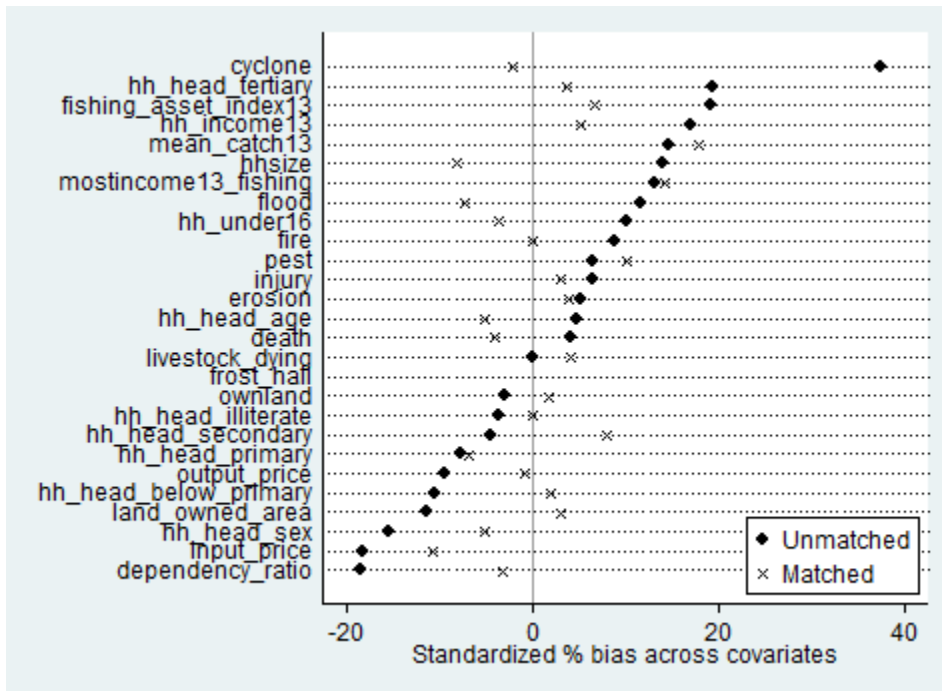


Figure 2: Standardised Differences in observable characteristics between project and control observations.



ANNEX 2. NAMES OF CONTACTED PERSONS

Name	Designation
Mr. Mustafa Gurgaze	PFF, Livelihood Project Manager since inception of JSL II
Mrs. Qurat Mirza	PFF, Gender Focal Person, responsible for CSR projects, ex assistant manager for JSL II
Mr. Roshan Bhatti	PFF, Monitoring Evaluation & Reporting Officer
Mr. Sarfraz Raza	PFF, Financial Controller
Mr. Iftikar A. Nizami	Oxfam Novib, Associate Country Director
Mrs. Seher Afsheen	Oxfam Novib, Programme Coordinator
Mrs. Javeria Afzal	Oxfam Novib, Advisor Livelihood and Disaster Risk Reduction
Mr. Ali Zaidi	MISEREOR
Mr. Zulfiqar Ali Shah	Pakistan Institute of Labour Education & Research (PILER), Joint Director
Mrs. Najma Sadeque	Shirkat Gah, Director, Green Economic Initiative
Mr. Ashoke Thama	HRCP, Program Coordinator, Hyderabad
Mr. Abdul Hai	HRCP, Director, Karachi

ANNEX 3. DESCRIPTION OF CHANGES IN INDIVIDUAL INDICATORS OF FIVE CORE CAPABILITIES

Core Capability 1: Commit and Act

The capability to commit and act refers to the vision, plans, skills, attitudes and resources, which enable the SPO to operate.

Capability:	1.1 - Strategic & Operational Planning
Indicator:	To what extent does the organisation use a strategic plan with longer term objectives to guide decisions and operations within the organisation as a whole?
Score:	4
Assessment and Context 2012:	PFF has drafted for the period 2012-2017 a strategic plan. The plan is developed in cooperation of an outside consultant and a designated team within PFF. This plan will be communicated with all staff, but the plan still needs to be approved first by the board.
Reported and Documented Changes:	The strategic plan, which had just been drafted during the baseline, has been meanwhile approved by the board of directors, it has been circulated among PFF staff and is now operational. The strategic plan has guided important decisions and activities in the last two years. Based on a SWOT analysis carried out for the development of the strategic plan, there have been considerable efforts to update and strengthen the organisation's policies, procedures and systems to improve transparency and credibility. With support of ON, PFF has reviewed its financial, gender, procurement, and human resources policies and hired a gender focal person. These policies were already in place but were improved. The organisation is now more transparent. The JSL III addresses the specific goals mentioned in the strategic plan, particularly through advocacy for policy change favouring the rights of the fisherfolk and the consolidation of PFF's membership in Sindh and Punjab. PFF has just finalised a draft provincial level policy for sustainable fishing for Sindh (Not present in Pakistan).
Role of CFA/ Contribution from MFS II:	ON supported PFF in formulating its gender policy and facilitated gender mainstreaming learning trajectories trainings. Initially PFF had in-house trainings then ON facilitated a support person that helped develop a gender action plan which was adopted by PFF in its HR policy.
Score 2014:	5

Capability:	1.2a - Human Resource Management and Qualifications
Indicator:	To what extent is the organisation capable of attracting and retaining qualified staff?
Score:	3
Assessment and Context 2012:	PFF has several HR policies in charge, on gender issues and female harassment. Personnel receive annual training on core themes. In remote areas it is difficult to attract female staff. PFF works a lot on contract basis, personnel are offered temporary project contracts.
Reported Changes:	This last point is still an issue. PFF is a non-profit organisation with limited resources for institutional development. In May 2014 the JSL III ended, it will prove difficult for PFF to retain qualified project staff if there will be no additional funding inflow. From September 2012 to May 2013 there has been a financial gap from ON before JSL III could actually start. Almost all project staff left to join the many humanitarian projects that were mushrooming after the floods of 2011-2012. However, they managed to get most of their project staff back for JSL III. Additionally, PFF hired two permanent management staff members: Mrs. Qurat Mirza, before assistant manager for JSL II, now gender focal person, and Mr. Roshan Bhatti, ME&Reporting Officer (since February 2014).
Role of CFA/ Contribution from MFS II:	The MFS-II funded JSL project had major positive impacts on PFF core activities for CS strengthening (advocacy, awareness raising, activism, social mobilization, political education, leadership development). Unit and District unit board members are now vocal and can talk in national and international arenas. They know the issues and how to solve them. JSL is seen as a main pillar of PFF's mobilisation and advocacy work. The "organisational program". The questions is what will happen if there will be no follow-up on the JSL III.
Score 2014:	3

Capability:	1.2b - Staff Thematic Expertise
Indicator:	To what extent is the staff knowledgeable and/or experienced on the thematic areas in which the organisation is active?
Score:	4
Assessment and Context 2012:	All personnel receives training on core themes of PFF via in-house and hired external experts. All staff receives training on gender issues.
Reported Changes:	PFF invests extensively in its associates each time an opportunity comes up. These thematic areas still have to be covered in capacity building: <ul style="list-style-type: none"> - CC adaptation - Other environmental issues (e.g. impacts of nuclear plants such as the one the government is implementing on the coastal area near Karachi) - Alternative livelihoods options within the framework of fisherfolk - Report writing - Communication department needed - Acquisition (Proposals) Department needed - Fundraising department <p>There has been progress since the base line to address capacity building needs at the community level. Last year, consultants were hired to conduct a training need assessment (TNA) and based on that, they developed training manuals, which will be used in community trainings to enhance the capacities of fishers on different subjects like environment, gender mainstreaming, public interest litigation, advocacy, organizational development, leadership and sustainable livelihoods.</p>
Main (Internal/ External) Factors:	In-house and externally facilitated trainings. PILER, sister organisation of PFF invites them often to trainings they organise. Associates often attend trainings abroad facilitated by other donors.
Role of CFA/ Contribution from MFS II:	During JSL II and III, 8 trainings were imparted to project staff on Hygiene and Health, Social Mobilisation and Advocacy. At the end of 2012, GMLT (Gender mainstreaming learning trajectories) was promoted by ON to mainstream gender in partner organisations (PFF among them), drafting gender action plans and gender action committees. To follow up on that, PFF reviewed its gender policy, hired a gender focal person, and set up a gender action plan. Shirkatgah facilitated the trainings. Trainings were provided by a GIZ gender expert. 5 days training,

	whole management staff of PFF involved. After the trainings there was 1 follow up meeting at the end of 2012.
Score 2014:	4

Capability:	1.2c - Staff Commitment to Results
Indicator:	To what extent are staff members motivated and committed to achieve the results?
Score:	4
Assessment and Context 2012:	PFF is a very activist organization. Staff is motivated further by the leaders of the board, letters of appreciation, and extra payment during emergency missions. Some staff faces threats from the police (fake accusations) or from local (feudal) landlords.
Reported Changes:	PFF's professional staff shows a high degree of motivation and consciousness of the risks its work implies. This reflects PFF's nature and ideology as a social movement that is committed to challenging established power structures and is evident from the availability of senior staff members to work extra hours and during weekends without compensation. They risk their lives. In 2011, two members were killed during a campaign to protect mangroves. PFF has a legal counselling agency to address the number of fake accusations the chairman of PFF is facing. Even management staff receives constants threats. In the process of expanding the movement, however, a large number of non ideological members have also been inducted into the organization. It is feared by senior PFF staff members that non-ideological members may distract the organization from its original mission.
Role of CFA/ Contribution from MFS II:	MFS-II contributed to this indicator through activities and trainings planned in the JSL project. JSL is seen as an Organizational Development Program.
Score 2014:	4

Capability:	1.3 - Leadership
Indicator:	To what extent is management capable of taking decisions and ensuring timely follow up? (transparency, accountability)
Score:	4
Assessment and Context 2012:	PFF has a system of reporting reports back to its staff. The board members are elected every two years, but can be re-elected continuously. The project management team is evaluated in the annual project report.
Reported Changes:	<p>In the last two years, with support from ON, PFF has shown genuine efforts to improve its transparency and accountability by strengthening its governance, financial, and human resources policies, and by undertaking a reflexive analysis on its strategies, systems and procedures. The Planning and management committee (PMC), the main organ involved in decision making and planning of the annual activities, has progress review meetings quarterly and often bi-monthly, during which it shares progress and weaknesses, supported by the ME&R team. Women representation in PFF increased significantly in the course of JSL II. Before JSL II < 20% female members, now 38% on average. In some areas 45%. Involvement of women in leadership increased to 25% at the unit, district and national level during JSL II and III. In the governing body (at the national level), 4 out of 14 are women (Treasurer, General vice chair, and 2 board members).</p> <p>Still, much needs to be done to improve leadership, transparency and accountability. The centralisation of decision-making power around the figure of the Chairperson, Muhammad Ali Shah, and the absence of a secondary leadership is a major challenge for internal governance. Although PFF held elections for the central governing body in January 2014, there is no real turn-over and several elected members are part of the Chairperson's family. PFF has two parallel running organisational structures, the NGO/Project Management and the membership-based movement. There is constant interaction between the two structures and local PFF leadership at unit and district body level checks regularly on the project performance. PFF management is constantly in contact with governing body, district body, and unit level members of PFF. In turn, whenever PFF management becomes aware of a relevant issue in a certain area they would contact immediately via phone the relevant level of leadership. This system, although generally improving transparency and accountability, sometimes creates some impasse, especially in service-delivery projects when there is not enough equipment and materials for everybody. To avoid conflicts, allocation criteria is set by local leaders supported by district leaders and PMC, until the criteria allows filtering down to a level where everyone meeting the criteria has access to the service. PFF wants to set up provincial level bodies to improve advocacy at the provincial government level.</p>
Role of CFA/ Contribution from MFS II:	The JSL helped strengthening overall management, accountability and performance of PFF.
Score 2014:	3

Capability:	1.4 - Financial Position
Indicator:	To what extent does the organisation have a healthy financial position to carry out the envisioned strategy?
Score:	4
Assessment and Context 2012:	PFF is able to attract a variety of financial resources, most important are funds from international NGOs. PFF is getting more able to collect fees from its members to generate own financial resources. Although having a small savings account, PFF has sufficient funds to implement its activities
Reported Changes:	Same is true in 2014. Donors: Oxfam Novib, Trocaire Ireland, WHH, UNICEF, UNDP, Goal Ireland, Oxfam GB, WFP, TDH, ICCO, Sindh Government, Planning and Management Department. While access to funding to carry out activity-based interventions does not present major difficulties, the big challenge for PFF is to find funding for strategic planning and organizational development. If there will be no continuation to the JSL III, PFF will have to dismantle its staff in Punjab which will freeze, if not reverse, the important institutional achievements pursued in during the last year in Punjab.
Role of CFA/ Contribution from MFS II:	Oxfam Novib pressured PFF to increase fee-paying members of PFF which also contributed to financial sustainability. In districts where JSL active, rate of fee collection is higher, but it is overall improving also in other areas.
Score 2014:	3

Capability 2: Achieve Development Results

The capability to achieve development results refers to the relationships, skills, attitudes and resources, which enable the SPO to perform and achieve its objectives.

Capability:	2.1 - Results
Indicator:	To what extent does the organisation reach its objectives?
Score:	3
Assessment and Context 2012:	According to PFF project management PFF has been able to reach its goals. However the household surveys show that fisherfolk from the project area still have little knowledge on water and sanitation and the implementation of Disaster Risk Reduction plans, and HIV/AIDS, three issues addressed in the goals of the Just and sustainable livelihoods programme.
Reported Changes:	During baseline, VDMPs were just started. The objective was to introduce VDMPs in 52 villages. Now they have been integrated at district level in DDMPs. Village level committees have been formed and whenever there is an emergency District committees would contact village level committees. District level government knows what is the capacity of PFF at village level. The reason why they have lagged behind in reaching WATSAN objectives was that PFF had to approach the district level government for fund allocation and support. At that time however, district level government had been dissolved and new district level government elected (democratically). During implementation of JSL II only Provincial level government not district. PFF has been quite successful in achieving the project's objectives in the last two years. Women membership has been raised to 38%, in some areas even 45%, exceeding the target of JSL III. The objective to reach 25% women leadership at unit, district, and central governing body has also been achieved. Major work has been done by PFF to draft a sustainable fisheries policy for Sindh, which, after endorsement by the Fisheries Ministry, has been submitted to the Provincial Government and is currently in its final redaction phase. Thanks to its effective networking in Punjab, within 7 months from the beginning of JSL III, PFF could create 50 new membership units (3000 new members) and open two new offices in Punjab. Replicating its achievement in Sindh regarding the abolishment of the contract system for fishing, PFF carried out extensive advocacy and awareness activities with parliamentarians, media, fisher communities and CSOs to get the system abolished also in Punjab. It was on the right track before MFS-II funding ceased in May 2014. In Sindh, 1500 new fishing licenses have been issued to

	genuine fishers since the beginning of JSL III in 2013, the target being 500.
Role of CFA/ Contribution from MFS II:	Through mobilisation, capacity building, and advocacy activities, the JSL project contributed to PFF's capacity to achieve relevant results.
Score 2014:	4

Capability:	2.2 - Sustainability of Results
Indicator:	To what extent are the results sustainable?
Score:	3
Assessment and Context 2012:	PFF has achieved change in policy related to the abolishment of contract fishing and installing license system. For impact one is dependent on the capability of the government to enforce and feudal landlords and other large land owners to cooperate
Reported Changes:	<p>Still valid. The question is how to implement the license system? Government has no capacity.</p> <p>PFF hold consultative meetings and several workshops with Fishery Department to establish how the system should work:</p> <p>There will be a nominal fee system for license (yearly). To identifying who has access to license a set of criteria of a good fisher have been identified and there will be a Membership Verification Committee (Fishery Department, PFF representatives, Representatives CS non disputed persons). License system has already been exploited by powerful feudal lords and contractors who have purchased license and continue with their exploitative fishing preventing access to water bodies to fishers. Particularly in North Sindh powerful landlord are a concern. Yet in several circumstances PFF supported by Fishery Department and police has filed many petitions and won all cases. The draft of a sustainable fisheries policy in Sindh is an important step toward reaching sustainability in its actions and long-term impact. In general, thanks to PFF's capacity building at community level, the fisher community is now more vocal and aware about their rights and livelihood options.</p> <p>However, after JSL III funding ended in May 2014, the sustainability of the results obtained in Punjab, is at risk. PFF started its activities in Punjab only in JSL III and its work here still needs hands-holding in order not to lose the important achievements</p>
Role of CFA/ Contribution from MFS II:	Advocacy and lobbying would not have been possible without JSL framework and support of MFS-II. 50 new units have been created in Punjab in only 7 months activities under JSL III. Yet these need continued support to strengthen them in this initial phase, otherwise, work done will vanish. What will happen after May 2014?? PFF needs continued support for 12 years
Score 2014:	3

Capability:	2.3 - Relevance of Results
Indicator:	To what extent are the results achieved by the organisation relevant (to the target group)?
Score:	3
Assessment and Context 2012:	PFF has realized change at policy level, and created new member units within the JSL project. It has changed the lives of the target group, many fisherfolk have licenses instead of contracts, but for real impact it is too early to call.
Reported Changes:	Initially challenge cause legislation there but no SOPs (Standard Operating Systems) in place and no real impact if no fishing policy framework. PFF has now completed policy draft which has been endorsed by several authorities. Now still much work to do to review language and wording, coherency with other laws and regulations. Rapid increase in units and membership in Punjab in only 6 months (from 0 to 45, meaning more than 3000 new members) shows relevance of work to local communities.
Main (Internal/ External) Factors:	Trocaire provides support for catalysing work done in JSL in: <ul style="list-style-type: none"> - Implementing license system - Drafting policy - Implementing policy
Role of CFA/ Contribution from MFS II:	The abolition of the contract system and the implementation of the license system were major objectives of the advocacy component of the MFS-II funded JSL project.
Score 2014:	4

Capability:	2.4 - Cost-Effectiveness of Results
Indicator:	To what extent are the organisation's resources used in an efficient way to reach its objectives?
Score:	3
Assessment and Context 2012:	The overhead costs were about 14.5%. Implementation cost app. 1150 RP/direct beneficiary. PFF is working on several themes with several donors, it seeks efficiency in working in these partnerships.
Reported Changes:	7% operation costs 27% salaries 64% program costs 1877 RP/ beneficiary/year, yet if we consider also indirect beneficiaries (family of direct beneficiary) unit costs substantially lower. Costs in Punjab are higher because of the distance. 100 km between units. Meetings are more costly. There is a need for a residence house for project staff during field visits. In spite of logistics, project staff motivated and can rely on local hospitality.
Role of CFA/ Contribution from MFS II:	No significant role.
Score 2014:	3

Capability 3: Relate (Craft, Manage and Sustain Key Relationships)

The capability to relate refers to the ability of the SPO to manage relationships both internally and externally in ways which allow it to act and perform within a given context.

Capability:	3.1 - Use of Power Analysis and Strategic Positioning
Indicator:	To what extent does the organisation make use of a form of context and stakeholder analysis, with attention paid to power relations, in strategy formulation?
Score:	4
Assessment and Context 2012:	The work of PFF comes with certain risks, these are always discussed before going into a certain area. PFF carries out needs assessments simultaneously with its activities; last assessment was about the illegal encroachment of water bodies.
Reported Changes:	There is no significant change from the baseline situation. PFF has a long experience in political and social struggle. The nature of their work dictates the use of power and stakeholder analysis in the formulation of their strategies and daily work. In their strategic plan 2012-2017, they have included a socio-political and stakeholder analysis as well as an analysis of the organisation's strengths and weaknesses. Being PFF a social movement and being its management in continuous contact with local members and leadership, they are able to assess risks in a timely manner. PFF is aware of the risks its work implies and has thus contacted a legal counselling agency to address its issues.
Role of CFA/ Contribution from MFS II:	No significant contribution.
Score 2014:	4

Capability:	3.2 - Legitimacy
Indicator:	To what extent is the organisation legitimate and accountable to its constituency and/or target group?
Score:	3
Assessment and Context 2012:	PFF headquarters mention that they involve their constituency in the development of the strategic plan. From interviews with district and local unit members it seems that local units are hardly involved and aware of the strategic plan.
Reported Changes:	<p>They acknowledged this and hired an external expert to provide training to potential unit members in strategic planning. Yet, not all members at unit level have the level of literacy and capacity required to understand strategic planning. Nor it is relevant to include all members. The nature of activity defines whom to include. They address issues at the right level. And yet, all decisions come from the bottom. All activities are shared at unit level and discussed extensively with unit level members before implementation.</p> <p>The proposal development goes like this: They approach donor, propose activities to carry out, these are discussed with village/unit level who highlight their problems, raise their concerns and priorities. This is reported back to donor, a proposal is developed and again shared with the community. Then, the final proposal is submitted to donor.</p> <p>Complaint Response Mechanism. At village level complaint boxes at some prominent places. And list of managers and numbers to call in case of complaints for illiterates.</p>
Role of CFA/ Contribution from MFS II:	The JSL project is a right based type of intervention that helped mobilizing and consolidating PFF membership based movement, thus contributing to the legitimacy of PFF.
Score 2014:	4

Capability:	3.3 - Collaboration
Indicator:	To what extent does the organisation collaborate with like-minded organisations?
Score:	3
Assessment and Context 2012:	PFF is member of the international WFFP network.
Reported Changes:	<p>Since 2012 PFF is also member of:</p> <ul style="list-style-type: none"> - Asian Alliance for Small-Scale Fishery - Humanitarian Accountability Partnership - International Rivers Network - Frontline Defenders, S-E Asia - People Coalition of Food Security - Small-Scale Food Production - Oxfam International Humanitarian Network <p>Urgent Appeals, Asian Human Rights Commission. Very effective for raising awareness and pressure on the international arenas and getting cases solved, mangrove protection cases for instance.</p> <p>There is a general perception among several leading CSOs that PFF is working in isolation and is not aligned with other organisations working for the rights of the fisher communities. It was pointed out by several interviewees that PFF is often acting as a local political party using propaganda and rallies at opportune moments for the benefit of the media. This is undermining its credibility towards potential partners. Instead, it should work much more within the established political system if it really wants to influence decision-making for the benefit of the fisherfolk.</p>
Role of CFA/ Contribution from MFS II:	No significant contribution.
Score 2014:	2

Capability:	3.4 - Engagement with Other Actors
Indicator:	To what extent does the organisation engage with other types of actors in its surroundings (such as policy makers or the business sector at local, national, regional and international level)?
Score:	3
Assessment and Context 2012:	PFF is in discussion with the government in the formulation process of a new fisheries policy. However the draft has not yet delivered. PFF receives funds for projects from private sector, in their CSR policy.
Reported Changes:	<p>No major changes. Coordination with all relevant departments and authorities: Irrigation, Fishery, Coastal Guard, Revenue Department, Security Agency, Forestry Law, Parliamentarians, Karachi Deputy Commissioners, Mayor of Karachi (Chair of Consultation Meeting for the Campaign for Protection of Mangroves, he formed a Committee with Fishery Department and PFF and offered support for this campaign).</p> <p>Contribution to FAO's Voluntary Guide for Small-scale fishers. Pressured FAO to incorporate perspective of fisherfolk. They organized a number of workshops at village, district and national level, inviting fisher community and all relevant government departments. Then drafted recommendations and sent to FAO to incorporate in guide. All countries did the same.</p> <p>PFF recently extended its collaboration to CSR departments of businesses (e.g. ENI). Recently, PFF started to engage with the Academia. For instance, the Head of Department of Marine Biology introduced a 2% quota for student of the fishing community. The demand came from the fishing community wishing to be included in formal education.</p>
Role of CFA/ Contribution from MFS II:	Major shift in Government attitude (especially Fishery Ministry) was marked by PFF major achievement in abolishing the contract system in 2011 under the JSL. Now, Ministry of Fishery often meets with PFF and participates to stakeholder meetings (before that, only opposition parliamentarians supported PFF campaigns).
Score 2014:	4

Capability 4: Adapt and Self-Renew

The capability to adapt and self-renew refers to the ability of the SPO to change when needed and to continue to act and perform in a context of changing internal and external influences.

Capability:	4.1 - Adaptation of Strategies
Indicator:	To what extent does the organisation use its Planning, Monitoring and Evaluation (PME) system to check its performance and adapt its strategies?
Score:	3
Assessment and Context 2012:	PFF has organized PME systematically
Reported Changes:	Since 2013, they have institutionalised Monitoring, Evaluation and Reporting (ME&R) within the organisation's systems and procedures and created a department with 6 members of which 2 are women. Before 2013, they had monitoring officers for single projects and for emergency cases. After the 2010-2011 floods they realised they needed a centralised and systematized monitoring system, supported by a software, which they piloted since 2013. The ME&R department shares the information with the Planning and Management Committee to inform planning and adaptation. As the pilot went well, since 2014 (JSL III) they are upscaling the ME&R system.
Role of CFA/ Contribution from MFS II:	20-30% of salary of M&E paid by ON and monitoring activities (field visits and meetings)
Score 2014:	4

Capability:	4.2 - Involving Others in Learning
Indicator:	To what extent does the organisation involve its target group, constituency and other external stakeholders to check its performance and adapt its strategies?
Score:	2
Assessment and Context 2012:	PFF interacts with other external stakeholders. However, it has set its strategy of advocacy and does not change its ways of work – because it is regarded as successful.
Reported Changes:	Monitoring and performance assessment is also achieved through the interaction of the two PFF structures, Management and PFF leadership at the local level, coming together in the Project Management Committee (Project Manager, District President, ME&R Manager, Manager Programs). PFF leaderships in this way checks the project progress in their area. During the last two years PFF has also imparted trainings to unit and district level leaders in strategic planning to improve the inclusion of its target group in learning and adapting. However, collaboration and mutual learning with other CSOs working with the fisherfolk is still very weak.
Role of CFA/ Contribution from MFS II:	JSL project contributed to mobilization and capacitation of fisher community regarding their rights and livelihood options.
Score 2014	2

Capability:	4.3 - Learning Organisation
Indicator:	To what extent is a culture and system of learning facilitated in the organisation?
Score:	2
Assessment and Context 2012:	District units require reporting monthly their activities and progress to head quarters. Next, PFF is active on social-media and more important active in traditional media (radio, newspapers) to raise its voice to a wider audience.
Reported Changes:	<p>Reporting has improved. Field staff has to write a daily diary and project staff have to produce two docs:</p> <ol style="list-style-type: none"> 3. Activity report and budget expenditures 4. Monthly progress report <p>Moreover, M&E team has to report whenever goes to the field (generally on a monthly basis although it depends on resources and activities) highlighting weak areas that need improvement Based on this, Manager program drafts recommendations and advises field staff. Facebook page since beginning 2014.</p>
Role of CFA/ Contribution from MFS II:	No significant contribution.
Score 2014:	3

Capability:	4.4 - Innovation
Indicator:	To what extent is the organisation innovative?
Score:	3
Assessment and Context 2012:	PFF is up-scaling its strategy to other areas in Pakistan. Via (inter)national workshops it uses new advocacy strategies by example from other organisations (for example using the celebrations of international rivers day to advocate for inland fisherfolk issues)
Reported Changes:	Still the case. Recent education program supported by UNICEF. Schools in villages which are locked within water bodies and rivers and do not have easy access to roads and schools. Theatre programs (dramas depicting local issues). Fisherwoman dimension included in celebrations of International Day of Woman
Main (Internal/ External) Factors:	International donors and networks supported
Role of CFA/ Contribution from MFS II:	No contribution.
Score 2014:	3

Capability 5: Achieve (Retain) Coherence

The capability to achieve coherence refers to the ability of the SPO to find effective combinations or inter-relationships among different capabilities, organisational objectives and needs, and stakeholder interests.

Capability:	5.1 - Strategic Coherence
Indicator:	To what extent is the organisation strategically coherent?
Score:	3
Assessment and Context 2012:	PFF has a clear mission and vision. However, it does take up projects including issues not directly associated with the right of fisherfolk, like for instance in the JSL project awareness rising of HIV/AIDS. As comes out from the household surveys this is little effective
Reported Changes:	Limitation was limited understanding by Parliamentarians of relevance of allocating budget to HIV awareness campaigns. They organised 85 awareness campaigns among local population in Sind and Baluchistan. Donor wanted to include HIV cause at that time cases in Sindh. However, blood sampling of fisherfolk showed no cases and so this components was dropped in JSL III. Other priorities. They are currently implementing what they had stated in strategic plan of 2012.
Role of CFA/ Contribution from MFS II:	No contribution
Score 2014:	3

Capability:	5.2 - Coherence in Organisational Structure
Indicator:	To what extent does the balance between the organisational functions contribute to coherence?
Score:	3
Assessment and Context 2012:	PFF head office has a system in which all project managers have place in the program management committee, these PMs meet 4 times a year. These meetings are also joined by the core management team.
Reported Changes:	Now 6 times /year. Core Management team composed by: Chair, Financial Manager, Project Managers, Manager Programs, M&E They want to introduce Provincial level bodies to improve influence in decision making (especially after amendment 18) at provincial level and because difficult for PFF associates to visit all areas.
Role of CFA/ Contribution from MFS II:	Through JSL, it supports to district and governing body meetings.
Score 2014:	3

Capability:	5.3 - Consistency in Financial Management and Systems
Indicator:	To what extent is the organisation consistent in its financial management and systems?
Score:	4
Assessment and Context 2012:	PFF has a healthy financial system of external auditing to comply with the frameworks set by international donors. MFS-2 contributed according to the respondent to more transparency of budget allocation for activities,
Reported Changes:	FM manual Procurement Manual Accountant software Audits Improvement in last 3 years
Role of CFA/ Contribution from MFS II:	Pays share for External Audits. ON is pushing for increasing PFF's financial transparency aiming at having a financial accounting online. ON has proposed a software for financial management, which however PFF did not like and instead suggested another software. ON however did not provide training on financial management. ON pays a share of the external audits.
Score 2014:	4

Capability:	5.4 - Governance
Indicator:	To what extent does the governance function contribute to coherence with the organisation's core values?
Score:	3
Assessment and Context 2012:	Officially members of the governing body (the board) are elected, at local, district, and head office. However, according to key-interviews many elects are actually selected. Many board members are re-elected continuously without competition. On the other hand, it is a stable growing organization, has male and female board members, and people of different ethnic and religious backgrounds in its boards.
Reported Changes:	Improvement: In January 2014 there were election of the national level governing body. Call for candidates with criteria set by governing board (e.g. fee-paying members, activist, seconded members) Election commission (external, including members of CS, professors, press..) Announcement of final list of candidates. Ballot with papers with names, photos, post, media reports, transparent boxes. At unit level they will have a similar procedure, still decide whether ballot or hand raising.
Role of CFA/ Contribution from MFS II:	ON pressured to increase number of fee-paying members. Only fee-paying members can vote in elections. This enlarges the electorate and democracy.
Score 2014:	4

ANNEX 4. DESCRIPTION OF CHANGES IN INDIVIDUAL PRIORITY RESULT AREAS OF THE CIVIL SOCIETY INDEX (CSI) DIMENSIONS

Civil Society Index (CSI) Dimensions

CSI Dimension 1: Civic Engagement

Priority Result Area:	1.a - Diversity of socially-based engagement
Key Question:	To what extent do partner organisations act on behalf of their constituency (legitimacy) and do they include social target groups in their analysis and planning and take the needs of the poor/marginalised into account?
Score:	2
Assessment and Context in 2012:	<p>The governing body of PFF formulates the core issues and they decided to develop the strategic plan. The 5 year strategic plan sets the programs and targets. The development of the plan involved the target groups and core committee. PFF members elect units/districts and governing body, some people at unit level (men and women) are more selected than elected.</p> <p>Decisions are made in consultation of members. Progress is shared with members in meetings of governing body and shared in regular meetings of district and units. Leaders visit areas, where they share progress of PFF to local members and consult on several issues. PFF does not have a policy for handling complaints from the target group.</p>
Reported Changes:	<p>Recently introduced a Complaint Response Mechanism in villages, headed by CRC. This is a structure of JSL. The committee is formed by local level district president (part of project management committee) and associate member working on project. Flow of local complaint goes to district president to PMC to general body. A complaint response box is placed at prominent places in the village. Villagers and leaders have been alerted. If not able to write, helped by others. The complaint is addressed at the local level and both the issue and the solving mechanism are recorded. If issue not solved locally, then addressed at the national governing body and project management committee level. CRM is an organizational arrangement of PFF, no direct involvement of JSL/MFS-II.</p> <p>Improved interaction with local leaderships checking on project management and trainings to unit level leaders in strategic planning are steps to improve inclusion of target group in learning and adapting</p> <p>All decisions and activities are shared at the unit body level and discussed extensively with unit body members before implementation. The proposal development goes like this: PFF approaches the donor, proposes the interventions to carry out, these are discussed with the unit bodies who highlight their problems, raise their concerns and priorities. This is reported back to the donor, a proposal is developed and again shared with the community. Then, the final proposal is submitted to donor. Accountability is sought at each level through the interaction of the two PFF structures, the Management and PFF leadership at the local level, coming together in the Project Management Committee (Project Manager, District President, ME&R Manager, Manager Programs Manager, District Leader). PFF leadership in this way checks project progress in their area. PFF leadership constantly in contact with Project management team.</p>
Role of CFA/Contribution from MFS II:	This is an organisational arrangement of PFF, no direct involvement of JSL-MFS-II.
Score 2014	3

Priority Result	1.b - Diversity of political engagement
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Area:	
Key Question:	To what extent is a diverse segment of the target group of partner organisations represented in locally elected bodies of government and/or in sectoral user groups?
Score:	2
Assessment and Context in 2012:	PFF organizes its members (who are at the same time its constituency) in local units. There are men's units, women's units (currently about 30), and mixed units. Fisherfolk communities are not well represented in local governments. There are some PFF members who are councillors in the union councils.
Reported Changes:	Not represented at the council level at the moment. Initially, PFF members were represented in union councils (local level), yet these have been dissolved in 2009 and ever since no elections. Government announced local elections but no time defined yet. When the time comes, PFF will try its bets to be represented at the union level. PFF will also target provincial level elections, especially Thatta ahead in socio-economic development and fisherfolk well represented in the coastal areas. A renowned business man involved in commercial plotting and land grabbing run for provincial elections to be member of the provincial assembly (MPA) representing Thatta. Chairperson of PFF approached by CS organizations to contrast him in the elections. Campaign was organized in 5 days, finally chairman lost but according to PFF board he achieved in forming a strong opposition group supported by CS.
Role of CFA/ Contribution from MFS II	No involvement. Actually ON does not see very well political activism of the chairman and suggested he should separate NGO work from his political activity.
Score 2014	1

CSI Dimension 2: Level of Organisation

Priority Result Area:	2.a - Organisational level of civil society (infrastructure CSI)
Key Question:	To what extent are partner organisations and alliances organised in national network/umbrella organisations and do they represent CBO's and other actors?
Score:	2
Assessment and Context in 2012:	PFF is member of several national and international networks/alliances.
Reported Changes:	Since baseline 2012, PFF is extended its national partnerships and membership in national networks and alliances <ul style="list-style-type: none"> - Sindh Land Reform Network (PFF and PILER took the initiative) <p>Many issue-based networks e.g. in Karachi. For instance PFF's campaign against the encroachment of the coastal belt near Karachi by the Defence Housing (DHA) owned by ex-military officials. This project would displace local fishers.</p> <p>NHN initiated by donors to organise a network of coordinated organisations ready to intervene in case of emergency.</p> <ul style="list-style-type: none"> - Anti Nuclear Movement (initiated by PFF, PILER and SPO in January 2014, not formally registered.) <p>The construction of the Nuclear plant is in process but slowed down after the intervention of PFF and the Anti Nuclear Movement. For the first time, there is an Pakistan Atomic Energy Commission who opened up to discuss the issue with media and other stakeholders. There was a consultation meeting organised by PFF (scientists, CS, Media, Political parties...) PAEC was not invited initially showed up to participate and make their point. Hype in society. PFF wanted first to build their perspective through meetings with relevant stakeholders, and scientists.</p>

	In response to ANM meeting, PAEC organised a meeting inviting the CS to visit the plants and respond to their questions. PAEC is linked with national security, very sensitive issue. Issue is increasingly being discussed with a nr of CSOs being critical and blunt about concerns about nuclear plants. This is regarded as an achievement of PFF.
Role of CFA/ Contribution from MFS II:	Not direct contribution of ON. But awareness among local communities in coastal areas raised by PFF with JSL III. MFS-II supported awareness campaigns on environmental issues (cross-cutting in JSL)
Score 2014	1
Priority Result Area:	2.b - Peer-to-peer communication
Key Question:	To what extent do partner organisations, networks and alliances share information and do they collaborate in joint analysis in order to function effectively?
Score:	2
Assessment and Context in 2012:	Almost for all political issues PFF cooperated with political parties and other NGOs. PFF joins in the organization of and participates in events and workshops, collaborates to newsletters. With Shirkatgah, Aurat Foundation, SPO, PILER, and SAFWCO, PFF became member of the GMLT network. In this network the members discuss and analyse several issues like compensation to working women issues and gender mainstreaming.
Reported Changes:	Already responded above. Rallies, seminars, awareness, consultation meetings, reports sharing. Other CS frequently invite PFF at their meetings. Shirkatgah always invites PFF whenever there is a campaign for fisherwomen. SPO, PILER and Action Aid are very close partners of PFF. The GMLT (Gender mainstreaming learning trajectories) was program initiated by ON in 2012 to mainstream gender in partner organisations (PFF among them), drafting gender action plans and gender action committees. To follow up on that, PFF reviewed their gender policy, hired a gender focal person, and set up a gender action plan. Shirkatgah facilitated the trainings. Trainings provided by GIZ gender expert. 5 days training, whole management staff of PFF involved. Now GMLT is over.
Role of CFA/ Contribution from MFS II:	Advocacy component of the JSL involved seeking collaboration and alliances with other organisations.
Score 2014	2

Priority Result Area:	2.c - Financial and human resources
Key Question:	To what extent are financial resources of partner organisations and alliances diversified with sound internal financial and human resource management?
Score:	2
Assessment and Context in 2012:	PFF is mostly dependent for its financial resources on international NGOs and UN organizations. Membership fees are becoming more important. Donors are funding PFF since its foundation in 1998. PFF has a standardized financial system in place and has annual internal and external audits to evaluate and monitor its financial management. Project audits can be more often. Last audit was the audit of the financial year 2011. The reporting requirements for MFS-II is regarded as overly complex by PFF, as the work duration and financial year do not match. Staff of PFF is trained on project basis on specific project related issues (social mobilization, water and sanitation, gender mainstreaming). Project staff of JSL were also able to attend training organized outside the

	project to develop specialized skills. PFF hires external experts to deliver training. PFF has HIV/AIDS addressed in its policy, but it is not put in practice (no such case). PFF has also a gender vigilance committee with a complaint mechanism where people can report incidents of harassment (no incidents are registered).
Reported Changes:	JSL II reporting was very complex (see above). PFF complained to ON and in JSL III reporting is bi-annual. There is no annual report. Financial resources and human resources prove challenging. PFF is a non-profit organisation with limited resources for institutional development. In May 2014 JSL III will end, it will prove difficult to retain qualified project staff after that if no continuation. From sept 2012 to May 2013 there has been a financial gap from ON before JSL III started. Almost all project staff left to join the many humanitarian projects that were mushrooming after the floods of 2011-2012. However, they managed to get most of their project staff back for JSL III. Costs in Punjab are higher because of the distance. 100 km between units. Meetings are more costly. There is a need for a residence house for project staff during field visits. In spite of logistics, project staff motivated and can rely on local hospitality. Yet sometimes motivation and retention of staff is challenging with one-year projects and low salaries. And evaluation, proposal writing takes time, consequences might be felt as in 2012. Sustainability of work in Punjab threatened. Still needs hands-holding not to lose achievements. Program not project is needed. At least 3 years certainty. PFF not so much concerned about budget more on program approach which sustains continuity to their interventions, without losing too much time on reporting. This is crucial for staff motivation and for retention of qualified staff.
Role of CFA/ Contribution from MFS II:	JSL involved trainings to PFF staff. ON encouraged PFF to increase the number of fee-paying members.
Score 2014	2

Priority Result Area:	2.d - International linkages
Key Question:	To what extent are partner organisations and alliances organised in international network/umbrella organisations and do they represent CBO's and other actors?
Score:	2
Assessment and Context in 2012:	International and national alliances are very important to PFF to give it its legitimacy. PFF is therefore member of several national and international networks. PFF organized in 2011 the General Assembly of the World Forum of Fisher People in Karachi.
Reported Changes:	Indo-Pakistan Committee for Retained Fisher(wo)men. Very active. Approached Supreme Court and filed petition. This is regarded as a success because before PFF intervention there was no formal mechanism to share information on missing (detained) fisher(wo) men between India and Pakistan and there was no hope for release. PFF started to raise voice and awareness on illegal detention (detention is against International Law that limits punishment to fine and requisition of catch). Yet powerful stakeholders (Navy, Coast Guard, Intelligence, Military..). PFF first educated themselves on the matter (national and international laws, UN conventions etc.) then organised awareness campaigns and rallies, press conferences, international figures. PFF and PILER circulated a petition for the release of illegally detained Indian fishermen. There is a moral binding, mutual agreement between India and Pakistan to release the same nr of boats. 454 fishermen released. In return, 60 Pakistani

	fishermen released (smaller boats). PFF leading role in the World Forum of Fisher People. 40 leading national level organizations. They hold the Secretariat. Every 3 years there are elections. Nov 2014 in South Africa. ICSF is another international advocacy fisher forum PFF is part of
Role of CFA/ Contribution from MFS II:	No direct contribution.
Score 2014	2

Priority Result Area:	2.e - Technical resources
Key Question:	To what extent are partner organisations using the internet and social media?
Score:	2
Assessment and Context in 2012:	PFF has a website on which it shares information, gives updates on progress and publishes articles and other publications. PFF also uses Facebook for sharing information and inviting followers to join in events.
Reported Changes:	Website is being updated. Committee responsible for checking quality of material and updating website. Facebook page of PFF. Twitter, blogs for different campaigns. Many documentaries uploaded (e.g. mangroves). Annual awards to journalists that highlight environmental issues > 7 awarded.
Main (Internal/ External) Factors:	In 2013 UNICEF launched a campaign for schooling
Role of CFA/ Contribution from MFS II:	ON supported 1 documentary during floods on the rescue work by PFF.
Score 2014	3

CSI Dimension 3: Practice of Values

Priority Result Area:	3.a - Internal governance (democratic decision-making and governance)
Key Question:	To what extent do partner organisations and the CSO's they support involve their target group in decision making?
Score:	2
Assessment and Context in 2012:	PFF undertakes regular analysis of the needs of its target group, it goes hand in hand with their regular activities. Needs have moved from needs for access to resources and food to needs for education and skills for alternate livelihoods.
Reported Changes:	Especially in Badin, many more CS are starting to work there taking PFF members on board. PFF also involve other CS in areas where they are active. Together (CSs/target groups) they are working against illegal encroachment of fresh water bodies by ex-contractors who paid (bribed) licences. Campaign against the court and the court finally retreated the decision
Role of CFA/ Contribution from MFS II:	Lot. Establishment of PFF units at village level supported by the MFS-II. District and governing body meetings also supported by MFS-II. Also improved transparency.
Score 2014	2

Priority Result Area:	3.b - Transparency
Key Question:	To what extent are partner organisations and CSO supporting

	transparency on financial information and do staff members respect internal procedures (code of conduct)?
Score:	2
Assessment and Context in 2012:	PFF has a code of conducts, and annual audits of its financial management. Regular meetings with staff are organized to discuss behaviour.
Reported Changes:	Increased transparency: Improved financial system management. Policy reviewed. Procurement Committee established and TOR formally set out. Admin policy. HR policy to make hiring of staff more transparent. Initially, no check on financial statements. Now program, staff checks
Main (Internal/ External) Factors:	Technical support of SPO (financially supported by Action Aid) for development of strategic plan. Increased transparency as a consequence of implementing the strategic plan.
Role of CFA/ Contribution from MFS II:	JSL III increased transparency and reflects strategic plan of 2012> coherence.
Score 2014	3

CSI Dimension 4: Perception of Impact

Priority Result Area:	4.a - Responsiveness
Key Question:	To what extent are partner organisations and the CSOs they support considered as counterparts by (local) government and private sector?
Score:	2
Assessment and Context in 2012:	PFF is strengthening its collaboration with local governments and politicians. It advocates fisherfolk rights and sustainable (fisheries) resources management. Leadership and higher management are invited by fisheries department for consultation. Within the CSR policy of ENI (an oil exploration company) PFF has implemented a project on community development.
Reported Changes:	ENI project extended until 2017. PFF collaborating in livelihood program of the government of Sindh. Fishing policy drafted by PFF and will be owned by the government. Endorsed by the province of Sindh. Objective is to make it approved by all provinces. Hopefully there will be a committee for the implementation of the policy and PFF will have leading role. Committee for the Conservation of Mangroves set up by the Forestry department. They invited PFF to be part of that committee and to revitalize it (2014). In the last 2 years PFF has strengthened its collaboration other departments beyond fishery: Irrigation, forestry, environment, education, planning etc...Environment department invited PFF in consultation meeting on EIA on nuclear power plants (will be held next week!). The Secretary of Fishery and Livestock has declared the draft fishing policy an interim policy until final version completed. Has been endorsed already by the Fishery Ministry. Now PFF started to engage with the Academia. For instance Head of Department of Marine Biology introduced a 2% quota for student of the fishing community. Demand came from the fishing community to be included in formal education.
Role of CFA/ Contribution from MFS II:	Major shift in Government attitude (especially Fishery Ministry) was marked by PFF major achievement in abolishing the contract system in 2011 under the JSL. Now, Ministry of Fishery often meets with PFF and participates to stakeholder meetings (before that, only opposition parliamentarians supported PFF campaigns).
Score 2014	3

Priority Result Area:	4.b - Social impact
Key Question:	To what extent do partner organisations, in the sectors they work in, provide services that respond to one or more basic social needs of their target group?
Score:	2
Assessment and Context in 2012:	PFF works with other organizations to cover the needs of the fisherfolk communities, which is much broader than fishing rights. Target groups are not actively involved in formulation of project activities and also do not endorse them. They are involved in the planning of activities like rallies and sit-ins. Financially members contribute in cash via the membership fees.
Reported Changes:	Projects are developed with the involvement of the local community. Network of CS organizations. Review which organisation is working where to avoid overlaps. Local PFF leadership is constantly taken on board to provide initial context analysis, needs and development agents. Based on this first assessment they define which further studies are needed. They contact organisations active in that area to understand what they are doing. They discuss needs with target groups in focus group discussions. Local community checks constantly on project performance.
Role of CFA/ Contribution from MFS II:	No role of JSL in this. JSL is not a service delivery project but a right-based intervention. However, the abolition of the contract system and the implementation of the license system already showed a positive impact on livelihoods of the fisherfolk in terms of access to fishing grounds.
Score 2014	3

Priority Result Area:	4.c - Policy impact
Key Question:	To what extent do partner organisations successfully influence government policy or planning/budgeting/policy making of international organisations in the sectors they work in?
Score:	2
Assessment and Context in 2012:	Because of the work of PPF the government abolished the contract system for fisherfolk in 2007 and the promulgation of the license system. PFF still receives many credits for that from fisherfolk communities, even though only limited fisherfolk have fisheries licenses. Currently PFF is involved in drafting a new policy for sustainable fisheries. But there is no policy yet. Via WFFP PFF is involved in formulating policy proposals for small scale fisheries.
Reported Changes:	PFF has made progress in supporting the fisheries department in the issuance of many new fishing licenses.
Role of CFA/ Contribution from MFS II:	Abolition of the contract system, implementation of license system, and the draft of the sustainable fisheries policy are important pillars of the JSL advocacy component.
Score 2014	3

CSI Dimension 5: Environment

Priority Result Area:	5.a - Socio-economic, socio-political and socio-cultural context
Key Question:	To what extent are interventions of the Alliance the choice of the partner organisations and are their interventions based on a quality context analysis of the space and the role of civil society in that specific country (including socio-economic, political and cultural context)?

Score:	2
Assessment and Context in 2012:	PFF was actively involved in the formulation of the JSL project funded by Oxfam Novib.
Reported Changes:	Their policy is not to work with WB/IMF/ADB and projects which are environmentally hazardous. Government of Sindh wanted PFF to be involved in an aquaculture project, they refused. They support small-scale and local livelihoods.
Role of CFA/ Contribution from MFS II:	PFF drafted JSL III based on i) JSL II evaluation iii) strategic plan and iii) visits to areas via contacts with community leaders. Then discussed with ON.
Score 2014	2

Key Question:	To what extent do partner organisations take into account and participate in studies of civil society in the country they work in?
Score:	1
Assessment and Context in 2012:	There is an ongoing debate in Pakistan on the role of the government vis-a-vis civil society and private sector organizations. PFF struggles in how it can be more effective and what is its role in certain political issues.
Reported Changes:	In their strategic plan 2012-2017, they have included a socio-political and stakeholder analysis as well as an analysis of the organisation's strengths and weaknesses.
Role of CFA/ Contribution from MFS II:	No significant contribution.
Score 2014	1

FINAL QUESTION RELATED TO SOCIO-POLITICAL ENVIRONMENT FOR NGOS

- What are the major threats and constraints, opportunities and weaknesses for the civil society in general and your organisation in particular?

Strengths	Weaknesses
2012: <ul style="list-style-type: none"> • More media attention • More attention on gender in government 	2012: <ul style="list-style-type: none"> • Rise of conservatism under influence of wahabism and salafism
2014: <ul style="list-style-type: none"> - Gender protection bill - Child protection bill (minimum age of marriage) - Rights of information bill Thanks to awareness campaigns of CS SOPs for bill for Right to Free and Compulsory Education (Primary). Great work done by CSOs	2014: <p>Not just wahabism and salafism, there is a number of fundamentalist groups supported by intelligence agencies. CS not much vibrant as seriously concerned about their lives (eg. Lower activist killed, polio vaccine campaigners killed, journalist killed, HAND NGO staff kidnapped...)</p> <p>PFF promotes Sufism through organising various events. But CS needs to be more vibrant. Religious belief is a very powerful tool to mobilise and motivate people. CS do not always have a strong ideological power. Often donor-driven organisations. Yet CS are increasingly getting political, especially those fighting for rights of minorities. Donors often support internally political activism of their partner organisations, but reluctant to support publicly because they</p>

	<p>fear retaliation/security issues and restrictions by the government. Donors received PFF at their arrival in Islamabad during the caravan from Karachi to Islamabad for the restoration of the Indus delta. Yet CSOs need an open role of donors. At the local level, CS lack check in their performance e.g. in Tharparkar no real action during famine. Government played an important role.</p> <p>Neither during 2010-2011 floods not much action and coordination between CSOs. At that time, government did not involve CSOs, it felt is could address the issue alone. Yet it did not have the capacity, neither CSOs had. No voluntarism among CSOs despite much rhetoric. Government did not launched any international appeal and donors (intern and national) did not intervene timely. Religious groups supported internationally and nationally played crucial role in relief, won heart of people and embedded themselves through <i>madrassahs</i>. Now mushrooming of <i>madrassahs</i> especially in Sindh. This is alarming (threat) for CS. Like a cancer. Vacuum left by government and CS filled by fundamentalists. Accountability and transparency in CS should be improved so that donors can check performance of their partners.</p>
<p>Opportunities</p>	<p>Threats</p>
<p>2012:</p> <ul style="list-style-type: none"> • More national alliances • More female MPAs and MNAs, which provide great support 	<p>2012</p> <ul style="list-style-type: none"> • Religious militants • Natural disasters and (internal) displacements setting gender rights backs as main focus is on reconstruction, more domestic violence, less reproductive rights, child trafficking. • Mushrooming of NGOs • Dissolution of local government bodies, which are the nurseries for female politicians.
<p>2014:</p> <p>Pakistan Nuclear Energy Commission opens up to CS</p> <p>Freedom of media. (historically with the government) now highlights good work of CS. Alternative media social media. Drive attention to sensitive and political issues (murder of an innocent by rangers who are now sentenced)</p> <p>Before no one could speak against military force</p> <p>More space for CS</p> <p>Also donor inclination and stand against extremism provides space for CS</p> <p>Local government systems endorsed by local communities to solve local concerns.</p> <p>Nr of women in provincial assembly decreased with democratic elections but this is because during the dictatorship, leap service was paid to gender balance. Now elected, not just representative role. Although still not a real representation. But improvements in this sense.</p> <p>In the 1980 very difficult for CS to register as political organisations. now transition period from complete aloofness from political activism to more space for politics.</p>	<p>2014:</p> <p>Muslim league Nawaz is of the opinion that during disastrous floods, money was misspent. Now close check on how money is spent by CSOs. PFF believes this is unjustified. OK transparency and accountability but new NGO bill is outrageous and dangerous, Government can check at any time financial statements, at any time it can restrict activities if he deems they are against national security/identity/ideology. But at no point Pakistan national identity has been defined. The bill can be misused. It is to increase control on society.</p>

- What must change to improve the role and functioning of the civil society in general and your organisation in particular?

General:

- Shift from donor-based approach to ToC, otherwise no sustainability and duplications
- Government has to provide support to guarantee sustainability of institutional development to CSOs on meritocratic basis (e.g. now that JSL ended, government has to continue support until on its own feet)

PFF:

- If PFF is expanding to embrace new focus areas and activities (e.g. farmers, environment, fs) it will lose focus and specificity
- Not all campaigns/activities are part of TOC, but are decided at the moment if relevance to fisherfolk

ANNEX 5. HOUSEHOLD QUESTIONNAIRE

THE IMPACT OF JLS - 2014

INTRODUCTION

Good morning/afternoon. I am [NAME INTERVIEWER] from MDC. Together with the Institute of Development Studies (IDS), we are conducting a survey to study the lives of fisherfolk in (REGION/PROVINCE/MUNICIPALITY) Pakistan. Your household has been chosen by a random selection process.

We are inviting you to be a participant in this study. We value your opinion and there are no right or wrong answers to the questions. We will use approximately 1 hour of your time. There will be no cost to you other than your time. There will be no risk as a result of your participating in the study. Your participation in this research is completely voluntary. You are free to withdraw your consent and discontinue participation in this study at any time.

This study is conducted anonymously. You will only be identified through code numbers. Your identity will not be stored with other information we collect about you. Your responses will be assigned a code number, and the list connecting your name with this number will be kept in a locked room and will be destroyed once all the data has been collected and analyzed. Any information we obtain from you during the research will be kept strictly confidential.

Your participation will be highly appreciated. The answers you give will help provide better information to policy-makers, practitioners and program managers so that they can plan for better services in response to crisis situations.

Are you willing to take part in this survey?

YES NO

ORAL CONSENT FORM (SHOW AND READ ORAL CONSENT FORM)

(To be read to the respondent prior to asking questions.)

I have fully understood the purpose of the study. I have given my consent to participate in the survey.

Name and Signature of Respondent

Interviewer's Signature over printed name

INTERVIEWER INSTRUCTIONS

IN GENERAL, THE PERSON INTERVIEWED SHOULD BE THE HEAD OF HOUSEHOLD. IF HE/SHE IS NOT AVAILABLE, FIND A PRINCIPAL RESPONDENT TO ANSWER THE QUESTIONS IN HIS/HER PLACE. THE PERSON SELECTED MUST BE A MEMBER OF THE HOUSEHOLD WHO IS ABLE TO GIVE INFORMATION ON THE OTHER HOUSEHOLD MEMBERS. THE RESPONDENT MUST BE MORE THAN 18 YEARS OLD – IF ONLY CHILDREN ARE PRESENT IN THE HOUSEHOLD, THE HOUSEHOLD SHOULD BE REPLACED INDICATING AS A REASON FOR REPLACEMENT “NO COMPETENT RESPONDENT”.

THROUGHOUT THE QUESTIONNAIRE, QUESTIONS SHOULD BE ASKED OF EACH ITEM IN THE ORDER IN WHICH THEY APPEAR UNLESS A SKIP IS INDICATED. SKIPS ARE INDICATED WITH ARROWS. A SINGLE ARROW, >, INDICATES THE NEXT QUESTION TO BE ASKED IF THAT PARTICULAR ANSWER HAS BEEN GIVEN. A DOUBLE ARROW, >>, INDICATES THE QUESTION TO BE ASKED NEXT REGARDLESS OF THE ANSWER GIVEN.

EVERYTHING THAT IS WRITTEN IN CAPITAL LETTERS IS FOR THE INTERVIEWER ONLY AND IS NOT TO BE READ ALOUD. EVERYTHING IN SMALL (LOWER CASE) LETTERS IS TO BE READ TO THE RESPONDENT EXACTLY AS IT IS WRITTEN. THE ONLY EXCEPTION IS THAT THE INTERVIEWER MUST REPLACE [NAME] OR [ITEM] WITH THE APPROPRIATE NAME OR ITEM WHEN READING THE QUESTION.

FOR EVERY QUESTION A SET OF RESPONSES IS PROVIDED WITH CODES FOR EACH RESPONSE. THE INTERVIEWER SHOULD WRITE ONLY THE CODES ON THE QUESTIONNAIRE. THE ONLY EXCEPTION IS WHEN THERE IS A LINE TO SPECIFY ANOTHER ANSWER AND EVEN THEN THE CODE FOR "OTHER" MUST BE ENTERED.

THERE ARE NO CODES FOR NOT APPLICABLE. THE INDICATED SKIPS ARE DESIGNED TO ENSURE THAT QUESTIONS THAT ARE NOT APPLICABLE ARE NOT ASKED. THE BLANKS FOR ANY SKIPPED QUESTION MUST BE LEFT EMPTY.

THERE ARE NO CODES FOR REFUSED TO ANSWER. IF A RESPONDENT REFUSES TO ANSWER, THE INTERVIEWER SHOULD REMIND HIM OR HER OF THE IMPORTANCE AND CONFIDENTIALITY OF THE SURVEY. IT IS VERY IMPORTANT THAT ALL ANSWERS ARE COLLECTED FOR EACH QUESTION. THERE ARE CODES FOR 'DON'T KNOW' FOR SOME OF THE QUESTIONS. IF THE RESPONDENT DOES NOT KNOW THE ANSWER THE INTERVIEWER SHOULD WRITE "DK/CS".

AT ALL TIMES THE INTERVIEWER MUST REMAIN PROFESSIONAL AND EXPRESS NO REACTION TO THE ANSWERS THAT ARE BEING GIVEN. THE RESPONDENT MUST FEEL COMFORTABLE TO TELL THE TRUTH. THE VALIDITY OF THE SURVEY RESULTS WILL BE HARMED IF RESPONDENTS TRY TO PROVIDE THE ANSWERS THAT THEY THINK THE INTERVIEWER WOULD APPROVE OF.

Contact Persons:

QUESTIONNAIRE INFORMATION (TO BE COMPILED BY THE ENUMERATOR)

1	Date:		Start Time:		End Time:				
2a	Enumerator Name:		Initials/Code		2b	Supervisor/Team Leader Name:		Initials/Code	
3	Questionnaire number								
4	Village								
5	Municipality								
6	Taluka								
7	Province								
8	Is this village part of the programme area of the Just and sustainable livelihoods programme?		1= Yes		<input type="checkbox"/>				
			2= No						
8	Is this a replacement household?		1 = YES > Q9						
			2 = NO > Q10						
9	List how many unsuccessful attempts you had before within this village and select the reason for replacement.								
	1 = Dwelling not found (unclear if it still exists) 2 = Dwelling is unoccupied 3 = No competent respondent 4 = Household refused 5 = Other (SPECIFY _____)								
	1 st unsuccessful attempt			2 nd unsuccessful attempt			3 rd unsuccessful attempt		
	DATE:		TIME OF VISIT:		DATE:		TIME OF VISIT:		DATE:

PLEASE COMPLETE THE FOLLOWING TWO QUESTIONS AT THE END OF THE INTERVIEW.

10	This interview has been:		11	(SUPERVISORS ONLY) Questionnaire checked and approved:			
	1 = Fully completed	<input type="checkbox"/>		1 = Yes	<input type="checkbox"/>		
	2 = Partially completed		2 = No				
12	LANDMARK FOR HOUSEHOLD IDENTIFICATION						
	Please draw a MAP and write the identifying features of the location of the household that will help finding the same household. (USE BACK PAGE)						

FIELD EDITING		OFFICE EDITING
ENUMERATOR	SUPERVISOR	
PRINTED NAME OVER SIGNATURE / DATE	PRINTED NAME OVER SIGNATURE / DATE	PRINTED NAME OVER SIGNATURE / DATE

SECTION A: HOUSEHOLD ROSTER (TO BE COMPLETED FOR ALL HOUSEHOLD MEMBERS)

I would like to make a complete list of all the people who normally live, eat their meals together and share expenses in this dwelling. First I would like the names of all the members of **your immediate family**, who normally live, eat their meals together and share expenses in this dwelling. Include the head of the household, his wife (or her husband) and his or her children in order of age.

Please give me the names of any other persons **related to the head of the household** or to his/her wife/husband, together with their families who normally live, eat their meals together and share expenses here.

Please give me the names of any other persons **not related to the head of household** or to his/her wife/husband but who normally live, eat their meals and share expenses here. For example, tenants, lodgers, servants or other persons who are not relatives. Are there any other persons **not present now but who normally live**, eat their meals here and share expenses? For example, anyone studying somewhere else or who is away visiting other people.

	A1	A2	A3	A4	A5	A6
ID CODE	WRITE THE NAMES OF ALL INDIVIDUALS IN THE HOUSEHOLD.	RESPONDENT (TICK APPROPRIATE ROW)	SEX	What is the relation of [NAME] to the head of household? SEE CODES BELOW	How old is [NAME]? ALLOW "0" IF YOUNGER THAN YEAR.	Family status of [NAME] READ TO RESPONDENT SEE CODES BELOW
	ALWAYS WRITE DOWN THE HEAD OF THE HOUSEHOLD FIRST, FOLLOWED BY HIS/HER SPOUSE AND THEIR CHILDREN IN ORDER OF AGE.		1 = MALE 2 = FEMALE			
	NAME					
01						
02						
03						
04						
05						
06						
07						
08						
09						
10						

RELATIONSHIP CODES:

- 1 = HEAD
- 2 = SPOUSE
- 3 = SON/DAUGHTER
- 4 = SON-IN-LAW/DAUGHTER-IN-LAW
- 5 = FATHER/MOTHER
- 6 = FATHER/MOTHER OF THE HEAD'S WIFE
- 7 = FATHER/MOTHER OF THE HEAD'S HUSBAND

- 8 = BROTHER/SISTER
- 9 = GRANDCHILD
- 10 = GRANDPARENT
- 11 = COUSIN
- 12 = OTHER RELATIVE
- 13 = NO RELATION
- 14 = SERVANT, NANNY
- 15 = LODGER/TENANT

FAMILY STATUS CODES:

- 1 = Married
- 2 = Not officially married, but living together as a family
- 3 = Divorced 4=Separated
- 4 = Widow/widower
- 5 = Never married

SECTION A: CHANGES IN HOUSEHOLD COMPOSITION

NO	QUESTION
A8	Has any household member present in the household one year ago left the household or passed away?

		A9	A10
Name	ID Code	Year of leaving/death of [NAME]	Why has [NAME] left the household? 1. Death; 2. Moved out 3. Set up own household 4. Other (specify)
		Year	
	101		
	102		
	103		
	104		
	105		
	106		
	107		
	108		

SECTION B: EMPLOYMENT, EDUCATION, HEALTH (TO BE COMPLETED FOR ALL HOUSEHOLD MEMBERS)

ID CODE	B1	B2			B3	
		B2a	B2b	B2c		
	What is the highest level of education achieved by [NAME]? ALLOW FOR "DK/CS" IF CLASS IS NOT KNOWN SEE CODES BELOW LEVEL	What was the main occupation /work/ activity of [NAME] in <u>last 7 days</u> ? ONLY RECORD MAIN ACTIVITY/ OCCUPATION. PLEASE SEE ATTACHED CODE SHEET FOR THE DETAILED LIST OF OCCUPATION If Code 0 = None ➤ B2c	IF EMPLOYED, what is [NAME]'s employment status? SEE CODES BELOW After Answering ➤ B3	IF NOT EMPLOYED, why is [NAME] not employed? SEE CODES BELOW	Have you/ [NAME] had any of illnesses/injuries in the <u>last 30</u> ALLOW FOR MORE THAN ONE SEE CODES BELOW 1st Illness	
01						
02						
03						
04						
05						
06						
07						
08						
09						
10						

EDUCATION CODE: 1 = No formal schooling and illiterate 2 = No formal schooling but literate 3 = Some primary school 4 = completed primary school 5 = some secondary school 6 = completed secondary school 7 = Some college/post-secondary 8 = Higher education degree	OCCUPATION CODE: 1: Fishing 2: Farming 3: Animal husbandry 4: Agricultural wage labour 5: Non-agricultural wage labour 6: Unskilled work in government 7: Skilled work in government 8: Other services (private sector): unskilled 9: Other services (private sector): skilled 10: Retired and earning a pension 11: Remittances 12: Other, specify _____	EMPLOYMENT CODE: 1 = Worked for pay 2 = Self-employed 2 = Worked without pay (apprentice, family business) 3 = Did not work but have a job	'DID NOT WORK BECAUSE' CODE 1 = Only studied (student) 2 = Too young (not student) 3 = Too old/ retired 4 = Home/household work (includes live-in servant) 5 = Disabled/ invalid/ ill 6 = Don't need to 7 = Did not work but looked for a job 7 = Other (SPECIFY _____)	ILLNESSES: 0 = NONE 1 = COLD/FLU 2 = URINARY TRACT INFECTION 3 = ACUTE DIARRHOEA 4 = DIARRHOEA 5 = DYSENTERY 6 = OTHER INFECTION 7 = HEADACHE 8 = HEART DISEASE 9 = LUNG DISEASE 10 = BROKEN BONE 11 = MEASLES 12 = CHICKENPOX
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NO	QUESTION
B7	What is the occupation from which most of the household income is currently generated? CIRCLE THE APPROPRIATE NUMBER

NO	QUESTION	
B8	What is the occupation from which most of the household income was generated one year ago? CIRCLE THE APPROPRIATE NUMBER	1 2 3 4 5 6 7 8 9 1 1 1

SECTION C: INCOME AND ASSETS

NO	QUESTION	
C1	<p>What is the average monthly income of this household?</p> <p>ALLOW "DK/CS" IF DON'T KNOW, CAN'T SAY</p> <p>PLEASE INSERT THE TOTAL AMOUNT – INCLUDE TOTAL OF CASH AND IN-KIND PAYMENTS OF EACH MEMBER OF THIS HOUSEHOLD – PLEASE MAKE SURE THAT REMITTANCES ARE INCLUDED.</p>	TOT.
	<p>What was the average monthly income of this household one year ago?</p> <p>ALLOW "DK/CS" IF DON'T KNOW, CAN'T SAY</p> <p>PLEASE INSERT THE TOTAL AMOUNT – INCLUDE TOTAL OF CASH AND IN-KIND PAYMENTS OF EACH MEMBER OF THIS HOUSEHOLD – PLEASE MAKE SURE THAT REMITTANCES ARE INCLUDED.</p>	TOT.
C2	How much arable land do you own? (in hectares)	TOT.

Description of asset	ASSET CODE	C
		Does your household own this asset? CIRCLE THE APPROPRIATE RESPONSE
		YES
Radio	01	1
Television	02	1
Mobile phone	03	1
Solar panel	04	1
Furniture	05	1
Cooking utensils	06	1
Farming implements or tools	07	1
Bicycle	08	1
Motorbike	09	1
Car	10	1
Mosquito net	11	1
Boat	12	1
Refrigerator	13	1
CD/DVD Player	14	1
Fan	15	1
Aircon	16	1
Sewing Machine	17	1
Flat Iron (electric)	18	1
Scooter / Motorcycle	19	1
Mixer / Grinder	20	1
Kerosene Stove	21	1

Gas Stove	22	1
Other stove (specify)	23	1
Electric Oven	24	1
Washing Machine	25	1
Inverter / Generator	26	1
Dish / Cable TV	27	1
Other (Specify_____)	28	1
Other (Specify_____)	29	1
Other (Specify_____)	30	1

SECTION D: FISHERY MODULE

Interviewer: PLEASE IDENTIFY THE HOUSEHOLD MEMBER MOST KNOWLEDGABLE ABOUT FISHERY ACTIVITIES!

NO	QUESTION
D1	RECORD THE ID CODE OF THE RESPONDENT
D2	IN YOUR DISCUSSIONS WITH THE HOUSEHOLD, HAS THE RESPONDENT BEEN IDENTIFIED AS THE HOUSEHOLD MEMBER MOST KNOWLEDGEABLE ABOUT FISHERY ACTIVITIES?

D3	<p>In your community, among people who fish, which are the HIGH season months? Which months are the LOW season months? And in which months is there almost no fishing?</p> <p>RECORD STATUS OF EACH MONTH AS H (HIGH), L (LOW) OR N (NO FISHING).</p> <p>IF THE RESPONDENT CLAIMS THAT THERE ARE NO DISTINCT HIGH VS. LOW SEASON MONTHS, RECORD WHICH ANY FISHING TAKES PLACE AND ONLY ADMINISTER THE HIGH-SEASON RELATED MODULES</p>								
	January	February	March	April	May	June	July	August	September

NO	QUESTION	CODE
D4	In the last HIGH fishing season, was there any NEW household member involved in fishing activities who was NOT already involved in fishing during the HIGH fishing season one year ago?	1 = YES 2 = NO
D5	Has any household member who was NOT fishing during the LAST HIGH fishing season been fishing in the HIGH fishing season one year ago?	1 = YES 2 = NO
D6	If you or any household member involved in fishing had the possibility to get another job outside the fishery sector, would you stop fishing ?	1 = YES 2 = NO ➤ D8
D7	Why? ALLOW FOR MORE THAN ONE ANSWER	1 = Too dangerous job 2 = Too hard job 3 = Not making enough money any longer 4 = I want to spend more time with my family 5 = Getting too old 6 = Because we never know what the catch will be tomorrow 7 = I never liked it but I have no other job 8 = I cannot get access to preferred fishing ground 9 = The contract is not fair 10 = Other, specify
D8	Would you like your children to become (or to continue to be) involved in fish-related activities (fishing, fish processing, fish trading)?	1 = YES 2 = NO ➤ D10
D9	Why do you want your children to become (or continue to be) involved in fish-related activities (fishing, fish processing, fish trading)? ALLOW FOR MORE THAN ONE ANSWER	1 = It will still be better than any other local job 2 = There won't be any other alternative 3 = This is our family's livelihood 4 = Because we are proud of being fisher(wo)men 6 = Other, specify
D10	Why don't you want your children to become (or continue to be) involved in fish-related activities (fishing, fish processing, fish trading)? ALLOW FOR MORE THAN ONE ANSWER	1 = TOO DANGEROUS JOB 2 = TOO HARD JOB 3 = NOT MAKING ENOUGH MONEY ANY LONGER 4 = THE RESOURCE WILL SOON BE DEPLETED 5 = CAN MAKE GOOD MONEY OUT OF IT 6 = one never knows what the catch will be tomorrow (too insecure) 7 = no access to preferred fishing ground 8 = the contracts are unfair Other, specify _____

		D14	D15	D16	D17	D18
Gear ID	FISHING EQUIPMENT	How many [FISHING EQUIPMENT] does your	If you wanted to sell [FISHING EQUIPMENT]	Did you purchase [FISHING EQUIPMENT]	Did you sell [FISHING EQUIPMENT] During the	How many [FISHING EQUIPMENT] did your

		household currently own? IF NONE, ENTER ZERO,	owned by your household today, how much would you receive?	During the last 12 months?	last 12 months?	household own one year ago? IF NONE, ENTER ZERO,
1	Dugout					
2	Plank boat					
3	Outboard engine					
4	Mosquito net					
5	Beach seine					
6	Long hand line					
7	Gill net					
8	Fish traps					
9	Cast net					
10	Other, specify					

	D20	D21	D22	D23	D24
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Fish caught ID	Please list up to five main species of fish that you or any member of your household have been landing during the last HIGH fishing season.				How much [FISH SPECIES] did you, other members of your household and/or any hired fishers catch on average per week during the last HIGH fishing season? ENTER AMOUNTS FOR UP TO TWO DIFFERENT TYPES OF PROCESSING. LEAVE TYPE 2 BLANK IF ONLY ONE TYPE OF PROCESSING.				What was the quantity of [FISH SPECIES] that you and any other members of your household were catching on average over the HIGH fishing season one year ago?				Do you consider the changes in your household's catch to be a major or slight increase, a major or slight decrease, or normal natural fluctuations in the stocks? CODES FOR CHANGE: 1 = MAJOR INCREASE 2 = SLIGHT INCREASE 3 = MAJOR DECREASE 4 = SLIGHT DECREASE 5 = NATURAL FLUCTUATIONS 6 = OTHER, SPECIFY				What are the two main reasons for the changes in your household's catch of [FISH SPECIES] over the last 12 months? ENTER UP TO TWO DIFFERENT REASONS PER FISH SPECIES. LEAVE REASON 2 BLANK IF ONLY ONE REASON IS GIVEN. CODES FOR CHANGE: 1 = MY HH HAS MORE OR BETTER FISHING GEAR NOW 2 = MY HH HAS FEWER OR OLDER FISHING GEAR NOW 3 = WE SPEND MORE TIME FISHING NOW 4 = WE SPEND LESS TIME FISHING NOW 5 = THERE ARE TOO MANY FISHERS NOW 6 = THERE ARE FEWER FISHERS NOW 7 = THE NUMBER OF FISHERS HAS NOT CHANGED BUT THEY ALL HAVE MORE GEAR 8 = THIS IS JUST DUE TO NATURAL FLUCTUATIONS 9 = OTHER REASON, SPECIFY			
	CODES FOR FISH PACKAGING: 1 = PIECE 2 = DOZEN 3 = KILOGRAM 4 = 5 KG BAG 5 = 10 KG BAG 6 = 25 KG BAG 7 = SMALL BASKET 8 = LARGE BASKET 9 = OTHER, SPECIFY				CODES FOR PROCESSING: 1 = FRESH 2 = SUN-DRIED 3 = SMOKED 4 = ICED 5 = OTHER, SPECIFY															
	FISH SPECIES CODE	Quantity landed	Packaging code	Processing code	Quantity landed one year ago	CODE	CODE 1	CODE 2												
	1																			
	2																			
	3																			
4																				
5																				

NO	QUESTION	
D25	Do you have access to your preferred fishing grounds? چا توهان کي مڃي مارڻ جي آڻي رسائي يا اجازت آهي جتي توهان مڃي مارڻ چاهيو ٿا؟	1 = YES 2 = NO
D26	Did you have access to your preferred fishing grounds one year ago?	1 = YES 2 = NO
D27	Do you need a contract to be able to access your preferred fishing grounds? چا توهان کي ان پسنديدہ مڃي مارڻ جي جاءِ تي رسائي حاصل ڪرڻ لاءِ ڪنهن ٺيڪي جي ضرورت آهي؟	1 = YES 2 = NO > D31
D28	With whom do you have a fishing contract? جيڪڏهن ها ته توهان جو ٺيڪيدار ڪير آهي؟	1 = Local (feudal) landowner 2 = The army / military / ministry of defense 3 = Middleman 4 = Paramilitary groups 5 = Government official / politician 6 = Other, specify
D29	How do you purchase the fishing contract? جيڪڏهن ها ته توهان اهو ٺيڪو ڪيئن خريد ڪندا آهيو؟	1 = Auction system > D31 2 = Fixed price > D31 3 = Part of the fishing catch 4 = Other, specify > D31
D30	IF YES, what percentage of the catch goes to purchase the fishing contract?	PERCENTAGE
D31	Did you need a contract to be able to access your preferred fishing grounds one year ago?	1 = YES 2 = NO
D32	Did you need a contract before 2007 to be able to access your preferred fishing grounds? 2007 کان اڳ ۾ چا توهان کي ٺيڪيداري جي ضرورت پوندي هئي؟	1 = YES 2 = NO
D33	Do you need to pay a middleman with your catch? چا توهان واپاري کي مڃي مارڻ جو حصو ڏيندا آهيو؟	1 = YES 2 = NO > D36
D34	IF YES, what do you need to pay him for? جيڪڏهن ها، ته چا جي لاءِ ڏيندا آهيو؟	1 = Repaying debts (boat, fishing material, etc.) 2 = Access to the fishing area 3 = Other, specify
D35	IF YES, what part of your catch is lost to this middleman? جيڪڏهن ها، ته ڪيترو حصو ڏيندا آهيو؟	PERCENTAGE
D36	Did you need to pay a middleman with your catch one year ago?	1 = YES 2 = NO > D39
D37	IF YES, what did you need to pay him for? جيڪڏهن ها، ته چا جي لاءِ ڏيندا آهيو؟	1 = Repaying debts (boat, fishing material, etc.) 2 = Access to the fishing area 3 = Other, specify
D38	IF YES, what part of your catch was lost to this middleman? جيڪڏهن ها، ته ڪيترو حصو ڏيندا آهيو؟	PERCENTAGE

D39	Do you know about the abolishment of the contract system and promulgation of the licence system by the Government of Sindh Livestock and Fisheries Department in 2011? چا توهان کي	1 = YES 2 = NO ➤ D41
D40	When did you hear about it?	Year: _____
D41	Do you have an official government of Sindh licence to access your preferred fishing grounds? چا توهان وٽ سنڌ گورنمينٽ جو لائسنز آهي؟	1 = YES ➤ D43 2 = NO
D42	IF NO, why not? OPEN ENDED QUESTION	
D43	If YES, when did you obtain the licence?	YEAR: _____
D44	Does it actually give you access to your preferred fishing grounds? جيڪڏهن ها، ته ان جي هنڌ جو توهان کي ڪو فائدو ٿيو آهي؟	1 = YES ➤ D46 2 = NO
D45	IF NO, why not?	1 = Still having contract system in place 2 = Other, specify _____
D46	In relation to the abolishment of the contract system. Did your livelihood change for the better, for the worse, or did it not result in significant change? نيڪيڊاري نظام جي ختم ٿيڻ سان چا توهان روزگار ۾ ڪا بهتر تبديلي آئي آهي يا صورتحال خراب ٿي آهي يا ڪو خاص فرق نه پيو آهي؟	1 = Better 2 = No significant change 3 = Worse
D47	Please explain why it became better, worse, or resulted in no significant change OPEN ENDED QUESTION	
D48	What is your most reliable information resource for knowing your rights as a fisher(wo)man? ماهيگيري حقوق جي ڄاڻ جو موثر ذريعو ڪهڙو آهي؟	1 = The government 2 = Pakistan Fisherfolk Forum 3 = Other human rights CSOs 4 = Family, neighbours, and friends 5 = Other, specify _____
D49	How do you receive information on your rights as a fisher(wo)man? توهان اها ڄاڻ ڪيئن حاصل ڪئي؟	1 = Television 2 = Newspaper 3 = News howling 4 = Social talk 5 = Organized events 6 = Other, specify _____

NO	QUESTION	
D50	Are you catching in general smaller or bigger fish than five years ago? 5 سال اڳ توهان جيڪا مڇي ماريندا هئا ڇا هاڻ ان کان وڏي ٿا ماريو يا ننڍي؟	1 = Bigger 2 = About the same 3 = Smaller
D51	Are you catching in general smaller or bigger fish than one year ago?	1 = Bigger 2 = About the same 3 = Smaller
D52	Do you think the fish stock is depleting? ڇا توهان سمجهو ٿا ته مڇي جو زخيرو گهٽجي رهيو آهي؟	1 = YES 2 = NO ➤ D57
D53	Do you take measures to stop it depleting جيڪڏهن ها، ته پوءِ توهان ڪي اپاءُ کنيا آهن؟	1 = YES 2 = NO ➤ D54
D54	Which measures do you take? OPEN ENDED QUESTION	
D55	Is the government taking action against depleting fishing stocks? جيڪڏهن ها ته گورنمينٽ ان تي ڪو ايڪشن ڪئي ٿي؟	1 = YES 2 = NO
D56	Which measures does the government take? OPEN ENDED QUESTION	
D57	Which organizations do you know that are taking action against depleting fishing stocks? جيڪڏهن ها ته ڪهڙيون تنظيمون ان تي ايڪشن ڪنديون آهن؟	1 = None 2 = PFF 3 = Other, specify _____
D58	Are you losing access to your preferred fishing grounds, because of people buying land property and do not allow access to fisherfolk to the water? ڇا لينڊ مافيا جي ڪري توهان کي پاڻي نائين رسائي ۾ ڪي مسئلا پيش اچي رهيا آهن؟	1 = YES 2 = NO ➤ NEXT SECTION
D59	IF YES, please explain OPEN ENDED QUESTION جيڪڏهن ها، ته مهرباني ڪري ان کي بيان ڪريو	

SECTION E: MANGROVES

NO	QUESTION	
E1	Are there mangrove forests in your area of fishing? چا توھان جتي مڇي ماريو ٿا اتي ٽمر جا ٻيلا آهن؟	1 = YES 2 = NO ➤ NEXT SECTION
E2	Do you regard the mangroves important for your fishing activities? چا توھان سمجھو ٿا ته جي مڇي مارڻ واري ڏندڙي ۾ ٽمر جو اهم ڪردار آھي؟	1 = YES 2 = NO
E3	IF YES, what are the 2 most important aspects of mangrove forests for sustaining your livelihood? جيڪڏهن ها، ته ڇو؟	1 = They are spawning and nursery areas for fish and shrimp 2 = They are fishing grounds 3 = They serve as flood protection 4 = They provide timber and fuel wood 5 = Other, specify
E4	Is the area of mangrove forest much larger, a bit larger, about the same size, a bit smaller, or much smaller than 5 years ago? گذريل 5 سالن جي پيٽ ۾ ٽمر جي جي ٻيلن جي ايراضي ۾ ڪهڙي ريت اثر ٿيو آهي؟	1 = Much larger 2 = A bit larger 3 = About the same 4 = A bit smaller 5 = Much smaller
E5	Is the area of mangrove forest much larger, a bit larger, about the same size, a bit smaller, or much smaller than one year ago?	1 = Much larger 2 = A bit larger 3 = About the same 4 = A bit smaller 5 = Much smaller
E6	IF SMALLER in E4 or E5, what is the main reason for the decline in area of mangrove forests? جيڪڏهن گهٽيا آهن ته انهن جو اهم سبب ڪهڙو آهي؟	1 = Legal cutting mangroves for timber 2 = Illegal cutting mangroves for timber 3 = Cutting mangroves for land reclamation by government for government projects 4 = Pollution destroys the mangroves 5 = Private investors buy land for reclamation (for residential projects) 6 = Camel grazing 7 = Other, specify
E7	IF SMALLER in E4 or E5, who is responsible for the decline of mangrove forests? جيڪڏهن گهٽيا آهن ته انهن جو زميندار ڪير آهي؟ ALLOW FOR MORE THAN ONE ANSWER	1 = Local fisherfolk 2 = Immigrant (illegal) fisherfolk 3 = The government 4 = Private landowners 5 = Paramilitary groups (rangers) 6 = Army / ministry of Defense 7 = Other, specify
E8	Does the government take action to protect mangrove forests in this area against degradation and deforestation? چا حڪومت ٽمر جي ٻيلن کي بچائڻ لاءِ ڪو قدم کنيو آهي؟	1 = Yes 2 = No ➤ E9 3 = I don't know ➤ E9
E9	What does the government do to protect the mangrove forests? OPEN ENDED QUESTION	
E10	Does your community take action to protect the mangrove forests against degradation and deforestation? چا توھان جي قبيلي ٽمر جي ٻيلن جي خلاف ڪو قدم کنيو آھي؟	1 = Yes 2 = No ➤ E11 3 = I don't know ➤ E11
E11	What does the community do to protect the mangrove forests? OPEN ENDED QUESTION	
E12	Are there any other organizations that take action to protect the mangrove forests against degradation and deforestation? ڪا ٻي آرگنائيزيشن ٽمر جي ٻيلن جي خلاف ڪو قدم کنيو آهي؟	1 = Yes 2 = No ➤ NEXT SECTION 3 = I don't know ➤ NEXT SECTION
E13	IF YES, which organizations جيڪڏهن ها ته ڪهڙي آرگنائيزيشن	1 = PFF 2 = Other, specify

E14	What does this/ do these organizations do to protect the mangrove forests? <p style="text-align: right;">OPEN ENDED QUESTION</p>	
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SECTION F: DISASTER RISK REDUCTION

NO	QUESTION		COD
F1	<p>Have any of the following events happened in the last 12 months that affected the economic situation of your household</p> <p>MORE THAN ONE RESPONSE ALLOWED</p>	<p>0 = None 1 = Drought 2 = Flood 3 = Cyclone/Strong winds 4 = Theft 5 = Crime 6 = Eviction 7 = Large increase in input prices 8 = Large decrease in output prices 9 = Livestock dying 10 = Fish stock depleting 11 = Dispute with family members 12 = Dispute with neighbors 13 = Erosion 14 = Frost/hailstorm 15 = Pest and disease 16 = Fire 17 = Death of household member 18 = Injuries/disablement of household member</p>	
F2	<p>Has your village developed a formal plan to reduce the impacts of natural hazards (floods, earthquakes, etc) or is it currently developing such kind of a plan?</p> <p>ڇا توهان کي ڄاڻ آهي ته توهان جي ڳوٺ ۾ قدرتي آفتن کي گهٽائڻ يا منهن ڏيڻ جو ڪو منصوبو ٺاهيو آهي؟</p>	<p>1 = Yes 2 = No > F5 3 = I don't know > F6</p>	
F3	<p>For how many years has this plan been in place?</p> <p>جيڪڏهن ها ته ڪيترن سالن جو منصوبو ٺاهيو آهي؟</p>	<p>NUMBER OF YEARS</p>	
F4	<p>Has the plan been effective / used in the past?</p> <p>جيڪڏهن ها، ته توهان ان منصوبي کي ڪيئن استعمال ڪيو؟</p>	<p>1 = Yes, it has been used and was effective > F6 2 = No, because there happened no natural hazards > F6 3 = No, it was not effective during a hazard</p>	
F5	<p>IF NO, why was it not effective?</p> <p>OPEN ENDED QUESTION</p>		
F6	<p>Has the district council developed or is developing a plan to reduce the impacts of natural hazards?</p> <p>ڇا ضلعي ڪائونسل ڪو پروگرام ترتيب ڏيڻي پئي قدرتي آفتن کي منهن ڏيڻ لاءِ؟</p>	<p>1 = Yes 2 = No > F11 3 = I don't know > F11</p>	
F7	<p>IF YES, was the community involved in the development of this District Disaster Management Plan?</p>	<p>1 = The village communities were very much involved in developing the plan 2 = The village communities were informed of the plan, but not involved in the development of the plan 3 = The village communities were not involved at all 4 = Other, specify</p>	

F8	IF YES, for how many years has this plan been in place? جيڪڏهن ها، ته اهو ڪيترن سالن کان عمل ۾ آهيو آهي؟	NUMBER OF YEARS	
F9	Has the plan been effective / used in the past? جيڪڏهن ها، ته توهان ان منصوبي کي ڪيئن استعمال ڪيو؟	1 = Yes, it has been used and was effective > F11 2 = No, because there happened no natural hazards > F11 3 = No, it was not effective during a hazard	
F10	IF NO, why was it not effective? OPEN ENDED QUESTION		
F11	Do you think your village is well-prepared to face any natural disaster? ڇا توهان سمجهو ٿا ته توهان جو ڳوٺ ڪنهن به قدرتي آفت کي منهن ڏيڻ لاءِ پوري طرح سان تيار آهي؟	1 = YES 2 = NO	

SECTION G: WATER AND SANITATION

NO	QUESTION	CODE	
G1	What is the main source of drinking water for members of your household?	1 = Piped water 2 = Piped into dwelling 3 = Piped to yard/plot 4 = Public tap/standpipe 5 = Tube well or borehole 6 = Hand pump 7 = Protected dug well 8 = Unprotected dug well 9 = Water from spring 10 = Water from protected spring 11 = Water from unprotected spring 12 = Rainwater 13 = Tanker truck 14 = Filtration plant 15 = Cart with small tank 16 = Surface water (river/dam/Lake/pond/st... 17 = Bottled water 18 = Other, specify _____	
G2	If connected to a water supply network (in home or communal), how often do you have running water per day IF NOT CONNECTED, WRITE "NA" جيڪڏهن واٽر سپلائي آهي ته ان ۾ هڪڙي ڏينهن ۾ ڪيتري ڏير پاڻي هلي ٿو؟	NUMBER OF HOURS	NA
G3	If connected to a water supply network (in home or communal), how many days per week do you have running water? IF NOT CONNECTED, WRITE "NA" جيڪڏهن واٽر سپلائي آهي ته ان ۾ هڪ هفتي ۾ ڪهڙا ڏينهن هلي ٿو؟	NUMBER OF DAYS	NA
G4	Does the quality (taste, smell, clarity) of the water supply satisfy your needs? واٽر سپلائي جي پاڻي جو معيار اوهان جي ضرورت جي مطابق آهي؟	1 = YES > G6 2 = NO	
G5	IF NO, why not? MULTIPLE ANSWERS ALLOWED	1 = Bad taste 2 = Bad smell 3 = Water is dirty Other, specify _____	
G6	Is the water treated at community level?	1 = YES 2 = NO	
G7	How do you treat your drinking water? READ THE OPTIONS	0 = None 1 = Boil it 2 = Filter it 3 = Add chemicals 4 = Let it stand and settle 5 = Strain through a cloth 6 = Solar disinfection 7 = Other, specify _____	
G8	Do you use human waste for productive purposes? ڇا توهان گنر جو پاڻي پيداوار جي لاءِ استعمال ڪريو ٿا؟	1 = YES 2 = NO > G10	
G9	IF YES, how do you use human waste? MULTIPLE ANSWERS ALLOWED	1 = Bio-digester for gas 2 = Composting of excreta 3 = Direct use of wastewater for crop production 4 = Urine for crop production 5 = Other use, specify _____	

G10	When do you usually wash your hands? گهڻي قدر توهان پنهنجا هٿ ڪنهن وقت تونيندا آهيو؟ MULTIPLE ANSWERS ALLOWED	1 = Before prayer times 2 = Before having a meal 3 = After having a meal 4 = Before going to bed 5 = Before cooking / handling food 6 = Before using the toilet 7 = After using the toilet 8 = Before handling fish 9 = After handling fish 10 = Other, specify _____
G11	Do you usually wash your hands with soap? ڇا توهان اڪثر پنهنجا هٿ صابن سان تونيندا آهيو؟	1 = YES 2 = NO
G12	How often do you take a bath/shower? ڪڏهن ڪڏهن وهنجندا آهيو؟	1 = At least once per day 2 = 5 – 6 days per week 3 = 3 – 4 days per week 4 = 2 - 3 days per week 5 = Once a week 6 = Less than once a week
G13	What is the main source of the bathing water? وهنجڻ جي لاءِ پاڻي استعمال ڪرڻ جو ڪهڙو ذريعو آهي؟	1 = Tap water 2 = Pumped groundwater 3 = Surface water
G14	Interviewer: ASK WOMEN ONLY Do the women in this household have appropriate materials for menstruation?	1 = YES 2 = NO 3 = I DON'T KNOW
G15	Interviewer: ASK WOMEN ONLY Are the women in this household able to keep clean during menstruation?	1 = YES 2 = NO 3 = I DON'T KNOW
G16	What type of sanitation do you have?	1 = Flush to piped water system 2 = Flush to Septic tank 3 = Flush to Pit latrine 4 = Flush to Elsewhere 5 = Flush to Unknown place 6 = Ventilated Improved Pit Latrine 7 = Pit Latrine with Slab 8 = Pit Latrine w/o slab/open pit 9 = Composting toilet 10 = Bucket 11 = Hanging toilet/hanging latrine 12 = No facilities/open defecation 13 = Other, specify

SECTION I: POLITICAL ATTITUDES

NO	QUESTION		CODE
I1	Do all adult men in this household have a CNIC?	1 = YES > I3 2 = NO	
I2	IF NO, How many adult men in this household do not have a CNIC?	NUMBER OF ADULT MEN	
I3	Do all adult women in the household have a CNIC?	1 = YES > I5 2 = NO	
I4	IF NO, how many adult women in this household do not have a CNIC?	NUMBER OF ADULT WOMEN	
I5	Are you currently registered as a voter? چا توهان جو ووٽ داخل آهي؟	1 = YES 2 = NO	
I6	IF NO, were you ever registered as a voter? جيڪڏهن نه ته ڪڏهن توهان جو ووٽ داخل هو؟	1 = YES 2 = NO	
I7	Did you vote during last national elections? واري عام چونڊن ۾ ووٽ ڏنو؟ 2012 چا توهان گذريل	1 = YES 2 = NO	
I8	Did you vote during last provincial elections? چا توهان گذريل صوبائي چونڊن ۾ ووٽ ڏنو؟	1 = YES 2 = NO	
I9	Did you vote during last union council (UC) elections? ڪائونسل چونڊن ۾ ووٽ ڏنو؟ چا توهان گذريل يونين	1 = YES 2 = NO	
I10	For fisherfolk, are politicians / legislators easier to access by men or by women?	1 = Men have much more easy access 2 = Men have a bit more easy access 3 = It is the same for men and women 4 = Women have a bit easier access 5 = Women have much more easy access	
I11	Why? OPEN ENDED QUESTION		
I12	Do you think you have easy access to law (police, courts, the judiciary system, legal aid)?	1 = Easily accessible > I14 2 = Accessible with some difficulty 3 = Accessible with many difficulties 4 = Not accessible at all	
I13	IF NOT EASILY ACCESSIBLE, what are the main barriers? OPEN ENDED QUESTION		
I14	For fisher folk, is law (courts, legal aid) easier to access by men or by women?	1 = Men have much more easy access to courts 2 = Men have a bit more easy access to courts 3 = It is the same for men and women 4 = Women have a bit easier access 5 = Women have much more easy access to courts	
I15	To what extent do you agree with the next statement? The political parties are concerned of the well-being of fisherfolk communities. چا توهان سمجهو ٿا ته سياسي پارٽيون فلاهي منصوبي لاءِ ڪم ڪن ٿيون؟	1 = Strongly disagree 2 = Disagree 3 = Neither disagree no agree 4 = Agree 5 = Strongly agree 6 = DON'T KNOW / CAN'T SAY	

I16	<p>To what extent do you agree with the next statement</p> <p>توهان هن بيان سان ڪيترا متفق آهيو؟</p> <p>Politicians and legislators are open in sharing their plans related to the livelihoods of fisherfolk communities</p> <p>چا سياستدان ۽ قانون ساز ماهيگيرن جي روزگار جا منصوبا ٻڌائين ٿا؟</p>	<p>1 = Strongly disagree 2 = Disagree 3 = Neither disagree no agree 4 = Agree 5 = Strongly agree 6 = DON'T KNOW / CAN'T SAY</p>
I17	<p>In respect to safeguarding fishing areas, what governmental departments do you think are most important?</p> <p>ڪهڙا حڪومتي ادارا ماهيگيرن جي لاءِ ڪم ڪن ٿا</p>	<p>0 = None / Don't know</p> <p>1.</p> <p>2.</p> <p>3.</p>
I18	<p>In respect to improving the livelihoods of fisherfolk communities, what governmental departments do you recognize as most important?</p> <p>ماهيگيرن جي روزگار کي بهتر بنائڻ لاءِ ڪهڙو حڪومتي ادارو وڌيڪ اهم آهي؟</p>	<p>0 = None / Don't know</p> <p>1.</p> <p>2.</p> <p>3.</p>
I19	<p>From your personal point of view, what has been the biggest change in policies for fisher folk communities since 2009?</p> <p>2009 کان ماهيگيرن جي پاليسين ۾ سڀني کان وڏي تبديلي ڪهڙي آهي؟</p>	<p>0 = None / Don't know</p> <p>1.</p> <p>2.</p> <p>3.</p>
I20	<p>IF THE RESPONDENT MENTIONS ONE OR MORE CHANGES, who or what was responsible for those changes</p> <p>جيڪڏهن ڪو هڪ زميدار آهي گهڻين تبديلين لاءِ، انهن تبديلي جي لاءِ ڪير زميدار آهي؟</p>	<p>1.</p> <p>2.</p> <p>3.</p>

SECTION J: SOCIAL CAPITAL

COMMUNITY GROUP	COMMUNITY GROUP CODE	J1	J2		J3	J4	J5	J6		J7		J8				
		Does this [COMMUNITY GROUP] exist in the community? 1 = YES 2 = NO <input type="checkbox"/>	Did any member of the household belong to or participate in this [COMMUNITY GROUP] over the last 24 months? IF YES WRITE THE ID CODE OF THE PERSON WHO PARTICIPATE 1 = YES 2 = NO <input type="checkbox"/>	What is the role that you/[ID CODE] have in the [COMMUNITY GROUP] ? <u>COMMUNITY GROUP?</u> 1 = PRESIDENT / CHAIRMAN / CHAIRLADY 2 = VICE PRESIDENT 3 = SECRETARY 4 = JOINT SECRETARY 5 = TREASURER 6 = MEMBER	How often does the group conduct meetings? Code: 1. Weekly 2. Monthly 3. Quarterly 4. Yearly 5. Others (specify)	How many times did you/[ID CODE] attend these meetings in the last 12 months? ALL "00" IF DON'T KNOW.	Why have you/[ID CODE] been a member of this [COMMUNITY GROUP] during the last 24 months? <i>(Do not prompt, record all that apply)</i> ALLOW FOR TWO MAIN ANSWERS 1 = INFORMATION/GET TRAINING 2 = PARTICIPATE IN THE DECISION PROCESS (FOOD DISTRIBUTION OR INFRASTRUCTURE MAINTENANCE) 3 = ACCESS TO CREDIT/PRODUCTION INPUTS 4 = SOCIAL GATHERING 5 = OBTAIN USEFUL CONTACTS 6 = EASIER ACCESS TO GOODS/SERVICES 7 = SERVE THE COMMUNITY 8 = OTHER(SPECIFY _____) 9 = DK/CS	What problems did the group encounter in its activities during the last 24 months? <i>(Do not prompt, record all that apply)</i> ALLOW FOR TWO MAIN ANSWERS 1 = NO PROBLEM 2 = TOO FEW MEMBERS NOT MOTIVATED 3 = LACK OF FUNDS 4 = LACK OF RULES 5 = LACK OF INFLUENCE IN THE COMMUNITY 6 = POLITICAL INTERFERENCE 7 = DISPUTES 8 = OTHER (SPECIFY _____) 9 = DK/CS	Can you tell me how many people participate to this [COMMUNITY GROUP] and how many are women? WRITE A NUMBER FOR TOTAL PARTICIPANTS AND A NUMBER FOR FEMALE PARTICIPANTS. ALLOW "DK/CS" IF DON'T KNOW OR CAN'T SAY	ANSWER 1	ANSWER 2	ANSWER 1	ANSWER 2	TOTAL	WOMEN	
PFF	01															
OTHER FISHER(WO) MEN ORGANIZATION	02															
DISASTER RISK REDUCTION GROUP	03															
WATER MANAGEMENT GROUP	04															
INFRASTRUCTURE MANAGEMENT GROUP	05															
PEACE COMMITTEE	06															

COMMUNITY GROUP	COMMUNITY GROUP CODE	J1	J2	J3	J4	J5	J6	J7	J8
		Does this [COMMUNITY GROUP] exist in the community? 1 = YES 2 = NO <input type="checkbox"/> <input type="checkbox"/> NEXT COMMUNITY GROUP	Did any member of the household belong to or participate in this [COMMUNITY GROUP] over the last 24 months? IF YES WRITE THE ID CODE OF THE PERSON WHO PARTICIPATE 1 = YES 2 = NO <input type="checkbox"/> <input type="checkbox"/> J8	What is the role that you/[ID CODE] have in the [COMMUNITY GROUP]? COMMUNITY GROUP? 1 = PRESIDENT / CHAIRMAN / CHAIRLADY 2 = VICE PRESIDENT 3 = SECRETARY 4 = JOINT SECRETARY 5 = TREASURER 6 = MEMBER	How often does the group conduct meetings? Code: 1. Weekly 2. Monthly 3. Quarterly 4. Yearly 5. Others (specify)	How many times did you/[ID CODE] attend these meetings in the last 12 months? ALL OW "00" DON'T KNOW.	Why have you/[ID CODE] been a member of this [COMMUNITY GROUP] during the last 24 months? (Do not prompt, record all that apply) ALLOW FOR TWO MAIN ANSWERS 1 = INFORMATION/GET TRAINING 2 = PARTICIPATE IN THE DECISION PROCESS (FOOD DISTRIBUTION OR INFRASTRUCTURE MAINTENANCE) 3 = ACCESS TO CREDIT/PRODUCTION INPUTS 4 = SOCIAL GATHERING 5 = OBTAIN USEFUL CONTACTS 6 = EASIER ACCESS TO GOODS/SERVICES 7 = SERVE THE COMMUNITY 8 = OTHER(SPECIFY _____) 9 = DK/CS	What problems did the group encounter in its activities during the last 24 months? (Do not prompt, record all that apply) ALLOW FOR TWO MAIN ANSWERS 1 = NO PROBLEM 2 = TOO FEW MEMBERS 3 = MEMBERS NOT MOTIVATED 4 = NO LEADERSHIP 5 = LACK OF FUNDS 6 = LACK OF RULES 7 = LACK OF INFLUENCE IN THE COMMUNITY 8 = POLITICAL INTERFERENCE 9 = DISPUTES 10 = OTHER (SPECIFY _____) 11 = DK/CS	Can you tell me how many people participate to this [COMMUNITY GROUP] and how many are women? WRITE A NUMBER FOR TOTAL PARTICIPANTS AND A NUMBER FOR FEMALE PARTICIPANTS. ALLOW "DK/CS" IF DON'T KNOW OR CAN'T SAY
WOMEN GROUP	07								
YOUTH GROUP	08								
MICROCREDIT GROUP (e.g. Coop)	09								
SENIOR CITIZEN	10								

SECTION K: PFF AND FISHER(WO)MEN ORGANIZATIONS

INSTRUCTIONS: THERE ARE 3 VERSIONS OF SECTION K: KA (QUESTIONS K1 TO K18), KB (QUESTIONS K19 TO K32), AND KC (QUESTIONS K33 TO K39)

CHECK QUESTIONS J1 AND J2 TO SEE IF PFF EXISTS IN THE COMMUNITY AND IF SOME HOUSEHOLD MEMBERS ARE PFF MEMBERS

IF PFF EXISTS IN THE COMMUNITY AND SOME HOUSEHOLD MEMBER IS PART OF PFF, THEN GO TO question K1 (Ka)

IF PFF EXISTS IN THE COMMUNITY BUT NO HOUSEHOLD MEMBER IS PART OF PFF, THEN GO TO QUESTION K19 (Kb)

IF PFF DOES NOT EXIST IN THE COMMUNITY, THEN GO TO QUESTION K33 (Kc)

Ka : PFF EXISTS IN THE COMMUNITY AND SOME HOUSEHOLD MEMBER IS A PFF MEMBER
(see SECTION J ABOVE):

NO	QUESTION	
K1	For how long have you been a member? جا ميمبر آهيو؟ PFF توهان ڪيتري عرصي کان	NUMBER OF YEARS
K2	What is the biggest achievement of your unit in the last year? OPEN ENDED QUESTION	
K3	Did you elect the board members of your unit?	1 = YES 2 = NO
K4	To what extent do you agree with the following statement: The PFF represents the needs and interests of the fisherfolk communities very well. ماهيگيرن جا مسئلن جي حقن لاءِ دلچسپي وٺي ٿو؟ PFF توهان جي خيال ۾	1 = Strongly disagree 2 = Disagree 3 = Neither disagree nor agree 4 = Agree 5 = Strongly agree
K5	To what extent do you agree with the following statement: The PFF has achieved many results in the political system in the benefit of the fisherfolk communities. سلسلي نظام ۾ ڪي ڪاميابيون حاصل ڪيون آهن؟ PFF توهان جي خيال ۾	1 = Strongly agree > K7 2 = Agree > K7 3 = Neither agree nor disagree > K7 4 = Disagree 5 = Strongly disagree
K6	IF DISAGREE, in your opinion, why did PFF not achieve results in the benefit of the fisherfolk communities? توهان جي خيال ۾ فشر فوڪ ڪميونٽي اهي فائدا حاصل نه ڪري سگهي آهي؟ OPEN ENDED QUESTION	
K7	In your opinion, what are the main achievements of the PFF the last 12 months. جون ڪهڙيون ڪاميابيون آهن؟ PFF گذريل 2 سالن ۾	1. 2. 3.
K8	In your opinion what are the biggest achievements of the PFF since its founding? توهان جي خيال ۾ فشر فوڪ ٺهڻ کان اڄ تائين ڪيتريون ڪاميابيون آيون آهن؟	1. 2. 3.

K9	During the last 12 months, have you been actively involved in an activity of the PFF?	1 = YES ➤ K11 2 = NO
K10	IF NO, why not? OPEN ENDED QUESTION	
K11	During the last 12 months, what were the three most important activities organized by the PFF you were involved in? حصو ورتو هو؟ PFF گذريل 2 سالن کان اهي ڪهڙيون خاص (ONLY IF THE RESPONDENT ASKS: e.g. protest marches, signing petitions, sit-ins, etc.)	1. 2. 3.
K12	What was the goal of these activities? (ONLY IF THE RESPONDENT ASKS: e.g. fishing rights, contracting issues, empowering women, etc.)	1. 2. 3.
K13	During the last 12 months, have any household members been offered any incentives from non-PFF members to resign their membership or to not become a member? چا گذريل 2 سالن کان ڪنهن گهر جي ڀاتي کي چيو ويو آهي ته استعيفا ڏئي؟ (ONLY IF THE RESPONDENT ASKS: e.g. money, gifts, etc.)	1 = YES 2 = NO
K14	During the last 12 months, have any household members been threatened by non-PFF members to resign their membership or to not become a member? گذريل 2 سالن کان ڪنهن گهر جي ڀاتي کي ڏمڪايو آهي؟	1 = YES 2 = NO
K15	During the last 12 months, have any household members been violently abused by non-PFF members, because they were involved in PFF activities? گذريل 2 سالن کان ڪنهن گهر جي ڀاتي تي تشدد ڪيو ويو آهي؟	1 = YES 2 = NO
K16	Has the livelihood of your family improved by the activities of the PFF? ڪهڙو فرق پيو آهي؟ PFF توهان جي سرگرمين تي	1 = YES 2 = NO ➤ K18
K17	IF YES, please explain OPEN ENDED QUESTION	
K18	IF NO, please explain OPEN ENDED QUESTION	

Kb: RESPONDENT IS NOT a PFF MEMBER BUT PFF EXISTS IN THE COMMUNITY (see SECTION J)

NO	QUESTION	
K19	Have you been a member of PFF in the past?	1 = YES 2 = NO ➤ K21
K20	Why did you quit?	1 = Not interesting 2 = Did not have time to get involved 3 = Felt excluded in the unit 4 = Did not like the composition of the unit 5 = Political reasons 6 = Being a member was not useful for my household 7 = Being a member was not useful for the community 8 = Other, specify _____
K21	Why are you not a member of PFF? توهان ميمبر ڇو نه آهيو؟	1 = Not interested 2 = No time to get involved 3 = Were not allowed to be a member 4 = Do not wish to because of the composition of the unit 5 = Do not wish to because of political reasons 6 = PFF units is not useful for my household 7 = PFF units are not useful for the community 8 = Other, specify _____
K22	To what extent do you agree with the following statement: The PFF represents the needs and interests of the fisherfolk communities very well. ماهيگيرن جا مسئلن جي حقن لاءِ دلچسپي وٺي ٿو؟ PFF توهان جي خيال ۾	1 = Strongly disagree 2 = Disagree 3 = Neither disagree nor agree 4 = Agree 5 = Strongly agree
K23	To what extent do you agree with the following statement: The PFF has achieved many results in the political system in the benefit of the fisherfolk communities. سلسلي نظام ۾ ڪي ڪاميابيون حاصل ڪيون آهن؟ PFF توهان جي خيال ۾	1 = Strongly agree ➤ K25 2 = Agree ➤ K25 3 = Neither agree nor disagree ➤ K25 4 = Disagree 5 = Strongly disagree
K24	IF DISAGREE, in your opinion, why did PFF not achieve results in the benefit of the fisherfolk communities? توهان جي خيال ۾ فشر فوڪ ڪميونٽي اهي فائدا حاصل نه ڪري سگهي آهي؟ OPEN ENDED QUESTION	
K25	What are the main achievements of the PFF the 12 months. جون ڪهڙيون ڪاميابيون آهن؟ PFF گذريل 2 سالن ۾	1. _____ 2. _____ 3. _____
K26	During the last 12 months, have any household members been offered any incentives from PFF members to become a member? ڇا گذريل 2 سالن کان ڪنهن گهر جي ڀاتي کي چيو ويو آهي ته استعيفا ڏئي؟ (e.g. money, gifts, etc.)	1 = YES 2 = NO
K27	During the last 12 months, have any household members been threatened by PFF members? گذريل 2 سالن کان ڪنهن گهر جي ڀاتي کي ٽمڪايو آهي؟	1 = YES 2 = NO ➤ K29
K28	Was the household member threatened because s/he was NOT involved in PFF?	1 = YES 2 = NO

K37	<p>To what extent do you agree with the following statement:</p> <p>The PFF has achieved many results in the political system in the benefit of the fisherfolk communities.</p> <p>سازي نظام ۾ ڪي ڪاميابيون حاصل ڪيون آهن؟ PFF توهان جي خيال ۾</p>	<p>1 = Strongly agree 2 = Agree 3 = Neither agree nor disagree 4 = Disagree 5 = Strongly disagree</p>
K38	<p>IF DISAGREE, in your opinion, why did PFF not achieve results in the benefit of the fisherfolk communities?</p> <p>توهان جي خيال ۾ فشرفوڪ ڪميونٽي اهي فائدا حاصل نه ڪري سگهي آهي؟</p> <p>OPEN ENDED QUESTION</p>	
K39	<p>What are the main achievements of the PFF the last 12 months.</p> <p>جون ڪهڙيون ڪاميابيون آهن؟ PFF گذريل 2 سالن ۾</p>	<p>1. 2. 3.</p>

THANK YOU!

PAKISTAN

FOLLOW-UP REPORT

MFS II JOINT EVALUATIONS

SCOPE

*Capacity Development and Efforts to
Strengthen Civil Society*

Compiled by IDS, MetaMeta and MDC

April 2015

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LIST OF ACRONYMS

AAHM	Alliance Against Hunger and Malnutrition
CBO	Community-Based Organisation
CD	Capacity Development
CEO	Chief Executive Officer
CFA	Co-funding Agency
CS	Civil Society
CSI	Civil Society Index
CSO	Civil Society Organisation
CRS	Catholic Relief Services
CSR	Corporate Social Responsibility
EAD	Economic Affairs Division
ECC	Economic Coordination Council
FCA	Foreign Contributions Act
FOs	Farmer Organisations
ILC	International Land Coalition
INGO	International non-governmental organisation
LWA	Land Watch Asia
M&E	Monitoring and Evaluation
MFS	Medefinancieringsstelsel (co-financing system)
MoU	Memorandum of Understanding
NGO	Non-governmental organisation
NPCP	National Peasant Coalition of Pakistan
PPAF	Pakistan Poverty Alleviation Fund
PPP	Pakistan Peoples Party
SCOPE	Society for Conservation and Protection of Environment
SLM	Sustainable Land Management
SPO	Southern Partner Organisation
TOC	Theory of Change
UNCCD	UN Convention to Combat Desertification
UNCED	UN Conference on Environment and Development
UNICEF	United Nations Children's Fun
UNDP	United Nations Development Programme
WFD	World Food Programme

1 INTRODUCTION

This paper presents the main findings of the follow up evaluation of the capacity development and civil society strengthening objectives of the “Society for Conservation and Protection of Environment (SCOPE)”. The project received funding from MFS II through Oxfam Novib. The ‘National Peasant Coalition of Pakistan’ (NPCP) implemented by SCOPE, and the SPO's work in general, was pre-selected for an assessment of efforts to develop capacity and strengthen civil society. The evaluation is based on an assessment of the changes in the five core capabilities and five civil society index (CSI) dimensions that occurred since the baseline of 2012.

The paper proceeds as follows. Section 2 introduces the reader to the local contextual factors in which SCOPE is working. Section 3 describes the project and its main objectives and activities. Section 4 presents the data collection method. Section 5 provides the results of the main changes observed in the five core capabilities. Section 6 discusses the main changes observed as regards capacity development and Section 7 summarizes the main findings by answering the pre-defined evaluation questions related to capacity development. Sections 8-9 are devoted to the analysis in terms of civil society strengthening, and Section 10 summarizes the main findings by answering the pre-defined evaluation questions related to civil society strengthening.

Key findings on capacity development:

Compared to the baseline, the overall score for capability 1 “Commit and Act” has not changed, the score for capability 2 “Achieve Development Results” has increased from 3.3 to 3.8, the score for capability 3 “Relate (Craft, Manage and Sustain Key Relationships)” has increased from 3 to 3.8, the score for capability 4 “Adapt and self-renew” increased from 3 to 3.5 and the score for capability 5 “Achieve (retain) coherence” has remained stable at 3.5

Positive changes have notably been recorded in SCOPE’s strategic and operational planning ability, its strengthened cooperation with national and international CSOs, the government and the private sector, the ability to be a catalyst of change in land governance, and its capacity to reflect on its past experience to adapt its future trajectory.

However, the observed changes are only to a small extent attributable to the MFS-II. This is due to the fact that while MFS did support civil society strengthening activities, it did not provide funding for capacity building of SCOPE within the evaluated intervention. The positive changes relative to SCOPE’s strategic shifts and reflexive process are attributable to its long experience, its national network and joint analyses with peer CSOs, and its international exposure.

A negative evolution on human resource management and qualification has been recorded. We believe that this is related to insufficient long-term funding for the SPO to invest in its human resources and its institutional development. Insufficient institutional funding is the consequence of both, short-term funding approach, focused more on service-delivery projects which drives international development cooperation, and the restrictions imposed to the non-for-profit sector to generate own revenues.

Key findings on civil society strengthening:

Compared to the baseline, the overall score for Civil Society index 1 “Civic Engagement” has increased from 1 to 1.5, the score for Civil Society Index 2 “Level of Organization” remained stable at 2.4, the score for Civil Society Index 3 “Practice of values” remained stable at 2.5, the score for Civil Society Index 4 “Perceptions of Impact” remained stable at 2 and the score for Civil Society Index 5 “Environment” increased from 1 to 2.

Positive changes in terms of civil engagement stems from improved diversity of civil engagement. The creation of the National Peasant Coalition of Pakistan with support of the MFS-II has been a great achievement of SCOPE because it reunites for the first time many grass-root organisations around Pakistan. Thanks to the advocacy trainings and capacity building provided by SCOPE, members of peasant organisations are now more equipped to contribute in provincial level decision-making. The environment has also improved which is reflected in a better socioeconomic, political and cultural context.

However, the process of change is long and challenging and it is too early to see concrete improvements in terms of policy reforms and social impact. It is also difficult to attribute the small positive changes that we currently observe to the MFS II funding. Improvements are the result of more robust analysis and more inclusive discussions and cooperation between a number of CSOs, peasant organisations, activists, politicians and SCOPE. The MFS-II supported NPCP represents just the tip of the iceberg, but nonetheless a significant one.

In addition, despite enabling funding for meetings and activities of the NPCP, the role of Oxfam Novib was perceived by SCOPE as ambiguous and back holding.

2 CONTEXT

2.1 Position of the government towards CSOs

Overall, the political transition towards democracy starting with the elections of 2008, brought about positive change for the civil society in Pakistan that is now increasingly involved in decision making and consultation. However, these positive developments are set back by recently introduced restrictions and control by the government on the work of NGOs and INGOs. In 2013, the Pakistani Economic Coordination Council (ECC) approved a policy for the regulation of organizations receiving foreign contributions, which is intended to control foreign funding to NGOs and INGOs. The draft Foreign Contributions Act (FCA) of 2014 may soon be enacted by the National Assembly and will supersede the policy. According to the policy, all NGOs receiving foreign contributions have to register with the Economic Affairs Division (EAD) and international NGOs have to sign a memorandum of understanding (MoU) for a period up to five years. All requests for registration will be approved after scrutiny by the Ministry of Interior, the provincial government and/or local government and other relevant stakeholders. NGOs will have to maintain full disclosure of their activities, their respective areas of work, the source of their funding and the utilization of their funds. Under the new policy, NGOs' activities and priorities will be reviewed by the federal and provincial governments and NGOs would have to provide all required information to the federal government. It is unclear to what extent the policy's provisions are being enforced. However, the government's suspension of MoUs with foreign-funded aid organizations in April 2014 may be an attempt to enforce the policy. New MoUs will be issued only upon security clearance. In the last two years, the government has been reviewing MoUs every few months. Oxfam Novib's MoU was withdrawn in 2013 and it took one and half years to renew it. In addition, in May 2014 the government revised the registration process for NGOs receiving funds from foreign sources and made it mandatory for them to declare their sources of funding, in addition to providing reasons and justification to work in Pakistan. The government claims the policy addresses the concern over atomization of organizations, lack of transparency and accountability, corruption, and the spread of family/tribes-led organizations that aliment patronage systems. The SPOs and CFAs evaluated as part of the joint MFS-II evaluation perceive the NGO bill as a means to exert control over the advocacy and lobbying work of civil society organizations. NGOs were not consulted in the policy making process. Several international NGOs have been blamed by the government of blasphemy and espionage and are object of hostile surveillance. The policy will likely have implications for governance and work of SPOs. For instance, the increased security measures, which project staff (both external and national) has to follow, are raising implementation costs and causing delays in the delivery of services.

2.2 Financial situation of CSOs

Institutional sustainability is a main issue for the survival of CSOs. Most CSOs in Pakistan, depend upon donor funding for implementation of projects. However, as most donor funding is short-term, project-based, and service delivery/output focused, access to funding for institutional strengthening

is one of the main challenges for the sustainability of CSOs. Project funding generally covers salaries, project activities and other logistic needs, however practically NGOs do not have extra resources for maintaining offices, core staff and other necessary facilities. In the face of this, there is increasing pressure of donors for high level, corporate-like performance of NGOs who, however, are forced to strategize project to project instead of having a programme approach. In case of termination of project, NGOs are often not able to retain senior and qualified experienced staff.

While there is increasing awareness by CSOs, and push from donors and partner INGOs, on the need to diversify funding sources and start raising their own funds by engaging in social entrepreneurship and with the private sector, national laws governing the non-for-profit sector, do not allow to earn profit, invest savings and keep saving accounts.

3 PROJECT DESCRIPTION

The Society for Conservation and Protection of Environment (SCOPE) is an UN accredited non-profit civil society organization which is working on land degradation and land governance issues since 1988. SCOPE was formed in order to rehabilitate the Malir valley in Karachi. SCOPE has since been striving to restore the greenbelt in the Malir valley by managing to halt quarrying in the valley and later to build small dams for water recharge. Currently SCOPE is an active player in the implementation of the UN Convention to Combat Desertification (UNCCD) and working in the drought affected areas of Pakistan for combating drought and desertification. SCOPE is also a member of International Land Coalition (ILC) and Land Watch Asia (LWA).

Most of SCOPE's work is in the nature of networking, capacity building, and advocacy, at national, regional and global scale. On the other hand, SCOPE also believes in concrete action and implements projects in the field. For the last decades, SCOPE has been focussing on four districts in Sindh province, Pakistan. SCOPE has expanded its outreach in drought and climate affected areas and is covering 11 districts in Sindh and 2 in Baluchistan through networking and linkages processes. Its vision is "Sustainable development based on clean environment and rich biodiversity leading to sustainable and socio-economically viable human settlements". SCOPE has specialised in the following thematic areas:

1. Combating drought and desertification
2. Sustainable land management
3. Renewable energy
4. Water & Sanitation
5. Natural resource management & conservation of biodiversity
6. Climate adaptation
7. Sustainable agriculture, and sustainable livelihoods
8. Land governance and land reforms

SCOPE is cooperating with OXFAM Novib since 2011. From February 2011 to January 2012, OXFAM Novib supported the "Strengthening Grassroots Land Right Throughout Pakistan" project. The objective of the project was to build a national level coalition of peasants' organizations / movements and their support institutions (mid level NGOs), and individual experts, with the aim to revitalize agenda of land reforms in Pakistan and to develop a road map which could lead peasants and landless farmers towards the target of secure access to land and tenancy entitlements through ownership and legally secure tenure rights. The project ended in 2012, however, Oxfam Novib continued its support to the National Peasants Coalition of Pakistan (NPCP), which was conceived and established by SCOPE in February 2012 during the previous project and which can be seen as a coherent continuation of the same. The NPCP is a national platform of peasants' movements struggling for land reforms in Pakistan. NPCP aims to empower small and landless farmers in the country and to advocate for equitable land access and agrarian reforms in Pakistan. Oxfam Novib's support to the NPCP will end in 2015. The NPCP is also supported by the International Land Coalition and the Land Watch Asia.

The specific objectives are to:

- To build NPCP as a national platform of peasants' movements and land right activists who are struggling to secure access to land and land ownership rights under a comprehensive land and agrarian reforms in Pakistan.
- To build capacity and initiate institutional building of peasants' organizations
- To empower women farmers through securing their land rights

3.1 Theory of Change

SCOPE is currently in a process of self-reflexion on its future strategy and activities. The main change is a move from service-delivery projects to a program-based approach focusing on advocacy for land reforms and food security. At the beginning of its activity, SCOPE focused mainly on advocacy and lobbying for environmental conservation. Adhering to the UNCCD, SCOPE realised it had to back up its advocacy work at the international level with the proof of tangible interventions at the grassroots level. They started with physical interventions and experimentation to control land degradation, which also aimed to accommodate peasants' demands for "more than words". Gradually, in the last years (and with 25 years experience at the grassroots level) they have been shifting their focus to land governance, land rights and the empowerment of minorities and the poor.

The implicit theory of change behind this shift is that formalising access to land to the poor and vulnerable through land reforms would empower peasants, which, in turn, is fundamental to managing natural resources sustainably, achieving food security, reversing land degradation, and alleviating poverty. Moreover, in a country where the feudal system is so strongly embedded, organising peasants in strong coalitions is the only way they can face powerful landlords and other powers such as governmental authorities and the military. SCOPE recognises the need to institutionalise the process of land rights recognition and land access. Land reforms are seen as a part of a democratization process.

Meanwhile, SCOPE is also revising its advocacy strategy to make a real difference through pointed advocacy with political parties and specific governmental departments, using international conventions as an instrument to gain credibility and authority (especially the UNCCD). Yet, beyond advocacy and lobbying, SCOPE still wants to produce tangible results as well. Its strategy would be then a blend of right-based and service-delivery work. This reflection is also a response to common critics of CSOs in Pakistan suggesting CSOs are mispending tax payers money and do not deliver on concrete outcomes.

4 DATA COLLECTION AND ANALYTICAL APPROACH

The method of data collection used was fairly straightforward, as was the sampling strategy. We started with the most obvious actors — the main programme staff of the SPO and the CFA. We then snowballed from these interviews to set up other interviews with relevant actors, which in SCOPE's case, based on the key outcome that we wanted to explore, included partner organisations in the networks that it participates in.

For the assessment of changes in capacity development, we first held several interviews with main programme staff of Oxfam Novib (Mrs. Seher Afsheen, Programme Manager, Mr. Iftikhar Nizami, Associate Country Director, Mrs. Javeria Afzal, Advisor Livelihood and DRR) and SCOPE. The full list of persons interviewed is in Annex A.

The main tool for the scoring of the five core capabilities was a structured questionnaire addressed to SCOPE management staff that we repeated from the baseline. Mr. Tanveer Arif (CEO), Ms. Mahajabeen (Programme Coordinator), and Mr. Tahir Hasnain (Coordinator Land and Food Security-NPCP Secretariat) participated to the meetings. Second, we corroborated the information collected during the workshops with SCOPE staff with relevant partners indicated by SCOPE. Finally, we also reviewed all relevant organisational and project's documents (e.g. strategic plan, project's mid-term and final evaluations, and progress reports) and web-based information.

The primary data collection activities were complemented by a detailed review of information from various organisational documents provided by the SPO (annual reports, a mid-term evaluation, network lists, network position statements, draft bills and internal manuals), as well as other secondary sources of data that were used to verify key diagnostic pieces of the evidence base on SCOPE and MFS-II funded activities. These included literature on Pakistan, key web sites and online resources, and news sources.

The main method of analysis used to assess SCOPE's capacity development and efforts to strengthen civil society is to compare the findings of the follow-up survey with those of the baseline survey to identify changes in core capabilities and the five CSI dimensions. This was done specifically by comparing the scores generated by the follow-up questionnaire with those from the baseline. This was then complemented by the qualitative information gathered. Any discrepancies across the scores were cleared through triangulation and re-interrogating the scores with the different respondents. The data generated through this process is collated and attached as Annex B and C in the form of a Quick Assessment Sheet, which in turn was used to generate the findings discussed in Sections 5 and 6.

5 RESULTS ON CAPACITY DEVELOPMENT

Research Question 1: Provide descriptive analyses and scoring of relative changes in the five capabilities. If available, provide description of individual indicators in an Annex.

A summary of the overall scores on the core capabilities and their sub-components is given in the table below followed by descriptive results for each of the indicators.

	Core Capabilities <i>(with sub-components)</i>	Baseline Score	Follow-up Score
1	Commit and Act	3.3	3.3
1.1	Strategic & Operational Planning	3	4
1.2a	Human Resource Management and Qualifications	3	2
1.2b	Staff Thematic Expertise	4	4
1.2c	Staff Commitment to Results	4	4
1.3	Leadership	3	3
1.4	Financial Position	3	3
2	Achieve Development Objectives	3.3	3.5
2.1	Results	3	4
2.2	Sustainability of Results	4	4
2.3	Relevance of Results	3	3
2.4	Cost-Effectiveness of Results	3	3
3	Relate	3	3.8
3.1	Use of Power Analysis and Strategic Positioning	3	4
3.2	Legitimacy	3	3
3.3	Collaboration	3	4
3.4	Engagement with Other Actors	3	4
4	Adapt and Self-Renew	3	3.5
4.1	Adaptation of Strategies	3	4
4.2	Involving Others in Learning	2	2
4.3	Learning Organization	2	3
4.4	Innovation	3	3
5	Achieve (Retain) Coherence	3.5	3.5
5.1	Strategic Coherence	4	4
5.2	Coherence in Organizational Structure	3	3
5.3	Consistency in Financial Management	3	3

	and Systems		
5.4	Governance	4	4
	Average	3.2	3.5

Core Capability 1: Commit and Act

Compared to the baseline, the overall score for capability 1 did not change (3.3). However, there are changes in individual indicators.

Strategic and Operational Planning: This indicator has slightly improved. The 5 year strategic plan (2012-2017) has been approved by the Management Team. Yet they opted for a “light” version. SCOPE is currently in a process of reflexion and internal discussion on its future strategy and activities reflecting the theory of change presented earlier. The main change in strategy is a move from service-delivery projects to program-based approach focusing on advocacy for land reforms and food security. Meanwhile, they are also revising their advocacy strategy to make a real difference through pointed advocacy with political parties and specific governmental departments, using international conventions as an instrument to gain credibility and authority (especially the UNCCD). Beyond advocacy and lobbying, they still want to produce tangible results. Their strategy would be a blend of right-based and service-delivery work. This reflection is also a response to common critics of CSOs in Pakistan suggesting CSOs are mispending tax payers money and do not deliver on concrete outcomes.

Human Resource Management and Qualification: This indicator decreased since the baseline. The intention to retain qualified staff is there, however, as highlighted in the context section, most donor funding is short-term, project-based, and service delivery focused, whereas access to funding for institutional strengthening is one of the main challenges for the sustainability of CSOs. Against this backdrop, SCOPE cannot guarantee long-term contracts to its staff.

Ideally, SCOPE would like to keep 8 core staff members, now there are 4: CEO, Programme Manager and 2 financial managers. They recently lost 3 engineers. They were already working 75% of their time on a voluntary basis (showing commitment, motivation and strong personal relationship between SCOPE and its staff). Moreover, there is no sufficient fund for staff’s capacity development, particularly of senior staff. Trainings are largely in-built in projects, and in the last 2 years they focused mostly on financial management, social mobilisation, and WATSAN. Trainings were funded mostly by the Pakistan Poverty Alleviation Fund (PPAF) and the Catholic Relief Society (CRS). ON supported a training of 3 days on data collection via mobile phones.

Staff Thematic Expertise: There is no significant change to report. SCOPE’s staff has extensive experience relevant to its core activities and thematic areas of intervention. The Core staff members have been working for SCOPE for more than 10 years, despite low salaries and often delayed payments. There are also some new entries, like the Mr. Tahir Hasnain, Coordinator of the NPCP Secretariat, expert in World Trade Organisation, Food security, Climate Change and Gender.

Staff Commitment to Results: There are no significant changes relative to this indicator. The small turn-over rate demonstrates staff's motivation to work for SCOPE, despite financial restrictions. Staff benefits from flexibility and freedom, shares the humanitarian cause and spirit of intervention and enjoys the close relation with local communities. Volunteers also demonstrate this.

Leadership: There are no significant changes. At higher organisational levels members (general members and executive committee) are not very active. Three executive members have been replaced by interim members (in attendance of official elections every 5 years). At management level (CEO, program coordinator, financial management) procedures are quite efficient. The management team meets 3 times per week for day to day issues. Then, there are monthly and quarterly meetings to discuss human resources and financial issues, procurements, policies and strategic issues. If project-related issues are discussed then, also project staff is invited. This happens every month. Total budget is shared with all management staff and project coordinator who sometimes shares with project staff (also depends on their computer literacy level). The budget is circulated in soft and hard copies. Information is sometimes shared also with beneficiary communities.

Financial Position: There is no significant change relative to this indicator. The ongoing projects and donors ensure a healthy financial situation to carry out the envisioned project activities. SCOPE has 5 major projects, two of them funded by the MFS-II. However, there are no sufficient funds for staff's capacity development, particularly of senior staff. SCOPE believes that the future lies with revenue generating activities to reinvest in institutional development and become increasingly independent from donor-driven interventions. However, as mentioned in the context section, its current status as an NGO does not allow raising its own funds. One way would be to create a sister profit organisation and then re-invest the profit in sustainable development. Profit could be generated by marketing environmental services (e.g. carbon market), by scaling up its clean water pilot, or renewable energy technologies, or through consultancy work. MFS-II funding makes up 15-20% of SCOPE's budget.

Core Capability 2: Achieve Development Results

The overall score for capability 2 increased from 3.3 to 3.5 since the baseline due to the changes described below.

Results: There have been some positive change relative to this indicator. Even if the land reform intervention supported by Oxfam Novib started only in 2011, some progress has been made in bringing the land reforms back on the government's agenda. SCOPE has played an important role in catalysing the process. Already the creation of the NPCP has been a great achievement because it reunites for the first time many grass-root organisations around Pakistan. Moreover, the NPCP gathers 3 major labour parties around the table. This is important because historically, the rural labour party had not voice and was given little attention by urban labour parties. Achieving land reforms is a challenging and long-term objective. SCOPE tries to break it down in short and mid-term such as institutionalisation of farmer organisations, capacity building of peasant organizations, and involvement of stakeholders. Within the NPCP, SCOPE organises trainings on advocacy on governmental issues to prepare representatives of farmer organisations (active members, office

bearers) for their involvement in local governmental decision making. In Sindh, there has been recently a land redistribution to women (LANDESA). Recently, SCOPE has organised an event to protest against the illegal encroachment of land that was redistributed to women by the government. These achievements reflect SCOPE's recently adjusted theory of change and strategy of intervention, based on which environmental conservation will be the result of improved land governance which, in turn, passes through land reforms and the formalisation of land rights of the peasant community.

Sustainability of Results: No major changes are reported relative to this indicator. SCOPE tries its best to add sustainability to its interventions. A good example is the recent drought and famine in Tharparkar. The World Food Programme intervened with food relief strategy. SCOPE convinced WFP that this had to go hand in hand with a longer-term strategy focusing on reversing land degradation. Now, WFP has incorporated an agricultural component with small-scale agro-forestry systems to its food relief intervention. SCOPE also established 20 agro-pastoral farms with support of CRS.

Relevance of Results: This indicator remains unchanged relative to the baseline. SCOPE's recent shift to increased focus on land reforms and rights is very relevant to smallholders (the majority of Pakistan farmers) as inequitable land access is regarded as one of the major issues limiting the improvement of their livelihoods in multiple ways. However, achieving this is a long and tortuous process given the strong feudal system in place, and the vested interests of political parties, feudal lords, the military, and policy-makers with corporative thinking in maintaining the status quo. SCOPE estimates that it will take about 15-20 years (if at all) to achieve long term objective of land reforms. Only then, tangible benefits will trickle down to the grass-root base.

Cost-effectiveness of Results: There are no changes to mention. SCOPE thinks the cost/beneficiary for implementing project activities (5000 RP) is reasonable. For the NPCP, farmer organisations contribute in kind during meetings and workshops. The membership fee for the NPCP is 100 RP/year.

Core Capability 3: Relate (Craft, Manage and Sustain Key Relationships)

The overall score for capability 3 increased from 3 to 3.8 since the baseline due to the changes described below.

Use of Power Analysis and Strategic Positioning: This indicator improved since the baseline. SCOPE is still using poverty score cards, which are said to be very successful, and community well-being analysis (or participatory well-being analysis). There is increased risk for staff and partners involved in advocacy for land reforms, as these are opposed by feudal lords protected by gunmen. Many murders have been already committed against those who challenge the feudal establishment. SCOPE believes that to counteract strong powers, farmers have to be organised in stronger, larger organizations and form coalitions. To reduce risks, SCOPE limits public releases and processions. Rallies are confined in controlled situations and with permission of authorities.

Legitimacy: There is no significant change related to this indicator. Under the MFS-II funded project, SCOPE is not dealing directly with local communities. SCOPE hosts the Secretariat of the NPCP and

acts as facilitator. Farmer organisations (FOs) have their own constituencies and accountability mechanisms. SCOPE under MFS-II provides trainings to FOs in advocacy.

Collaboration: This indicator improved since the baseline. SCOPE has played a crucial role in initiating the NPCP and reuniting for the first time in Pakistan many middle level NGOs and peasant organisations under one umbrella. This has been a great achievement and SCOPE's efforts are praised by its partner organisations and members of the NPCP. It always tries its best to strengthen peasant organisations through learning and sharing of information. SCOPE would like to extend the members in the Advisory Committee from 25 to 40. ON is also part of the Advisory Committee.

Engagement with Other Actors: This indicator improved since the baseline. SCOPE became the regional coordinator for South Asia of the Global Environmental Facility. SCOPE is also working with the government on a food security policy and O-Hunger strategy, providing the CS perspective. These are positive signs as the government is generally (and has been) top down in policy making with little or no interest in CS opinion. SCOPE also engaged in 2 CRS projects with Coca Cola Foundation and Unilever.

Core Capability 4: Adapt and self-renew

The overall score for capability 4 increased from 3 to 3.5 compared to the baseline due to the changes described below.

Adaptation of Strategies: This indicator has improved since the baseline. The critical reflexion they have been going through in the last years led SCOPE to the inclusion of land rights and land governance into their core strategy and theory of change. They do not have an M&E department, although the CEO recognises its importance. This will be the focus of next projects. They do have an M&E system with board members, project managers, and communities for each project.

Involving Others in Learning: This indicator improved since the baseline. Within the NPCP, SCOPE is trying its best to facilitate knowledge and experience sharing among partner peasant organisations and CBOs.

Learning Organisation: There is no significant change regarding this indicator. Innovations are conceived mostly by staff members, donors and partner organisations, and then discussed and shared within the organisation, also through the website and blogs. Regular meetings with communities are another way of getting inspiration for testing new things and feedback.

Innovation: There is no significant change regarding this indicator. The bio-climate project, funded by the Scottish government is regarded as innovative. The community provides ecosystem services (land management at landscape scale) in return for cash and other services (water supply bio sand filters, wells etc.). Women are encouraged to form Village Saving and Loan Associations Women for developing economic activities and to be part in water management committees. SCOPE is reflexive on its past experiences and tries to strengthen their understanding on problems and their causes.

Core Capability 5: Achieve (Retain) Coherence

The overall score for capability 5 did not change since the baseline and stays at 3.5.

Strategic Coherence: There is no significant change regarding this aspect. SCOPE has worked towards a clear ToC, which is reflected in its program-approach, instead of projects. They have on their side 25 years of experience and reflexive learning, and significant international exposure.

Coherence in Organisational Structure: No significant change. All departments are represented in the management team. SCOPE has sufficient expertise in its fields of activity. It lacks an M&E department.

Consistency in Financial Management and Systems: No significant change. SCOPE has a financial management system in place and an internal audit system. The staff is regularly informed on the financial situation as the financial reports are shared (via email). The Internal Audit System assures the effective internal control. Annually an external auditor reviews independently the financial situation of SCOPE. They are currently testing a new financial management system, suggested by Oxfam Novib who however did not provide training. Since they do not have yet confidence with the new system they are working with both, their old system and the new. The objective is by 2014 to use the new system.

Governance: There is no significant change relative to this indicator. SCOPE is a mature organisation. It has Joint Discussions and Standard Operating Procedures to promote good ethical behaviour. SCOPE has an elected Board of Directors, mostly technocrats, water and gender experts. As many board members are dormant, SCOPE is currently replacing several of them by interim members in attendance of the next elections which are held every 5 years.

6 DISCUSSION OF CAPACITY DEVELOPMENT

The MFS-II funded “Strengthening Grassroots Land Right Throughout Pakistan” project and its follow up initiative, the NPCP, are timely and of highest relevance in Pakistan. There are copious examples that testify how difficult it is for peasants to organise given the feudal and exploitative conditions prevailing in rural areas. Peasants are a poverty stricken and horribly intimidated lot. Without the support of urban NGOs (who represents FOs in the NPCP) who have less to fear, it would be not easy for grass-root organisations to build a movement. Farmer organisations often do not have enough bus fare to travel from their village to a meeting in town. SCOPE highlighted that although the MFS-II alliance enabled and endorsed SCOPE’s advocacy work on land rights and reforms at the national and international level, on the other hand, it felt Oxfam Novib has been too careful in its support to the cause as it regards land rights as a too sensitive issue. Land reforms are a long term and challenging endeavour which need continuous support, funding, and courageous steps, also from the side of donor organisations.

A main concern of SCOPE is the lack of funding for organisational development and trainings to core staff. Under the current project-based, short-term funding mechanisms adopted by most donors, Oxfam Novib included, it proves difficult for CSOs to keep up with high performance standards required by donors. Moreover, SCOPE pinpointed that Oxfam Novib is funding similar projects with different partners in the same area thus creating competition between implementing partner organisations and inefficiencies.

With regard to the impact evaluation methodology itself, the very short time lapse between the baseline (July 2012) and the follow up (July 2014) constituted a major limitation to pinning down changes and impact. This is particularly true when it comes to track changes in aspects such as organisational capacity, rather than service-delivery outputs, and considering the fact that SCOPE is a mature organisation supported by several donors. Evaluating an organisation’s trajectory and the impact of a funding program just based on changes within a 2 years period is paying injustice to both.

Another comment to the evaluation methodology regards the large overlap between the core capabilities for the assessment of the capacity development component and the civic society index for the evaluation of the civil society strengthening. This made interviewee impatient and lose their focus.

7 CONCLUSION ON CAPACITY DEVELOPMENT

What are the changes in partner organisations' capacity during the 2012–2014 period?

Although SCOPE is a mature organisation with multiple donors and no significant change can be expected in institutional development within a 2 year period, there has been some positive change since the baseline. Main areas of positive change have been observed in SCOPE's strategic and operational planning ability, its strengthened cooperation with national and international CSOs, the government and the private sector, the ability to be a catalyst of change in land governance, and its capacity to reflect on its past experience to adapt its future trajectory. The negative changes are related to insufficient long-term funding to invest in its human resources and its institutional development.

To what degree are the changes identified in partner capacity attributable to development interventions undertaken by the MFS II consortia (i.e. measuring effectiveness)?

The observed changes are only to a small extent attributable to the MFS-II. This is due to the fact that while MFS did support civil society strengthening activities, it did not provide funding for capacity building of SCOPE within the evaluated intervention. However, the support provided by MFS-II consortia is well aligned with SCOPE's strategic choice to shift the focus on land governance and reforms. In this light it has opened windows of opportunities for SCOPE to strengthen its cooperation with like-minded CSOs and to seal important alliances to push forward the land reform agenda.

What factors explain the findings drawn from the questions above?

The positive changes relative to SCOPE's strategic shifts and reflexive process are attributable to its long experience, its national network and joint analyses with peer CSOs, and its international exposure.

The negative changes regarding funding for institutional development, and human resources management are a consequence of both, short-term funding approach, focused more on service-delivery projects which drives international development cooperation, and the restrictions imposed to the non-for-profit sector to generate own revenues. A further concern is that INGOs are often competing with their partner organisations as their salaries are sometimes as much as fivefold those of their national counterparts. This provokes a drainage of qualified staff towards INGOs.

	Score*
The project was well designed	8
The project was implemented as designed	8
The project reached all its	8

objectives	
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*1 being "not at all" and 10 being "completely"

8 RESULTS ON EFFORTS TO STRENGTHEN CIVIL SOCIETY

Research Question 1: Provide descriptive analyses and scoring of relative changes in the CSI dimensions. If available, provide description of individual indicators in an Annex.

The overall scores for the five CSI dimensions are as follows:

	CSI Dimensions <i>(with sub-components)</i>	Baseline Score	Follow-up Score
1	Civic Engagement	1	1.5
1a	Diversity of socially-based engagement	2	2
1b	Diversity of political engagement	0	1
2	Level of Organization	2.4	2.4
2a	Organizational level of civil society	1	2
2b	Peer-to-peer communication	3	3
2c	Financial and human resources	3	2
2d	International linkages	3	3
2e	Technical resources	2	2
3	Practice of Values	2.5	2.5
3a	Internal governance	2	2
3b	Transparency	3	3
4	Perception of Impact	2	2
4a	Responsiveness	2	2
4b	Social impact	2	2
4c	Policy impact	2	2
5	Environment	1	2
5a	Socio-economic, socio-political and socio-cultural context	1	2
	Average	1.8	2.1

Civil Society Index 1: Civic Engagement

Compared to the baseline, the overall score for CSI 1 increased slightly from 1 to 1.5 due to the relative changes reported below.

Diversity of Socially-based Engagement: There is no significant change regarding this dimension. Under the MFS-II funded project, SCOPE is not dealing directly with local communities, however the NPCP, composed of mostly middle level CSOs and peasant organisations, represents a platform to channel demands and needs from the grass-root base to higher decision-making levels. In other

projects, SCOPE is still using poverty score cards, which are said to be very successful, and community well-being analysis (or participatory well-being analysis).

Diversity of Political Engagement: There has been slight progress in this dimension since the baseline. SCOPE's constituency and grass-root peasant organisations are not represented in locally elected bodies, as the union councils were dissolved in 2009 and since then there have been no local elections. Political parties are working at the provincial and federal level. They are very strong and do not want to give away power. Furthermore, the constituency of SCOPE are small farmer organizations that cannot oppose strong powers. Within the NPCP, supported by MFS-II SCOPE is the leading organization in supporting the mobilization and organization of grass-root FOs into an institutionalised platform with capacity and power to influence local and national policy making. SCOPE organises trainings on advocacy on governmental issues to prepare representatives of farmer organisations (active members, office bearers) for their involvement in local governmental decision making. The NPCP proves challenging because it is composed by many organisations with different resources, agendas, and political and ideological orientations. It is too early to speak about political influence but, this is in progress. NPCP has influential activists among its members.

Civil Society Index 2: Level of Organisation

The overall score for CSI 2 did not change (2.4). However, individual sub-dimensions have change slightly due to the relative changes reported below.

Infrastructure CSI: Since the baseline, there has been improvement in this dimension. SCOPE facilitated the creation of the NPCP in 2011, supported by Oxfam Novib under the MFS-II. The creation of the NPCP has been a great achievement because it reunites for the first time many grass-root organisations around Pakistan. Moreover, the NPCP gathers 3 major labour parties around the table. This is important because historically, the rural labour party had not voice and was given little attention by urban labour parties. SCOPE's efforts are praised by its partner organisations and members of the NPCP. Since 2013, SCOPE is also part of the MFS-II supported Alliance Against Hunger and Malnutrition (AAHM).

Peer to Peer communication: No significant change has happened since the baseline. In the NPCP, SCOPE tries its best to strengthen peasant organisations through sharing of experience and information. The NPCP meets frequently to discuss sensitive issues related to land reforms and policy change and drafts concrete strategies to bring the land reform agenda forward. SCOPE has a leading role in organising and facilitating meetings of the NPCP because most peasant organisations and CBOs lack funding for this. Within the AAHM, which is working quite well, SCOPE is well positioned to make a meaningful contribution thanks also to its international exposure. SCOPE is also part of the Sindh Coastal Area Network supported by PPAF, which meets frequently.

Financial and Human Resources: This dimension worsened since the baseline. The ongoing projects and donors ensure a healthy financial situation. SCOPE has 5 major projects, two of them funded by the MFS-II. However, there are no sufficient funds for capacity development, particularly of senior staff. Current short-term funding does not allow to guarantee long-term contracts to staff. SCOPE's current status as an NGO limits the scope to raise its own revenues.

International Linkages: This dimension did not change since the baseline. SCOPE can count on consolidated international linkages.

Technical Resources: No significant change since the baseline. SCOPE increasingly using the social media and its website receives up to 25 visits/day.

Civil Society Index 3: Practice of Values

There are no changes from the baseline regarding the overall score for CSI 3, which stays at 2.5.

Internal Governance: There is no significant change regarding this dimension. From project conception SCOPE seeks the inclusion of beneficiaries. SCOPE is reflexive on its past experience and tries to strengthen its understanding on problems affecting its target groups and the underlying causes.

Transparency: There is no significant change relative to this indicator. SCOPE is a mature organisation. It has Joint Discussions and Standard Operating Procedures to promote good ethical behaviour. At higher organisational levels members (general members and executive committee) are not very active. Three executive members have been replaced by interim members (in attendance of official elections every 5 years). At management level (CEO, program coordinator, financial management) procedures are quite efficient. The management team meets 3 times per week for day to day issues. Then, there are monthly and quarterly meetings to discuss human resources and financial issues, procurements, policies and strategic issues. If project-related issues are discussed then, also project staff is invited. This happens every month. Total budget is shared with all management staff and project coordinator who sometimes shares with project staff (also depends on their computer literacy level). The budget is circulated in soft and hard copies. Information is sometimes shared also with beneficiary communities.

Civil Society Index 4: Perception of Impact

The overall score for CSI 4 stays at 2.

Responsiveness: No significant change occurred regarding this dimension. SCOPE became the regional coordinator for South Asia of the Global Environmental Facility. SCOPE is also working with the government on a food security policy and O-Hunger strategy, providing the CS perspective. These are positive signs as the government is generally (and has been) top down in policy making with little or no interest in CS opinion. SCOPE also engaged in 2 CRS projects with Coca Cola Foundation and Unilever.

Social Impact: There is no significant change regarding this dimension. From project conception SCOPE seeks the inclusion of beneficiaries. SCOPE is reflexive on its past experience and tries to strengthen its understanding on problems affecting its target groups and the underlying causes in order to increase its social impact.

Policy Impact: No significant change since the baseline. Thanks to the advocacy work of SCOPE and other partner organisations, land reforms are again on the national agenda. The NPCP, guided by SCOPE is now working toward strengthening its provincial structure to be able to influence better provincial level decision making. However, it is too early to speak of policy impact. Land reform is a contested and long process. Within the UNCCD, SCOPE contributed to the National Action Program with insights from the CS based on its 25 years' experience on the ground.

Civil Society Index 5: Environment

Compared to the baseline, the overall score for CSI 5 increased from 1 to 2 due to the relative changes reported below.

Socio-economic, political and cultural context: This dimension has improved since the baseline. The reflexive process SCOPE is undergoing which is guiding its current focus on improved land governance and livelihoods through land reforms and land access is mainly the consequence of its learning from past experience, its discussions and analysis with peer CSOs, and its international exposure.

9 DISCUSSION OF EFFORTS TO STRENGTHEN CIVIL SOCIETY

The MFS-II funded “Strengthening Grassroots Land Right Throughout Pakistan” project and its follow up initiative, the NPCP, are timely and of highest relevance in Pakistan. There are copious examples that testify how difficult it is for peasants to organise given the feudal and exploitative conditions prevailing in rural areas. Peasants are a poverty stricken and horribly intimidated lot. Without the support of urban NGOs (who represents FOs in the NPCP) who have less to fear, it would be not easy for grass-root organisations to build a movement. Farmer organisations often do not have enough bus fare to travel from their village to a meeting in town. SCOPE highlighted that although the MFS-II alliance enabled and endorsed SCOPE’s advocacy work on land rights and reforms at the national and international level, on the other hand, it felt Oxfam Novib has been too careful in its support to the cause as it regards land rights as a too sensitive issue. Land reforms are a long term and challenging endeavour which need continuous support, funding, and courageous steps, also from the side of donor organisations.

With regard to the impact evaluation methodology itself, the very short time lapse between the baseline (July 2012) and the follow up (July 2014) constituted a major limitation to pinning down changes and impact. This is particularly true when it comes to track changes in social and policy impact regarding highly sensitive issues like land reforms. Evaluating an organisation’s trajectory and the impact of a funding program based on changes sought within a 2 years period is paying injustice to both.

Another comment to the evaluation methodology regards the large overlap between the core capabilities for the assessment of the capacity development component and the civic society index for the evaluation of the civil society strengthening. This made interviewee impatient and lose their focus.

Moreover the CSI methodology chosen to evaluate changes and outcomes in civil society strengthening might not be the most appropriate. It aims at drawing general conclusions on changes in civil society based on a very limited number of CSOs that certainly do not represent the whole range existing in Pakistan (e.g. student groups, labour groups, media, religious groups, women groups etc).

10 CONCLUSION ON EFFORTS TO STRENGTHEN CIVIL SOCIETY

What are the changes in civil society in the 2012-2014 period, with particular focus on the relevant MDGs & themes in the selected country?

High concentration and uneven distribution of agriculture land is a contentious development issue in Pakistan. Large landownership based system or feudal system inherited and continued in Pakistan in post partition of British India. This feudal system divided the Pakistani rural society in powerful land owner and peasant classes. Peasants have been subjected to accesses of feudal class, therefore they have been historically resisting for their rights of access to land and secure entitlement.

There are hundreds of groups, registered and unregistered, ranging from village organizations to provincial-level organizations, which are involved in working for the development and benefit of agriculture and farming community. Most of them consist of tenants, peasants and small-holders. Their outreach is limited and, therefore, usually they work under some umbrella (i.e. a network) which is often supported by a national NGOs or INGOs. They are also promoted by some left wing political parties in organization of campaigns and rallies for agrarian reforms related issues.

However, these farmers' organizations at individual or collective level lack sustainable organizational structure and financial and technical capacity to continue their campaigns. Since land reforms is a complicated policy issue in Pakistan and politically sensitive to address, therefore it requires very strong organizational framework structure, managerial skills, research-based fact finding and advocacy capacity among the peasants movement to support it - which is currently lacking.

In the backdrop of this, the creation of the NPCP has been a great achievement of SCOPE because it reunites for the first time many grass-root organisations around Pakistan. Under the guidance of SCOPE, in the last two years the NPCP achieved to raise attention and awareness of the public, media and government on land reforms and land rights issues. Peasant organisations and CSOs, who before were scattered, ideologically divided, unorganised, and lacked capacities, started joining the network, where they are benefitting of institutional and technical support. Thanks to the advocacy trainings and capacity building provided by SCOPE, members of peasant organisations are now more equipped to contribute in provincial level decision-making. The process is long and the challenges are many given the objective to reunite many organisations with different resources, agendas, and political and ideological orientations.

To what degree are the changes identified attributable to the development interventions of the Southern partners of the MFS II consortia (i.e. measuring effectiveness)?

Peasants' organizations, despite all odds against them, have been active in resistance against feudal dominated agriculture system. They have been organizing demonstrations, rallies and marches on roads in cities, town, district or even provincial level; however, the impact of these activities on the policy process could not be seen considering a centralized governance structure in Pakistan and a lack of support from other stakeholders.

The small positive changes that we see today are the result of much wider discussions, analysis, cooperation between a number of CSOs, peasant organisations, activists, politicians etc.

The MFS-II supported NPCP represents the tip of the iceberg, but nonetheless a significant one. A one that reunites for the first time many different peasant organisations and NGOs, under the same umbrella. MFS-II funding for the NPCP represented 14% of SCOPE’s total budget in 2012 and 37% in 2013. Besides funding for meetings and activities of the NPCP, however, the role of Oxfam Novib is perceived by SCOPE as ambiguous and back holding.

What is the relevance of these changes?

Although it is too early to see concrete changes in terms of policy reforms and social impact, the outcomes achieved are already significant because they pave the way for peasant organisations to get organised and get support from middle and high level CSOs and other stakeholders. This initiative has to be supported in the long run, as too often, as soon as international organizations stop their support, many of those platforms cease to exist.

What factors explain the findings drawn from the questions above?

The decentralisation process Pakistan is undergoing following the amendment 18 to the constitution (2010) which increasing power of Provinces establishes an opportunity for CSOs to work at the local/district level. The level of awareness within CSOs is also increasing thanks to the social media. There is a genuine search for alternative political powers. The rise of the social media and technology is also creating new spaces for the CS because of its potential to mould public opinion. However, the media is a double-bladed gun that is also strumentalised by corporative forces for their vested interests.

	Score*
The project was well designed	8
The project was implemented as designed	8
The project reached all its objectives	8
The observed results are relevant to the project beneficiaries	6

*1 being “not at all” and 10 being “completely”

ANNEX A. NAMES OF CONTACTED PERSONS

Name	Designation
Mr. Tanveer Arif	SCOPE, Chief Executive Officer
Mrs. Mahajabeen	SCOPE, Programme Coordinator
Mr. Tahir Hasnain	SCOPE, Coordinator Land and Food Security- NPCP Secretariat
Mr. Azhar Perviez	SCOPE, Financial Officer
Mr. Iftikar A. Nizami	Oxfam Novib, Associate Country Director
Mrs. Seher Afsheen	Oxfam Novib, Programme Coordinator
Mrs. Javeria Afzal	Oxfam Novib, Advisor Livelihood and Disaster Risk Reduction
Mrs. Shahina Ramzan	Bhandar Sangat, Executive Director
Mr. Tariq Mahmood	Sawera Foundation, President
Mrs. Najma Sadeque	Shirkat Gah, Director, Green Economic Initiative

ANNEX B. DESCRIPTION OF CHANGES IN INDIVIDUAL INDICATORS OF FIVE CORE CAPABILITIES

Core Capability 1: Commit and Act

The capability to commit and act refers to the vision, plans, skills, attitudes and resources, which enable the SPO to operate.

Capability:	1.1 - Strategic & Operational Planning
Indicator:	To what extent does the organisation use a strategic plan with longer term objectives to guide decisions and operations within the organisation as a whole?
Score:	3
Assessment and Context 2012:	In 2012 SCOPE drafted a 5 year plan (2012-2017). It is drafted by a designated insider team. The draft has not yet been approved by the Management Team and next by the Board of Directors. The strategic plan has therefore not yet been shared with other staff.
Reported Changes:	Strategic plan is still valid. It has been approved but they opted for a "light" Plan. The strategy has been discussed, revised, and strengthened during a workshop in Islamabad on the 22 of April 2014. Now more focus on strengthen provincial structure of the NPCP to be able to influence better provincial government level decision making and policy.
Main (Internal/ External) Factors:	Decentralisation and increased power to Provinces (Amendment 18). Main change in strategy was a move from service-delivery projects to program-based approach focusing on advocacy on land governance and food security. In the beginning SCOPE focused mainly on advocacy and lobbying. Adhering to the UNCCD they realised they had to back up their advocacy work and sharing of experience at the international level on sound experience on the ground on what works and how. Begin of physical interventions and experimentation to control land degradation. Farmers want not just words (SCOPE is weaker in service delivery, their strength is in advocacy). Gradually, in the last years (and with 25 years experience at grassroots level) they have been focusing their work more on land governance, land rights and empowerment of minorities and the poor. The implicit theory of change is that formalising access to land to the poor and vulnerable through land reforms, and their empowerment is fundamental and unavoidable step to sustainable natural resources management, achieving food security in desert areas, reversing land degradation, and alleviating poverty. Organising peasants in strong coalitions is the only way they can face powerful landlords and other powers such as governmental authorities and the military. There is a need to institutionalise the process of land rights recognition and land access. Land reform as part of a democratization process. The International Land Coalition (ILC) provided ideological base, data, technical support, small funding. They approached ON for support of NPCP, supported by ILC. Part of their strategy is also to work with like-minded partners on issues of their interest (e.g. Pakistan Poverty Alleviation Fund) focus on water resources management). Focus on land governance has been also influences by international focus on land governance. Main reference is Agenda 21, Chapter 14 on land degradation. Besides, raising concern about feudalism as a main hold down force to poverty alleviation and land reforms.
Role of CFA/	Not significant contribution of MFS-II in drafting strategic plan. Influenced by other

Contribution from MFS II:	international networks and internal (to Pakistan) forces.
Score 2014:	4

Capability:	1.2a - Human Resource Management and Qualifications
Indicator:	To what extent is the organisation capable of attracting and retaining qualified staff?
Score:	3
Assessment and Context 2012:	It is difficult to find staff to work in remote areas. SCOPE does not discriminate on caste, creed or minorities, women are encouraged to work. SCOPE annually reviews the work of its staff under the responsibility of the CEO and the program coordinator. On average staff receives 5-6 training days a year. Topics for training are: operation and maintenance (O&M) of community physical infrastructure (CPI), enterprise development, communication, report writing, behaviour change, formation of CBOs, common interest groups and cooperatives, small dams and check dams schemes, health and hygiene, bio-sand filters. Training is provide by organizational staff and external NGOs, donors, organizations. SCOPE does not have an HIV/AIDS policy in place, it is a social taboo. SCOPE does have an anti-sexual harassment policy. If it happens the accused will be fired. MFS-II has so far had no impact on these issues.
Reported Changes:	The intention to retain qualified staff is there, yet finances not. Ideally they would like to keep 8 core staff members (now 4, CEO, program manager and 2 financial managers). Recently they have lost 3 engineers. They were already working 75% of their time on a voluntary basis (showing commitment, motivation and strong personal relationship between SCOPE and its staff). They have volunteers but there is a limit (they too have to sustain their families). For the moment though they have enough ongoing projects and donors in order to maintain project staff. Yet when project ends, their stay is not confirmed. 4-5 major projects, two projects funded by MFS-II, the NPCP and the AAHM, with office in Islamabad.
Main (Internal/ External) Factors:	Lack of financial sustainability. A major and main limiting factor is the project-based financial support from donors and stop to institutional support. Donors do not allow saving account. Limit to raise their own sources (for instance through business) is that they are a not-for profit. To the question if their budget have been affected by new restrictive (“draconian”) policy for NGOs (and INGOs) they respond that they do not think that government will have the capacity to implement it within 10 years. Swiss Cooperation used to provide institutional support (salaries of staff) for 8 years. Then project finished and they deemed SCOPE self-sufficient.
Role of CFA/ Contribution from MFS II:	Oxfam Novib and MFS-II is part of the same logic of intervention. Part of the problem. Furthermore, same donor NGOs are competing with SPOs as their salaries are sometimes as much as 5 times higher. Drainage of qualified staff towards INGOs.
Score 2014:	2

Capability:	1.2b - Staff Thematic Expertise
Indicator:	To what extent is the staff knowledgeable and/or experienced on the thematic areas in which the organisation is active?
Score:	4
Assessment and Context 2012:	SCOPE regards its own staff in the theme environment better than others. SCOPE is capable to attract skilled personnel, with the right experience and relevant qualifications. All staff members have formal job descriptions including requirements for thematic expertise. SCOPE has internal gender expertise and all staff members have received specific training in gender issues, provided by Shirkatgah.
Reported	SCOPE’s staff has extensive experience relevant to its core activities and thematic

Changes:	areas of intervention. New acquisition: Tahir Hasnain (expert in world trade organisation, food security, climate change, gender). Project Coordinator in Islamabad has experience in agriculture, gender, food security. Mr. Arif and Ms. Mahjabeen project management, acquisition, strategic planning, financial management. Financial Manager long experience in civil society. Core staff members have been working at SCOPE for long (9 years and longer).
Main (Internal/ External) Factors:	Trainings by Shirkatgah, and Oxfam Novib on gender (in 2012). PPAF also provides many trainings. Training to more than 1000 partners. "They take care of their partners" especially on capacity building
Role of CFA/ Contribution from MFS II:	No significant contribution of MFS-II to capacity building of SCOPE. Last training on gender in 2012. Since then, nothing. Just some interactions relative to financial management, but no training. Financial manager says they are currently working with both financial management softwares (excel and the one proposed by Oxfam Novib). Because they do not have yet confidence with new and Oxfam Novib provided no training. Objective is by 2014 to use the new system.
Score 2014:	4

Capability:	1.2c - Staff Commitment to Results
Indicator:	To what extent are staff members motivated and committed to achieve the results?
Score:	4
Assessment and Context 2012:	Every month SCOPE organizes meetings to motivate people. They also provide prizes (1, 2, 3) for excellent staff. Decisions are made at management level in regard to the planning and implementation of field activities. SCOPE regards its staff as committed to the job in order to accomplish the tasks. Extra work is awarded with extra payments.
Reported Changes:	No significant changes. Small turn-over rate demonstrates staff motivation to work for SCOPE, despite financial restrictions. Staff benefits from flexibility and freedom, share humanitarian cause and spirit of intervention and enjoy relation with local communities. Volunteers also demonstrate this. Program Coordinator says she learnt and is still learning a lot. The Financial Officer does not leave despite low salary.
Main (Internal/ External) Factors:	
Role of CFA/ Contribution from MFS II:	No specific contribution
Score 2014	4

Capability:	1.3 - Leadership
Indicator:	To what extent is management capable of taking decisions and ensuring timely follow up? (transparency, accountability)
Score:	3
Assessment and Context 2012:	All staff is consulted in general meeting on MFS-II decisions and minutes are distributed via email. Staff members are involved in the development of the annual work plan and budgets for the next year. All staff received copies of the work plan. SCOPE was able to deliver financial audits and the financial report is uploaded to their website, staff received it via email.
Reported Changes:	No significant changes. At higher organisational levels members (general members and executive committee) are not very active. They are there but dormant. Some of executive members have been replaced by interim members (in attendance of official elections every 5 years). 3 members have been replaced. At management level (CEO, program coordinator, financial management) procedures are quite efficient. 3 meetings weekly for day to day issues. Then, monthly and quarterly meetings to discuss staff and financial issues, human resources, development policies and strategic issues, procurements. If project-related issues are discussed then also project staff is invited. This happens every month. Total budget is shared with all management staff and project coordinator who sometimes shares with project staff (also depends on their computer literacy level). CEO cannot say 100 % how often budget is shared with all project staff. Budget is circulated in soft and hard copies. Information is sometimes shared also with beneficiary communities.
Main (Internal/ External) Factors:	Higher management level is dormant some left abroad.
Role of CFA/ Contribution from MFS II:	Interaction with Oxfam Novib team from time to time, no trainings just discussions and interaction (for instance in financial management system). Monthly meetings on project management. 2 weeks ago meeting for the AAHM project. No capacity building.
Score 2014:	3

Capability:	1.4 - Financial Position
Indicator:	To what extent does the organisation have a healthy financial position to carry out the envisioned strategy?
Score:	3
Assessment and Context 2012:	SCOPE has a healthy financial buffer. It receives funds provided by international NGOs, and UN organizations. SCOPE has had 9 donors the last 2 years. The MFS-II funds made up 7% of the total provided funds to SCOPE in financial year 2011. SCOPE also generates own funding via community contribution, training unit, membership fee, local philanthropist, Rotary club, and Adamjee insurance. SCOPE has sufficient funds for paying salaries and other fixed costs in the last 2 years and does not have any debts.
Reported Changes:	There is no significant change relative to this indicator. The ongoing projects and donors ensure a healthy financial situation. SCOPE has 5 major projects, two of them funded by the MFS-II. However, there are no sufficient funds for staff's capacity development, particularly of senior staff. SCOPE believes that the future lies with revenue generating activities to reinvest in institutional development and become increasingly independent from donor-driven interventions. However, its current status as an NGO does not allow raising its own funds. One way would be to create a sister profit organisation and then re-invest the profit in sustainable development. Profit could be generated by marketing environmental services (e.g. carbon market), by scaling up its clean water pilot, or renewable energy technologies, or through consultancy work. MFS-II funding made up 14% and 38% of SCOPE's budget in 2012 and 2013, respectively.
Main (Internal/ External) Factors:	Funds come from: Corporate Social Responsibility projects of Coca Cola Foundation and Unilever Pakistan State Oil and ENI Board members sometimes as a buffer Scottish government (Bioclimate project Tharparkar Catholic Relief Service MFS-II PPAF (just got continuation project)
Role of CFA/ Contribution from MFS II:	Oxfam Novib continued support to NPCP until 2015 and Food Security project also until 2015. For this last project a provision that allows co-financing by ILC.
Score 2014	3

Capability 2: Achieve Development Results

The capability to achieve development results refers to the relationships, skills, attitudes and resources, which enable the SPO to perform and achieve its objectives.

Capability:	2.1 - Results
Indicator:	To what extent does the organisation reach its objectives?
Score:	3
Assessment and Context 2012:	Major results SCOPE has realized in deforestation, the result is a vigilance committee through court to avoid further deforestation. Climate change project has impact and awareness is raised of communities on hygiene promotion and sustainable land management.
Reported Changes:	No problem for short-term objectives. But objectives of Mfs-II are long term (land reforms). They try to break down long term objectives in short and mid-term:

	<p>Institutionalisation of Farmer Organisations (FOs)</p> <p>Capacity building of peasant organizations</p> <p>Involvement of stakeholders</p> <p>Takes about 15-20 years (if at all) to achieve long term objective of land reforms</p>
<p>Main (Internal/ External) Factors:</p>	<p>Although land reform intervention started only in 2011, already major developments.</p> <p>SCOPE played a role in catalysing process of land reform. Now back on the national agenda. Discussions going on. In Sindh, there has been land redistribution to women. Challenge are the political parties, feudalism and policy-makers/planners with corporative thinking.</p>
<p>Role of CFA/ Contribution from MFS II:</p>	<p>Contribution of Oxfam Novib is through their global policy and reputation as advocacy organisation. Oxfam Novib helps to catalyse the process.</p>
<p>Score 2014:</p>	<p>4</p>

Capability:	2.2 - Sustainability of Results
Indicator:	To what extent are the results sustainable?
Score:	4
Assessment and Context 2012:	SCOPE installs O&M systems of which the communities have ownership. People now save the environment and climate adaptation is being realized by the communities. They have also empowered people to increase their access to governments. SCOPE contributed in the 10 years desertification strategy and brought this issue to the international level.
Reported Changes:	Example of Tharparkar recent drought and famine crisis. WFP came with food relief strategy. SCOPE convinced that this has to go hand in hand with longer-term strategy focusing on reversing land degradation. Now, WFP has incorporated food relief with condition to grow trees and vegetables on small plots. They have established 20 agro-pastoral farms with support of CRS. SCOPE and local government provide trainings.
Main (Internal/ External) Factors:	
Role of CFA/ Contribution from MFS II:	No involvement of MFS-II
Score 2014:	4

Capability:	2.3 - Relevance of Results
Indicator:	To what extent are the results achieved by the organisation relevant (to the target group)?
Score:	3
Assessment and Context 2012:	Communities are involved in describing the needs and priorities. In community sessions they describe the solutions for their major problems. Communities participate in awareness raising campaigns, support in carrying out activities. In CPI the community shared in 10-20% in cash and kind. SCOPE also supports communities in developing organizations, like cooperatives. Capacity development of communities is done via training in for instance: O&M, accounting, and record keeping
Reported Changes:	No major changes. Local communities are involved in problem analysis and identification of solutions. As example, in the thar, communities value prosopis juliflora, part of local communal cultural system. They do not cut trees off but just prune and feed animals with branches (or produce charcoal). Yet pressure on natural resources, asked support to SCOPE. Community meetings to discuss problems (lack of coordination between villages, some cut trees some not, while all villages have to commit). CPI works well. Shift to increased focus on land reform and rights is very relevant to smallholders (the majority of Pakistan farmers) and is regarded as one of the major issues limiting the improvement of their livelihoods in multiple ways. However, achieving this is a long and tortuous process given the strong feudal system in place, and the vested interests of political parties, feudal lords, the military, and policy-makers with corporative thinking in maintaining the status quo. SCOPE estimates that it will take about 15-20 years (if at all) to achieve long term objective of land reforms. Only then, tangible benefits will trickle down to the grass-root base.
Main (Internal/ External) Factors:	Bioclimate project with Scottish gov. community provides ecosystem services (land management at landscape scale) in return to cash and other services (water supply bio sand filters, wells) women groups formation for developing economic activities and to be part in water management committees. Village Saving and Loan Associations. Ecosystem services, land management, governance.
Role of CFA/ Contribution from MFS II:	No significant contribution by MFS-II. Nature of projects does not allow. SCOPE is increasingly trying to penetrate at district level decision making. Organise trainings on advocacy on governmental issues to prepare for the involvement of FO representatives (active members, office bearers) in local governmental decision making. Challenge is resources available, time, season (not during harvest).
Score 2014:	3

Capability:	2.4 - Cost-Effectiveness of Results
Indicator:	To what extent are the organisation's resources used in an efficient way to reach its objectives?
Score:	3
Assessment and Context 2012:	The costs (5000 RP) for implementing project activities per member of the target group are regarded as reasonable by SCOPE compared to the expected outcomes. SCOPE seeks to improve efficiency through community contribution on cost sharing.
Reported Changes:	No changes. FOs no financial contribution, just contribution in kind during meetings/workshops. 100 RP/year membership fee for NPCP.
Main (Internal/ External) Factors:	
Role of CFA/ Contribution from MFS II:	No contribution
Score 2014:	3

Capability 3: Relate (Craft, Manage and Sustain Key Relationships)

The capability to relate refers to the ability of the SPO to manage relationships both internally and externally in ways which allow it to act and perform within a given context.

Capability:	3.1 - Use of Power Analysis and Strategic Positioning
Indicator:	To what extent does the organisation make use of a form of context and stakeholder analysis, with attention paid to power relations, in strategy formulation?
Score:	3
Assessment and Context 2012:	Through regular discussion SCOPE undertakes analysis of the socio-political context in its working area. It does not take a security risk analysis, as their area of work is not regarded risky. Through a poverty score card SCOPE undertook a needs assessment of the target group, this was last done in 2012. SCOPE takes special attention for gender issues in its analysis. The analysis forms the basis for the strategic plan.
Reported Changes:	This indicator improved since the baseline. SCOPE is still using poverty score cards, which are said to be very successful, and community well-being analysis (or participatory well-being analysis).
Main (Internal/ External) Factors:	There is increased risk for staff and partners involved in advocacy for land reforms, as these are opposed by feudal lords protected by gunmen. Many murders have been already committed against those who challenge the feudal establishment. SCOPE believes that to counteract strong powers, farmers have to be organised in stronger, larger organizations and form coalitions. To reduce risks, SCOPE limits public releases and processions. Rallies are confined in controlled situations and with permission of authorities
Role of CFA/ Contribution from MFS II:	Oxfam Novib is backtracking as they regard land rights as a too sensitive issue. Very careful. Do not want public litigations. They long have doubted whether to put their logo in a banner. Also internal contrasts between Oxfam Novib GB and Oxfam Novib.
Score 2014:	4

Capability:	3.2 - Legitimacy
Indicator:	To what extent is the organisation legitimate and accountable to its constituency and/or target group?
Score:	3
Assessment and Context 2012:	Some other organizations (less than 2) also serve the interests of the constituency in the same area of SCOPE. Via meetings with the communities SCOPE involves its target group in policy/strategy formulation. Via meetings at union council level SCOPE reports back to the target group. Complaints from the target group are handled systematically by SCOPE. MFS-II has not yet had significant impact on this issue.
Reported Changes:	Depends on situation/project. In some areas they are sole NGO. In Bio-climate project there are other NGOs as well. In the past there have been some conflicting interests. SCOPE now clarifies with community that they have right to have other partners as well. They have to sign a separate MoU with SCOPE. In-built accountability system. PPAF: Scope is just a facilitator, channeling of resources. With MFS-II SCOPE not dealing directly with local community. SCOPE is involved both in the Secretariat and facilitation of NPCP. Farmer Organisations have their own constituencies and accountability mechanisms.
Main (Internal/ External) Factors:	
Role of CFA/ Contribution from MFS II:	Under the MFS-II funded project, SCOPE is not dealing directly with local communities. SCOPE hosts the Secretariat of the NPCP and acts as facilitator. FOs have their own constituencies and accountability mechanisms. SCOPE under MFS-II provides trainings to FOs in advocacy.
Score 2014:	3

Capability:	3.3 - Collaboration
Indicator:	To what extent does the organisation collaborate with like-minded organisations?
Score:	3
Assessment and Context 2012:	During the last natural hazard (cyclone) SCOPE joint efforts with HANDS, ARMY, and HOPE International. SCOPE is member of international alliances (like DRYNET). SCOPE is involved in peer-to-peer communication, sharing information, and joint learning via joint organized workshops, seminars, newsletters, and books
Reported Changes:	This indicator improved since the baseline. SCOPE has played a crucial role in initiating the NPCP and reuniting for the first time in Pakistan many middle level NGOs and peasant organisations under one umbrella. This has been a great achievement and SCOPE's efforts are praised by its partner organisations and members of the NPCP. It always tries its best to strengthen peasant organisations through learning and sharing of information. SCOPE would like to extend the members in the Advisory Committee from 25 to 40. Oxfam Novib is also part of the Advisory Committee.
Main (Internal/ External) Factors:	Sometimes NPCP proves hard because organizations do not share common understanding. Time is a constraint. All organisations are quite busy. Some joined in the beginning then withdraw, prefer continue individually. Others volunteer their time.
Role of CFA/ Contribution from MFS II:	Both Oxfam Novib livelihood projects that involve cooperation between organizations, are funded under the MFS-II. AAHM is working quite well, and SCOPE is well positioned to make meaningful contribution (according to Tanveer) thanks to its international relations. NPCP proves more challenging because more grass-root and many organisations with different resources, agendas, and political and ideological orientations.
Score 2014:	4

Capability:	3.4 - Engagement with Other Actors
Indicator:	To what extent does the organisation engage with other types of actors in its surroundings (such as policy makers or the business sector at local, national, regional and international level)?
Score:	3
Assessment and Context 2012:	SCOPE does invite others for learning purposes, but is not invited by others in the last two years to participate in policy discussions and formulation. Via environmental activities SCOPE has involved the government to engage in sustainable management of the environment. It resulted in more awareness and positive attitudes at district level to implement sustainable environmental policies.
Reported Changes:	Global Environmental Facility: SCOPE is the regional coordinator for South Asia. In MFS-II SCOPE is working with government on food security policy (Ministry of Food Security and Research) and O-Hunger to provide civil society perspective. These are positive signs. Government is generally (and has been) top down in policy making with little or no interest in civil society opinion. 2 CRS projects with Coca Cola Foundation, Unilever, and ENI
Main (Internal/ External) Factors:	Due partly to Amendment 18 and decentralisation process which grants more power to provinces. SCOPE would like to engage more with provincial and district level authorities. Workshop in Islamabad on the 22 of April was also focused on how to improve meaningful participation of small CSOs in decision-making at provincial level. Generally, CSOs read about public consultation for policy-making in media/newspapers once it is over. Lack of access to information. SCOPE working on MoU for FOs for professional contribution to provincial level policy making entailing definition of tasks etc.
Role of CFA/ Contribution from MFS II:	In both MFS-II funded projects provision about engagement with government.
Score 2014:	4

Capability 4: Adapt and Self-Renew

The capability to adapt and self-renew refers to the ability of the SPO to change when needed and to continue to act and perform in a context of changing internal and external influences.

Capability:	4.1 - Adaptation of Strategies
Indicator:	To what extent does the organisation use its Planning, Monitoring and Evaluation (PME) system to check its performance and adapt its strategies?
Score:	3
Assessment and Context 2012:	Earlier SCOPE worked solely on desertification issues, then the UN described that people without land cannot implement sustainable land management, therefore SCOPE's focus has been changed to land ownership. Advocacy focuses on land governance. SCOPE has a formal PME system in place. MFS-II has not yet have any significant influence on this issue.
Reported Changes:	Improvements. This has lead to inclusion of land rights/land governance into their core strategy. They do not have an M&E department although CEO recognises its importance. This will be the focus of next projects. They have M&E system with Board/Project managers/communities for projects (SWOT analysis)
Main (Internal/ External) Factors:	Needs: M&E system, and financial management system
Role of CFA/ Contribution from MFS II:	Not formal (through trainings) but informal contribution through discussions and reflective interactions on past experiences and performance. This is part of proposal writing- in-built system.
Score 2014:	4

Capability:	4.2 - Involving Others in Learning
Indicator:	To what extent does the organisation involve its target group, constituency and other external stakeholders to check its performance and adapt its strategies?
Score:	3
Assessment and Context 2012:	Communities are involved through meetings and discussions. Feedback is reported in the monitoring reports. MFS-II has not yet have impact on this issue.
Reported Changes:	This indicator improved since the baseline. Within the NPCP, SCOPE is trying its best to facilitate knowledge and experience sharing among partner peasant organisations and CBOs.
Main (Internal/ External) Factors:	
Role of CFA/ Contribution from MFS II:	No contribution, besides funding meetings, despite Oxfam Novib is part of the Advisory Committee
Score 2014:	4

Capability:	4.3 - Learning Organisation
Indicator:	To what extent is a culture and system of learning facilitated in the organisation?
Score:	3
Assessment and Context 2012:	Staff is consulted on innovations. SCOPE has a website, with a blog section, where new ideas are shared.
Reported Changes:	There is no significant change regarding this indicator. Innovations are conceived mostly by staff members, donors and partner organisations, and then discussed and shared within the organisation, also through the website and blogs. Regular meetings with communities are another way of getting inspiration for testing new things and feedback.
Main (Internal/ External) Factors:	
Role of CFA/ Contribution from MFS II:	No contribution
Score 2014:	3

Capability:	4.4 - Innovation
Indicator:	To what extent is the organisation innovative?
Score:	3
Assessment and Context 2012:	The most important innovation introduced by SCOPE was the bio-sand filter for drinking water at community level and women involvement in climate change issues. SCOPE has organized 3-6 workshops last 2 years to disseminate trainings and awareness on this issue. It also replicated/scaled-up innovations from other organizations in solar energy and wind turbines.
Reported Changes:	Bio-climate project is regarded as innovative. Payment for ecosystem services and village loans. No new projects, only part of programs. Reflexive on their past experience. Try to strengthen their understanding on issues: problems, reasons/causes e.g. land degradation due to ethnic group (hindi) hunters and traders of wildlife. SCOPE initiated dialogue with them, trained them in other dexterities/activities, raised awareness among local communities to raise their reputation and respect. It was a social mobilisation process. They are slowly changing attitude and stop wildlife hunting, recognising it is a sin for hindi religion.
Main (Internal/ External) Factors:	International exposure. UNCCD and in this case Scottish organization
Role of CFA/ Contribution from MFS II:	No contribution
Score 2014:	3

Capability 5: Achieve (Retain) Coherence

The capability to achieve coherence refers to the ability of the SPO to find effective combinations or inter-relationships among different capabilities, organisational objectives and needs, and stakeholder interests.

Capability:	5.1 - Strategic Coherence
Indicator:	To what extent is the organisation strategically coherent?
Score:	4
Assessment and Context 2012:	SCOPE has a clear vision and mission. Through meetings staff and target groups are explicitly informed on the mission of SCOPE. All projects are coherent with the vision and mission of SCOPE.
Reported Changes:	No projects, just program. Clear ToC.
Main (Internal/ External) Factors:	25 years experience and reflexive learning from past. International exposure.
Role of CFA/ Contribution from MFS II:	No contribution
Score 2014:	4

Capability:	5.2 - Coherence in Organisational Structure
Indicator:	To what extent does the balance between the organisational functions contribute to coherence?
Score:	3
Assessment and Context 2012:	All departments are represented in the management team. SCOPE has sufficient expertise in its related fields.
Reported Changes:	No significant change. All departments are represented in the management team. SCOPE has sufficient expertise in its fields of activity. It lacks an M&E department
Main (Internal/ External) Factors:	
Role of CFA/ Contribution from MFS II:	No contribution
Score 2014:	3

Capability:	5.3 - Consistency in Financial Management and Systems
Indicator:	To what extent is the organisation consistent in its financial management and systems?
Score:	3
Assessment and Context 2012:	SCOPE has a financial management system in place and an internal audit system. The staff is regularly informed on the financial situation as the financial reports are shared (via email). The internal audit system assures the effective internal control. Annually an external auditor reviews independently the financial situation of SCOPE.
Reported Changes:	Still the case. New financial management system. Although not fully used still.
Main (Internal/ External) Factors:	
Role of CFA/ Contribution from MFS II:	Oxfam Novib suggested new financial management system. But no training.
Score 2014:	3

Capability:	5.4 - Governance
Indicator:	To what extent does the governance function contribute to coherence with the organisation's core values?
Score:	4
Assessment and Context 2012:	SCOPE has several mechanisms in place (Joint Discussions, Standard Operating Procedures) to guarantee and promote good ethical behaviour. SCOPE has a board of directors that is elected. It consists of experts in the related fields (water, gender, etc.).
Reported Changes:	There is no significant change relative to this indicator. SCOPE is a mature organisation. It has Joint Discussions and Standard Operating Procedures to promote good ethical behaviour. SCOPE has an elected Board of Directors, mostly technocrats, water and gender experts. As many board members are dormant, SCOPE is currently replacing several of them by interim members in attendance of the next elections which are held every 5 years
Main (Internal/ External) Factors:	
Role of CFA/ Contribution from MFS II:	No contribution
Score 2014:	4

ANNEX C DESCRIPTION OF CHANGES IN INDIVIDUAL PRIORITY RESULT AREAS OF THE CIVIL SOCIETY INDEX (CSI) DIMENSIONS

Civil Society Index (CSI) Dimensions

CSI Dimension 1: Civic Engagement

Priority Result Area:	1.a - Diversity of socially-based engagement
Key Question:	To what extent do partner organisations act on behalf of their constituency (legitimacy) and do they include social target groups in their analysis and planning and take the needs of the poor/marginalised into account?
Score:	2
Assessment and Context in 2012:	SCOPE has installed a governing body for safeguarding continuance of their planning of programs in relation to its constituency. Next, SCOPE has a Technical Advisory committee, which is comprised of experts from various sectors and disciplines (NGOs, government, academia, etc.). SCOPE annually reports its progress back to its members. However, many members are dormant (incl. board members).
Reported Changes:	<p>There will be new elections to replace the dormant board members. Three months ago they replaced 3 members who were gone who will be interim until new elections are called in. SCOPE is using poverty score cards and participatory well-being analysis to include the perspective of their target group in context analysis, project design, and planning of activities. In areas where other NGOs are active as well, as for instance the bio-climate project area, SCOPE now clarifies with community that they have right to have other partners as well. They have to sign a separate MoU with SCOPE.</p> <p>Local communities are involved in problem analysis and identification of solutions. As example, in the thar, communities value prosopis juliflora, part of local communal cultural system. They do not cut trees off but just prune and feed animals with branches (or produce charcoal). Yet pressure on natural resources, asked support to SCOPE. Community meetings to discuss problems (lack of coordination between villages, some cut trees some not, while all villages have to commit). CPI works well.</p>
Main (Internal/ External) Factors:	
Role of CFA/ Contribution from MFS II:	Under MFS-II SCOPE is not dealing directly with local communities. FOs part of the NPCP have their own constituencies and accountability mechanisms. Under MFS-II SCOPE provides trainings to FOs in advocacy.
Score: 2014	2

Priority Result Area:	1.b - Diversity of political engagement
Key Question:	To what extent is a diverse segment of the target group of partner organisations

	represented in locally elected bodies of government and/or in sectoral user groups?
Score:	0
Assessment and Context in 2012:	Most organizations are very small. FOs do work against land reforms.
Reported Changes:	No political representation of SCOPE's constituency in locally elected bodies.
Main (Internal/ External) Factors	The Union Councils were dissolved in 2009. Since then, no local elections. Political parties are working at provincial and federal level. They are very strong and do not want to give away power. There are reasons not to hold local elections. Also fear of religious parties taking power. Decentralisation just on paper. Furthermore, constituency of SCOPE small farmer organizations. Difficult to counteract strong powers.
Role of CFA/ Contribution from MFS II:	Within the NPCP, supported by MFS-II SCOPE is the leading organization in supporting the mobilization and organization of grass-root FOs into an institutionalised platform with capacity and power to influence local and national policy making.
Score 2014	1

CSI Dimension 2: Level of Organisation

Priority Result Area:	2.a - Organisational level of civil society (infrastructure CSI)
Key Question:	To what extent are partner organisations and alliances organised in national network/umbrella organisations and do they represent CBO's and other actors?
Score:	1
Assessment and Context in 2012:	SCOPE is a member of several national alliances/networks, but is not very active in these. It also does not represent other CBOs in these national alliances/networks.
Reported Changes:	SCOPE facilitated the creation of the NPCP in 2011, supported by Oxfam Novib under the MFS-II. The NPCP is a common platform at national level to farmer's organizations and networks working for landless farmers rights. NPCP currently has a regular Secretariat situated at SCOPE office in Karachi. SCOPE is also part of the MFS-II supported Alliance Against Hunger and Malnutrition. SCOPE has also joined the Sustainable Agriculture Action Group (yet dormant because of funding problems), the Fresh Water Action Network (although not very active).
Main (Internal/ External) Factors:	As soon as international organizations stop their support, many of those platforms cease to exist. Many alliances are created in response to emergency situations. NPCP proves more challenging because more grass-root and many organisations with different resources, agendas, and political and ideological orientations (according to Oxfam Novib).
Role of CFA/ Contribution from MFS II:	In theory, NPCP is supported by Oxfam Novib under the MFS-II. However, from Mr. Tanveer the role of Oxfam Novib is not clear. Oxfam Novib is trying to organize partner SPOs into thematic areas to foster collaboration among them also to catalyse social business (interview with Oxfam Novib Islamabad). Yet, many are non-for-profit and it is against their statute to raise their own resources and have a savings account. Check to what extent.
Score 2014	2
Priority Result Area:	2.b - Peer-to-peer communication

Key Question:	To what extent do partner organisations, networks and alliances share information and do they collaborate in joint analysis in order to function effectively?
Score:	3
Assessment and Context in 2012:	SCOPE has participated in and organised several seminars and/or workshops to share information in the last 2 years.
Reported Changes:	SCOPE has exchange with SCAN (Coastal Area Development). Often they attend trainings and workshops organized by PPAF. 4-5 events in 2013 for which responsibilities were allocated among partner organizations. As far as MFS-II projects are concerned, AAHM is working quite well, and SCOPE is well positioned to make meaningful contribution (according to Oxfam Novib) thanks to its international relations. NPCP proves more challenging because more grass-root and many organisations with different resources, agendas, and political and ideological orientations (according to Oxfam Novib).
Main (Internal/ External) Factors:	
Role of CFA/ Contribution from MFS II:	Support to NPCP
Score 2014	3

Priority Result Area:	2.c - Financial and human resources
Key Question:	To what extent are financial resources of partner organisations and alliances diversified with sound internal financial and human resource management?
Score:	3
Assessment and Context in 2012:	SCOPE does not generate own financial resources. It is hard to find long-term financial partners. PFF has been a long partner and ILC has granted several small grants. SCOPE is more dependent on open calls in collaboration of consortiums, like in MSF2. Internal financial management is standardized. SCOPE offers appr. 10-15 training days/year
Reported Changes:	According to Oxfam Novib, national platforms and alliances lack financial resources and qualified staff for their joint initiatives. Organizations come together when it comes to apply to international calls (see interview with Oxfam Novib). According to SCOPE management, sometimes NPCP proves hard because organizations do not share common understanding. Time is a constraint. All organisations are quite busy. Some joined in the beginning then withdraw, prefer continue individually. Others volunteer their time. Funds come from: CSR Coca Cola Foundation and Unilever Pakistan State Oil + ENI Board members sometimes as a buffer Scottish government (Bioclimate project Tharparkar) Catholic Relief Service MFS-II PPAF (just got continuation project) Ongoing Projects and donors ensures healthy financial situation
Main (Internal/ External) Factors:	

Role of CFA/ Contribution from MFS II:	ON extended its support to NPCP until 2015 and AAHM project also until 2015. For this last project a provision that allows co-financing by ILC. MFS budget makes up a 15-20% of total budget. However, 1-year extensions do not allow for institutional strengthening of CSOs. Investment in staff training and retention of qualified staff is challenging amid uncertain funding.
Score 2014	2

Priority Result Area:	2.d - International linkages
Key Question:	To what extent are partner organisations and alliances organised in international network/umbrella organisations and do they represent CBO's and other actors?
Score:	3
Assessment and Context in 2012:	The international linkages are very important to SCOPE. It provides the secretary of the regional GEF network.
Reported Changes:	Still the case, reiterated through the AAHM supported by the MFS-II.
Main (Internal/ External) Factors:	
Role of CFA/ Contribution from MFS II:	Via AAHM
Score 2014	3

Priority Result Area:	2.e - Technical resources
Key Question:	To what extent are partner organisations using the internet and social media?
Score:	2
Assessment and Context in 2012:	SCOPE has a website on which it provides background information of the organization and information on its projects. SCOPE has a Facebook account with 472 friends (October 2012), but posts irregularly.
Reported Changes:	SCOPE uses social media especially for the NPCP. Twitter and particularly facebook. Emails and yahoo groups.
Main (Internal/ External) Factors:	
Role of CFA/ Contribution from MFS II:	No contribution
Score 2014	2

CSI Dimension 3: Practice of Values

Priority Result Area:	3.a - Internal governance (democratic decision-making and governance)
Key Question:	To what extent do partner organisations and the CSO's they support involve their target group in decision making?
Score:	2
Assessment and Context in 2012:	SCOPE performs grass roots needs assessments regarding capacity development needs

Reported Changes:	From project conception stakeholder inclusion. Reflexive on their past experience. Try to strengthen their understanding on issues: problems, reasons/causes Eg. Land degradation due to ethnic group (hindi) hunters and traders of wildlife. SCOPE initiated dialogue with them, trained them in other dexterities/activities, raised awareness among local communities to raise their reputation and respect. It was a social mobilisation process. They are slowly changing attitude and stop wildlife hunting, recognising it is a sin for hindi religion.
Main (Internal/ External) Factors:	Scottish organisation has influence, bio-climate project. Bioclimate project with Scottish gov. community provides ecosystem services (land management at landscape scale) in return to cash and other services (water supply bio sand filters, wells...) women groups formation for developing economic activities (mirr) and to be part in water management committees. Village Saving and Loan Associations. Ecosystem services/land management, governance, financial...
Role of CFA/ Contribution from MFS II:	Oxfam Novib is backtracking as they regard land rights as a too sensitive issue. Very careful. Do not want public litigations. They long have doubted whether to put their logo in a banner. Also internal contrasts between OxfamGB and Oxfam Novib.
Score 2014	2

Priority Result Area:	3.b - Transparency
Key Question:	To what extent are partner organisations and CSOs supporting transparency on financial information and do staff members respect internal procedures (code of conduct)?
Score:	3
Assessment and Context in 2012:	SCOPE has a written code of conduct and the members are informed about it. Minutes of meetings are distributed. Only written communication is authenticated. As MSF-II has just started it has not had any impact on this issue for SCOPE.
Reported Changes:	No significant changes. At higher organisational levels members (general members and executive committee) are not very active. They are there but dormant. Some of executive members have been replaced by interim members (in attendance of official elections every 5 years). 3 members have been replaced. At management level (CEO, program coordinator, financial management) procedures are quite efficient. 3 meetings weekly for day to day issues. Then, monthly and quarterly meetings to discuss staff and financial issues, HR, dev-policies and strategic issues, procurements. If project-related issues are discussed then also project staff is invited. This happens every month. Total budget is shared with all management staff and project coordinator who sometimes shares with project staff (also depends on their computer literacy level). CEO can't say 100 % how often budget is shared with all project staff. Budget is circulated in soft and hard copies. Information is sometimes shared also with beneficiary communities.
Main (Internal/ External) Factors:	Higher management level is dormant some left abroad.
Role of CFA/ Contribution from MFS II:	Interaction with Oxfam Novib team from time to time, no trainings just discussions and interaction (for instance in financial management system). Monthly meetings on project management. 2 weeks ago meeting for AAHM project. No capacity building.

Score 2014	3
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CSI Dimension 4: Perception of Impact

Priority Result Area:	4.a - Responsiveness
Key Question:	To what extent are partner organisations and the CSO's they support considered as counterparts by (local) government and private sector?
Score:	2
Assessment and Context in 2012:	SCOPE has been invited to join several policy development discussions/processes. These are long-term processes on land and forest grabbing (PPAF, NPCP). from which no direct results (in the form of policies formulated) are delivered yet. MSF-II has not yet have impact on this issue.
Reported Changes:	In MFS-II SCOPE is working with government on food security policy (Ministry of Food Security and Research) and O-Hunger to provide CS perspective. These are positive signs. Government is generally (and has been) top down in policy making with little or no interest in CS opinion. 2 CRS projects with Coca Cola Foundation, Unilever, and ENI Drinking water project in Karachi, reverse osmosis (desalinisation and remineralisation of groundwater) and subsidized distribution 12 15 RP, 19 25 RP.
Main (Internal/ External) Factors:	Due partly to Amendment 18 and decentralisation process which grants more power to provinces. SCOPE would like to engage more with provincial and district level authorities. Workshop in Islamabad on the 22 of April was also focused on how to improve meaningful participation of small CS organisations in decision-making at provincial level. Generally, CS read about public consultation for policy-making in media/newspapers once it is over. Lack of access to information. SCOPE working on MoU for FOs for professional contribution to provincial level policy making entailing definition of tasks etc...
Role of CFA/ Contribution from MFS II:	In both Mfs-II funded projects provision about engagement with government.
Score 2014	2
Priority Result Area:	4.b - Social impact
Key Question:	To what extent do partner organisations, in the sectors they work in, provide services that respond to one or more basic social needs of their target group?
Score:	2
Assessment and Context in 2012:	There are several other organizations that work in the same field as SCOPE. SCOPE involves its target group in the problem analysis and the formulation of projects through meetings at the provincial and districts clusters. The target group is also involved financially via membership fees, facilitation of venues for meetings at district level..
Reported Changes:	SCOPE is using poverty score cards and participatory well-being analysis to include the perspective of their target group in context analysis, project design, and planning of activities. Local communities are involved in problem analysis and identification of solutions (also during baseline). As example, in the thar, communities value prosopis juliflora, part of local communal cultural system. They do not cut trees off but just prune and feed animals with branches (or produce charcoal). Yet pressure on natural resources, asked support to SCOPE.

	Community meetings to discuss problems (lack of coordination between villages, some cut trees some not, while all villages have to commit). CPI works well. NEW: Bioclimate project with Scottish gov. community provides ecosystem services (land management at landscape scale) in return to cash and other services (water supply bio sand filters, wells...) women groups formation for developing economic activities (mirr) and to be part in water management committees. Village Saving and Loan Associations. Ecosystem services/land management, governance, financial...
Main (Internal/ External) Factors:	Scottish organisation
Role of CFA/ Contribution from MFS II:	No contribution
Score 2014	2

Priority Result Area:	4.c - Policy impact
Key Question:	To what extent do partner organisations successfully influence government policy or planning/budgeting/policy making of international organisations in the sectors they work in?
Score:	2
Assessment and Context in 2012:	Although SCOPE aims at achieving results in changing policies, laws and regulations to improve livelihoods of the target group, they however have not realized that yet. They do therefore organize meetings and sessions and advocate on getting land reform on the political agenda. MFS-II has no impact yet..
Reported Changes:	Thanks to the advocacy work of SCOPE and other partner organisations, land reforms again on the national agenda. Now more focus on strengthen provincial structure of the NPCP to be able to influence better provincial government level decision making and policy. UNCCD, Government of Pakistan part of that convention, SCOPE contributed to National Action Program with insights from the CS based on 25 experience on the ground.
Main (Internal/ External) Factors:	
Role of CFA/ Contribution from MFS II:	NPCP
Score 2014	2

CSI Dimension 5: Environment

Priority Result Area:	5.a - Socio-economic, socio-political and socio-cultural context
Key Question:	To what extent are interventions of the Alliance the choice of the partner organisations and are their interventions based on a quality context analysis of the space and the role of civil society in that specific country (including socio-economic, political and cultural context)?
Score:	1
Assessment and	The SPO was actively involved in the formulation of the project funded by the

Context in 2012:	Oxfam Novib. 2-3 meetings were therefore organized in Islamabad. There were some budget adjustments, which was dealt with by cutting in salaries and operational costs, this was done through mutual consultations.
Reported Changes:	The implicit theory of change is that formalising access to land to the poor and vulnerable through land reforms, and their empowerment is fundamental and unavoidable step to sustainable natural resources management, achieving food security in desert areas, reversing land degradation, and alleviating poverty. And organising peasants in strong coalitions is the only way they can face powerful landlords and other powers such as governmental authorities and the military. Need to institutionalise the process of land rights recognition and land access. Land reform as part of a democratization process. ILC provided ideological base, data, technical support, small funding. They approached Oxfam Novib for support of NPCP, supported by ILC. Part of their strategy is also to work with like-minded partners on issues of their interest (eg Pakistan Poverty Alleviation Fund) focus on water resources management). Focus on land governance has been also influences by international focus on land governance. Main reference is Agenda 21, Chapter 14 on land degradation. Besides, raising concern about feudalism as a main hold down force to poverty alleviation and land reforms. NPCP is part of ON framework > GROW, but reflects SCOPE's agenda.
Main (Internal/ External) Factors	
Role of CFA/ Contribution from MFS II:	No contribution
Score 2014	2

Key Question:	To what extent do partner organisations take into account and participate in studies of civil society in the country they work in?
Score:	1
Assessment and Context in 2012:	There has always been discussion on civil society in Pakistan: <ul style="list-style-type: none"> - Is civil society is alternate of government - What is actual role of civil society - Is civil society is serving the agenda of donor countries particularly gender and religion - Whether we are political agent of donor country <p>In the case of Oxfam gender consultations SCOPE has adopted some of the parts in its policies and strategies.</p>
Reported Changes:	No studies but ongoing discussion with partner organisations. Long time ago study on financial sustainability of CS (1997).
Main (Internal/ External) Factors:	Implicit ToC. Empower poor, landless, women and bring them into decision-making process by enhancing their technical and vocal capability. According to SCOPE democracy is a challenge but empowerment is crucial. Democracy exists formally in Pakistan butt implemented. "Fascist" parties in Karachi.
Role of CFA/ Contribution from MFS II:	No contribution
Score 2014	2

FINAL QUESTION RELATED TO SOCIO-POLITICAL ENVIRONMENT FOR NGOs

- What are the major threats and constraints, opportunities and weaknesses for the civil society in general and your organisation in particular?

Strengths	Weaknesses
<p>2012:</p> <ul style="list-style-type: none"> • More media attention • More attention on gender in government 	<p>2012:</p> <ul style="list-style-type: none"> • Rise of conservatism under influence of wahabism and salafism
<p>2014: similar</p>	<p>2014:</p> <p>Social media and technology are creating new spaces for CS, yet counterforces are still very powerful. CS is using social media but when security concerns emerge, they have to stop their activities. Control by government and powerful groups (Intelligence, Religious groups within state departments, Military etc) is highest still.</p> <p>Extremist religious groups have so many funding sources and are welcomed in poor rural areas, where they create residential facilities and provided important basic services and emergency relief (such as during the floods of 2010-2011). They converted also many official schools in madrassas, especially in Sindh they are very strong.</p>
Opportunities	Threats
<p>2012:</p> <ul style="list-style-type: none"> • More national alliances • More female MPAs and MNAs, which provide great support 	<p>2012</p> <ul style="list-style-type: none"> • Religious militants • Natural disasters and (internal) displacements setting gender rights backs as main focus is on reconstruction, more domestic violence, less reproductive rights, child trafficking. • Mushrooming of NGOs • Dissolution of local government bodies, which are the nurseries for female politicians.
<p>2014:</p> <p>Decentralisation in the constitution (Amendment 18) and increasing power to Provinces. This establishes an opportunity for CSOs to work at the local/district level. Level of awareness within CSOs is also increasing</p>	<p>2014:</p> <p>Extremism is supported both internally and externally!</p> <p>Army</p> <p>Attitude of donors: institutional funding disappeared, donors are competing with each</p>

<p>thanks to the social media. There is a genuine search for alternative political powers. For instance the Imran Khan Pakistan Justice Movement, however strong only in KPK. Other provinces are very corrupt and monopolized by PPP and Nawaz Muslim League. CS in Pakistan would like to emulate India (Aman party, Common People Party) and create a new party.</p>	<p>other. Oxfam Novib should and can play a vibrant role in the coalition of peasants. Yet the problem is that they are funding different NGOs for the same projects and objectives and this creates competition. Small grants cannot make the difference.</p> <p>Different donors different formats for reporting and this increases burden in terms of time spent for reporting which is stolen away to project activities.</p> <p>INGOs competing with NGOs (their salaries are as much as 5 time higher).</p> <p>Media: overall positive. Involved in politics and international issues. Yet corporate forces do strumentalize media for their vested interests. This creates anxiety and stress among citizens, exposed to by pessimistic news.</p>
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- What must change to improve the role and functioning of the civil society in general and your organisation in particular?

Self support mechanism so that they do not have donor dependency – innovative mechanism, NGO trust fund. SCOPE has initiated environmental enterprise and social marketing. Aim is within next 4 years to have their own enterprises so that they do not depend on foreign funding.

PAKISTAN

FOLLOW-UP REPORT

MFS II JOINT EVALUATIONS

Shirkat Gah - Women's Resource Centre

Efforts to Strengthen Civil Society

Compiled by IDS, MetaMeta and MDC

April 2015

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List of Acronyms

AACM	Alliance Against Child Marriages
APWW	Asia Pacific Women's Watch
APWLD	Asia Pacific Forum on Women, Law and Development
ARROW	Asian Pacific Resource & Research Centre for Women
BSWA	Bhittai Social Watch and Advocacy
CBO	Community-Based Organisation
CEDAW	Convention on the Elimination of all Forms Of Discrimination Against Women
CEO	Chief Executive Officer
CFA	Co-Financing Agency
CNIC	Computerised National Identity Card
CRTI	Coalition on Right to Information
CSI	Civil Society Index
CSO	Civil Society Organisation
DAG	District Advocacy Group
EDACE	Enhanced Democratic Accountability and Civic Engagement
GBV	Gender-Based Violence
GMLT	Gender Mainstreaming and Leadership Trajectory
HBS	Heinrich Böll Stiftung
HIV/AIDS	Human Immunodeficiency Virus / Acquired Immune Deficiency Syndrome
ICPD	International Conference on Population and Development
IED	Improvised Explosive Device
IUCN	International Union for Conservation of Nature
IWE	Institute for Women's Empowerment (IWE)
KPK	Khyber Pakhtunkhwa (previous called North-Western Frontier Province)
LSBE	Life Skills Based Education
M&E	Monitoring & Evaluation
MIS	Management Information System
MFS	Medefinancieringsstelsel (co-financing system)
MoU	Memorandum of Understanding
NCSW	National Commission on the Status of Women
NGO	Non-Governmental Organisation
NOC	No Objection Certificate
PAPAC	Pakistan Alliance for Post-Abortion Care
PRHN	Pakistan Reproductive Health Network
PKR	Pakistani Rupee
PSL	Personal Status Law
SAAF	Safe Action Abortion Fund
SG	Shirkat Gah
SID	Society for International Development

SOP	Standard Operational Procedure
SPO	Southern Partner Organisation
SRHR	Sexual and Reproductive Health Right
SWD	Social Welfare Department
UC	Union Council
UN	United Nations
UNFPA	United Nations Population Fund
UNICEF	United Nations Children Fund
UPR	Universal Periodic Review
US\$	US Dollar
USAID	United States Agency for International Development
VAW	Violence Against Women
WELDD	Women Empowerment and Leadership Development for Democratisation
WESJP	Women Empowerment and Social Justice Programme
WFS	Women-Friendly Space
WHRAP	Women's Health and Rights of Advocacy Partnership
WISE	Women's Islamic Initiative in Spirituality and Equality
WISE	Women in Struggle for Empowerment (used twice in text in full)
WLUML	Women Living Under Muslim Laws

1 INTRODUCTION

Country:	Pakistan
Consortium:	IMPACT
Responsible Dutch NGO:	Oxfam Novib
Project:	Women Empowerment and Social Justice Programme - Phase II
Southern Partner Organisation:	Shirkat Gah - Women's Resource Centre

1.1 Purpose of Paper

The purpose of this paper is to present the main findings and conclusions of the follow-up survey undertaken for the southern partner organisation *Shirkat Gah - Women's Resource Centre* (SG), which received MSF II funding from the IMPACT consortium until the end of 2012 with Oxfam Novib as the responsible NGO from The Netherlands.

1.2 Outline of Paper

The outline of this paper is as follows:

- Profile of SG is described in Chapter 2;
- Short description of the context in Chapter 3;
- Description of the MFS II co-funded Women Empowerment and Social Justice Programme - Phase II is provided in Chapter 4;
- Data Collection and Analytical Approach are briefly described in Chapter 5;
- Assessment of efforts to strengthen civil society is presented in Chapter 6;
- Discussion related to project design, improvement of impact evaluation and relevance of causal mechanism in Chapter 7; and
- Answering of evaluation questions in Chapter 8.

1.3 Brief Summary of Analyses and Findings.

Compared with the baseline survey conducted in 2012, the overall score on the five CSI dimensions improved from 2.2 to 2.7 in 2014.

Due to the changing socio-political environment across Pakistan and changing donor environment, SG decided to update the existing strategic plan 2011-2015 with the active involvement of the target groups through DAG meetings in the 10 districts.

During the last two years, SG has extended its cooperation with more CBOs and it formed DAGs, WFSs and youth groups. About 150 capacity building sessions conducted for local partners and DAGs on management, leadership, women's empowerment, state-citizenship, legislation, advocacy, networking, communication, inheritance rights, early marriage, divorce, etc. A total of about 10,000 women received training, who will act as trainers in their respective communities. DAGs, WFSs, CBOs and other platforms are used by SG to raise the awareness among women and men about women's rights: about 16,700 women were assisted to access rights/services through direct interventions, mainly through DAGs and WFSs.

Since the baseline survey in 2012, SG has extended its membership of national networks/alliances in order to have a stronger voice towards the government and to be collectively stronger to plan and implement collective actions, including advocacy and lobbying. Through its membership of various

national networks and alliances, SG is regularly involved in discussions with other CSOs about the role of the civil society in Pakistan as well as the role of donor agencies.

Based on joint analysis, SG together with members of networks and alliances submitted recommendation on various issues, such as stopping domestic violence, ending early and forced marriage, ending forced conversion of minority women, support for women survivors of violence, ending parallel judicial systems.

The existing website has been updated and restyled with much more information available and also available in Urdu, whereas SG is also using social media more actively since 2013 as most of its partners have access to social media.

As more government institutions at federal and provincial have become more receptive for gender issues during the last few years, SG developed (more and better) relationships with the various government agencies and it has become a member of a number of government committees related to women's rights and gender issues. SG was invited for inputs to various government initiatives and committees at federal and provincial level, including drafting of legislation. To improve implementation of existing legislation and local governance, SG focused more on local/district duty bearers in various fields as well as the police: capacity built of 489 duty bearers from 17 districts in SRHR, VAW, personal status laws.

SG has evolved into a leading women's rights organisation in Pakistan. SG's expertise on gender is reflected in invitations to speak on panels, serve as a resource person, sit on official committees, and be frequently invited by the media to discuss women's rights and empowerment. The fact that national networks and alliances are more heard and have greater influence on government policies can be partly attributed to interventions undertaken by SG as it has been instrumental in the establishment and development of a significant number of national networks and alliances related to gender and women's rights.

For the purpose of process tracing the outcome of the Shirkat Gah programme activities funded by MFS II, we chose an area of the SPO's work that falls under Key Result Area 4.c, which deals with the extent of impact that the SPO's work has on policy. This covers one of Shirkat Gah's explicit planned outcomes, which is: 'government receptive to Shirkat Gah's inputs and critiques for women-friendly laws, policies and programmes'. This outcome and key result area covers Shirkat Gah's work on putting issues of women's empowerment and rights on the agenda of policy makers, and is also closely connected to its work with various national and provincial level networks through which it works to increase its influence within policy circles. We found sufficient evidence of Shirkat Gah's progress towards its planned outcome, and which is fairly convincing of the extent to which Shirkat Gah has increased its influence with state actors and within policy circles. We also found evidence that it is the increased strength and influence of CSOs like Shirkat Gah and various networks that can be credited with many positive recent policy changes on women's issues. Furthermore, we found links between the MFS-II funded WESJP-Phase II programme and Shirkat Gah's growing profile within policy circles. Specifically, a number of Shirkat Gah recommendations and inputs that have been included in policies have come out of this project.

2 PROFILE OF SHIRKAT GAH

2.1 Introduction

Shirkat Gah - Women's Resource Centre (SG), which means "place of participation", was formed in Islamabad as a non-hierarchical Women's Collective in 1975 and formally registered in 1976 under the Societies Act, 1880 as a non-governmental organisation (NGO) by a group of young professional women inspired by activities around the International Women's Year. It represented a departure from existing women's organisations' charity approach. Viewing women's rights as inextricably linked with development, the aim was to highlight women's issues and realities and undertake consciousness raising.

One of SG's first tasks was to undertake a study of the problems of working women in Islamabad and follow that up with setting up of the first working women's hostel in the new capital. SG also published the first bibliography of writings on women in Pakistan and other Muslim countries and was invited to contribute to the Women's Rights Committee in 1977-78 that was set up by the Government. SG members subsequently regrouped in Karachi and continued to function on a voluntary basis for almost a decade by having meeting after working hours in each other's homes. They produced a newsletter (*Subah*), maintained newspaper clippings on women's issues, and wrote in newspapers. A very important step was the formation of Women's Action Forum (*Khawateen Mahaz-e-Amal*) - the contemporary face of the women's movement in Pakistan - in 1981 by bringing women's organisations together to challenge the discriminatory Hudood Ordinances, 1979.

In 1986, SG decided to institutionalise itself to undertake sustained work for defending and promoting women's rights. It set up offices in Karachi and Lahore following up with a project office in Peshawar. In the same year, SG became the Asia Coordination office of the international solidarity network, Women Living Under Muslim Laws (WLUML). Initially working in a research-based project mode, SG decided in 1993 to move to a programmatic approach defining its programme areas as Women Law and Status (WLS), Women and Sustainable Development (WSD), and Women's Economic Empowerment (WEE) with gender as a cross-cutting concern. Ten year later, SG reconfigured its programme areas by dropping WEE and adding Reproductive Health and Reproductive Rights (RHRR) and Green Economics and Globalisation (GEG) to its continuing WSD and WLS programmes.

In 2005, SG was restructured by having a single executive authority heading SG in the form of a Chief Coordinator, whereas the Collective was split into a Board of Directors and a General Body. The Board of Directors comprises 7 female members and is overall responsible for designing and approving SG's policies, budgets and approving the annual work plans. The General Body (Collective) has 25 female members representing different expertises and acting as the overall policy-making body with two meetings per year. The General Body is responsible for overseeing and supervising the tasks and responsibilities, including monitoring and evaluating programme activities. SG also has an Advisory Board with 25 members, whereas large projects have their own advisory committees as well. The day-to-day management of SG is the responsibility of the Management Committee comprising 5 members, including the Executive Director, two programme directors and two senior coordinators.

In 2008, SG designed the integrated Women's Empowerment and Social Justice Programme (WESJP) with the aim of creating stronger synergies between its programme components (i.e. rights, governance and livelihoods)

In January 2013, Mrs. Khawar Mumtaz decided to give up her position as CEO of SG in order to assume her responsibilities as the new Chair of the National Commission on the Status of Women (NCSW). At the request of the General Body, Mrs. Farida Shaheed was appointed as the Executive Director of SG.

Today, SG has evolved into a leading women's rights organisation that operates from its head office in Karachi, two documentation centres in Lahore and Peshawar, and six women friendly spaces (WFSs) operating as field stations across all four provinces of Pakistan: two WFSs in Swat in Khyber Pakhtunkhwa (KP) province; Bhakkar and Muzafargarh in Punjab province; Shahdadkot in Sindh province; and Usta Mohammad in Balochistan province. SG is currently working in 40 districts across the country: 15 districts in Punjab province; 10 districts in Sindh province; 13 districts in KP province; and 2 districts in Balochistan province.

A total of 89 persons are employed in the three offices, including 25 professional staff at managerial and executive level and 42 officers and assistants. The Executive Director is supported by Regional Directors responsible for programme planning, implementation and monitoring and the Research Unit to deepen the understanding of existing issues and fill knowledge gaps for policy development and future activities.

2.2 Vision, Mission and Core Values

SG's vision is defined as follows: *"A just, vibrant, progressive and democratic society, in which women are fully empowered, human rights and dignity are enjoyed by all equally without discrimination, where peace prevails and resources and opportunities are ensured on a sustainable and equitable basis"*.

The mission of SG is to strive to: a) strengthen women as rights-holders to claim their rights and redefine existing parameters of State and society; b) advocate and mobilise for gender equality and social justice, promoting equitable policies and practices from the local to the global and back again; c) hold the State accountable for equal rights, security and dignity for all and the sustainable and equitable use of resources; d) promote a culture of peace, democracy and pluralism, and resist the use of culture and religion by State and non-State actors to deny women's rights; and e) flourish as an inclusive, vibrant, pro-active feminist organisation.

The core values of SG are as follows:

- Feminist approach: rejecting patriarchy, challenging injustice, promoting gender equality;
- Participatory democratic approach: creating spaces to promote equality and opportunities for all;
- Secularism: promoting the separation of religion from the affairs of the State;
- Activism: upholding SG's commitment to its vision and mission in public and private spheres;
- Environment-friendly: promoting environment-friendly practices and policies;
- Professionalism: effectively using knowledge and skills; and
- Continuous learning: actively seeking new knowledge and skills.

2.3 Strategic Approach, Directions and Objectives.

SG's strategic approach is to (i) strengthen women as rights' holders, (ii) reorient their immediate community actors to be more supportive and responsive, and (iii) promote a conducive policy framework.

SG's programmes and projects are an integration of its three thematic areas: a) bodily rights; b) voice; and c) environmental context. The following strategic direction and objectives have been formulated for the three thematic areas:

2.3.1 Bodily Rights

Strategic direction: Women enabled to recognise, understand and claim their bodily rights as well as resist all discriminatory practices in a conducive environment.

Strategic objective: To build and enhance women's conceptual understanding of and ability to exercise their rights in the areas of sexual and reproductive health rights (SRHR), violence against women (VAW) and Personal Status Law (PSL) and promote a conducive environment.

Milestones: a) Strengthened women claiming their bodily rights, accessing relevant services and legal measures, and holding duty bearers/service providers accountable; b) gender sensitised duty bearers providing effective services to women; and c) improved State responsiveness on SRHR, VAW and PSL issues from local to global and back.

2.3.2 Voice

Strategic direction: Women enabled to exercise individual and collective agency to claim their democratic rights and demand social justice.

Strategic objective: To strengthen women to raise their individual and collective voices against patriarchy and other obstructive factors, claim their democratic rights and demand social justice from the local to the global.

Milestones: a) Strengthened individual and collective female voices resisting patriarchy and other obstructive factors to claim rights/entitlements, hold duty bearers accountable and demand social justice; and b) women's voices reinforced by civil society alliances and networks with State representatives advocating gender equitability, pluralistic society from the local to the global.

2.3.3 Environmental Context

Strategic direction: A culture of peace, democracy, pluralism and sustainable development premised on human rights promoted, and the values of women's equality and empowerment upheld.

Strategic objective: To promote a conducive socio-cultural, political, economic and natural environment to achieve women's empowerment, peace and social justice.

Milestones: a) Strengthened civil society, countering the discourse of religious extremism, growing religiosity and patriarchal forces from local to global; b) improved State responsiveness to its national and international commitments on women's human rights and the environment.

2.3.4 Organisational Evolution

In addition to the these three thematic areas, SG also formulated a fourth thematic area emphasizing that effective programme delivery requires an effective organisational base.

Strategic direction: An inclusive, vibrant, feminist learning organisation promoting social justice and a secular order.

Strategic objective: To mainstream a pro-active feminist, learning and listening culture within staff, supported by appropriate structure, systems and procedures.

Milestones: a) An integrated programme with effective M&E feedback loops, addressing SG priority areas (bodily rights, women's voices and a conducive environment) developed and implemented; b) revised organisational structure aligned with SG's vision, mission and core values with effective communication and course connection mechanisms; and c) strengthened conceptual understanding and skills of SG staff.

2.4 Implementation Strategy and Activities

SG's strategy is based on an integrated approach to development and women's rights that combines advocacy and capacity building. Supported by innovative research, networking and publications to bridge the gap between women's lived realities and national and international policy commitments, SG addresses women's strategic needs through advocacy interventions that engage the government and international forums to ensure that policies, programmes and laws are appropriate for and responsive to women's needs. SG also catalyses the empowerment of women through a participatory process, in which NGOs and community-based organisations (CBOs) are the primary channel for reaching women in their communities.

SG operates at the following levels:

- **Micro level:** Collaborating with CBOs to change attitudes and practices, support women-led initiatives, assist women to access health schemes, livelihood options and necessary official documents, including ID cards as well as birth, marriage and divorce certificates;
- **Meso level:** Supporting initiatives to ensure better implementation of laws, policies and services, connect local women's groups with government institutions and elected representatives, and establish networks with other CSOs for advocacy; and
- **Macro level:** Initiate interventions to advocate women's rights with national and provincial legislators, bi- and multi-lateral development agencies with a particular focus on Pakistan's commitment under international policies and declarations, including Beijing declaration on women (1995) and the MDGs.

The activities of SG are as follows:

- **Advocacy** around the issues of women and development, human rights, environment and globalisation together with local communities through CBOs and local duty bearers, policy-makers from district to national, parliamentary committees, women's caucuses, media, national and international platforms and the UN system;
- **Capacity building** is a cross-cutting theme in SG's organisational and programme structure to build the capacities required for SG and its partners (i.e. CBOs) to achieve their mandate of women's empowerment. It includes human resource development and institutional strengthening of programme partners within areas like sexual and reproductive health, international and national instruments, laws, gender, organizational management and climate change. SG's capacity development initiatives embrace the notion of sustainability, once capacity is established it needs to be maintained over the long term;
- **Campaigns** around human rights, legal reforms, livelihood and environmental issues;
- **Networking** based on the recognised need to raise common issues and voices of a diverse range of CBOs and civil society organisations (CSOs) for effective advocacy from a united platform;
- **Documentation centres** specialising on women in Pakistan, Muslim contexts, human rights, poverty, globalisation, sexual and reproductive health and rights; and
- **Research, publications and dissemination of information** through the production of publication in English, Urdu and Sindhi, including research findings, tools for training, awareness and advocacy materials, guides, manuals, posters, cartoon booklets, newsheets and bi-monthly wall newspaper, and documentary films.

2.5 Programmes and Projects

SG is implementing the following three programmes: a) Women Health Right and Governance; b) Citizen, Rights and Leadership; and c) Peace and Violence against Women.

During the 2011-2013 period, SG implemented the following projects:

- Climate Change & Women: Case Study funded by Heinrich Böll Stiftung (HBS) (2011).
- Gender-Based Violence Response funded by UNFPA (2011).
- Women Friendly Spaces (WFSs) - Operational Costs funded by the Global Fund (2011-2012).
- Women Empowerment and Social Justice Programme (WESJP) Phase-II co-funded by Oxfam Novib (2011 and 2012) and Norwegian Embassy (2011-2014).
- Women's Health and Rights of Advocacy Partnership (WHRAP) funded by DANIDA through ARROW (2011-2014).
- Achieving MDG 5: Continuing Momentum, Building Champions funded by David and Lucile Packard Foundation (2011-2014);
- Gender Mainstreaming and Leadership Trajectory funded by Oxfam Novib (2012);
- Exploring Tools of War and Resistance in Post-Conflict Swat funded by HBS (2012).
- Women Empowerment and Leadership Development for Democratisation (WELDD) funded by the Netherlands' Ministry of Foreign Affairs through the Netherlands Embassy (2012-2014).
- Climate Change, Energy and Women funded by HBS (2013).
- Enhancing Organisational Effectiveness funded by Oxfam Novib (2013).
- Human Rights Defenders Protection Security Project funded by Freedom House (2013).
- Religious Fundamentalism funded by ARROW-EU (2013).
- Bhattai Social Watch and Advocacy - Peace 1325 funded by Oxfam Novib (2013).
- Strengthening Governance in Health Systems for Reproductive Health and Right in Pakistan funded by IDRC (2013-2014).
- Building Peace through Gender Lens in KPK funded by HBS (2013-2014).
- Fighting the Stigma through Champions: Addressing Unsafe Abortion in Pakistan funded by the Safe Action Abortion Fund (2014).
- Enhanced Democratic Accountability and Civic Engagement (EDACE) funded by DAI (2014).

2.6 Partner Organisations

SG has created the following spaces/forums as become focal points for intervention, which are composed entirely of community members:

- 12 District Advocacy Groups (DAGs) comprising 17 CBOs, including 4 DAGs in Punjab, 1 DAG in Balochistan, 4 DAGs in Sindh and 3 DAGs in KPK, which bring together CBO representatives, government duty bearers, local (print and electronic) media, minority representatives, youth and service providers; and
- 6 WFSs to provide safe discursive spaces for women to participate in capacity building sessions, learn about their rights, in particular those pertaining to family law matters, early age marriages, sexual and reproductive health e.g. ante- and post-natal care, and measures to prevent and redress gender-based violence (GBV).

To advance the movement of universal access to sexual and reproductive health and rights (SRHRs), 64 adult and 120 youth SRHR champions, both male and female, have been identified in 4 districts across four provinces, and their capacity has been built to advocate for women's SRHR and to build effective referral mechanisms to increase local community members' access to public health centres.

At local level, SG collaborates very closely with 27 community-based organisations (CBOs). At national level, SG works closely with other leading civil society organisations (CSOs), including SUNGI, FPAP, SAP-PK, Rozan, AGHS, Aahung, SPO, SAFWCO, and PILER.

SG participates in numerous national, regional and international CSO coalitions, networks and alliances in its thematic areas. SG is a member of the following national networks and alliances: a) MDG 5b

Alliance; b) Pakistan Reproductive Health Network (PRHN); c) Pakistan Alliance for Post-Abortion Care (PAPAC); d) *Aman Ittehad* (United for Peace) Network; e) Mumkin Alliance; f) Alliance Against Child Marriage; g) Gender Development Network; and h) Women Action Forum.

SG is also member of the following government committees: a) Punjab Skill Development Fund Board and Design Committee; b) Punjab Core Committee; Women's Empowerment Package; c) PWD Punjab Gender Mainstreaming Committee; d) Punjab & Sindh WDD CEDAW Implementation Committee; e) Punjab SWD working group to finalize protection of family members/domestic violence bill; f) Working Group on Prevention of Child Marriage Bill; and g) Punjab Provincial Committee on Harassment Act at Workplaces.

SG is also a member of the following international alliances and networks: a) Women Living Under Muslim Law (WLUML); b) Institute for Women's Empowerment (IWE); c) Semarak Cerlang Nusa (SCN) – Indonesia, Foundation of Solidarity For Justice; d) International Union for Conservation of Nature (IUCN); e) Asian Pacific Resource & Research Centre for Women (ARROW); f) Asia Pacific Forum on Women, Law and Development (APWLD); g) Women's Islamic Initiative in Spirituality and Equality (WISE); h) Asia Pacific Women's Watch (APWW); i) South Asian Centre for Policy Studies; j) Society for International Development (SID); k) Centre for Women's Global Leadership (CWGL); l) Women Health Rights and Advocacy Partnership (WHRAP); m) Development Alternatives with Women for a New Era (DAWN); and n) Association for Women's Rights in Development (AWID)

2.7 Budget and Actual Expenditures

The allocated budgets and actual expenditures for the period 2011 - 2014, including the proportional budget allocation for civil society strengthening, are presented in the following table:

Budget and Actual Expenditures 2011 - 2014 (PKR)

Project Name	Donor	2014		2013			2012			2011		
		Budget	Strengthening Civil Society	Budget	Actual Expenses	Strengthening Civil Society	Budget	Actual Expenses	Strengthening Civil Society	Budget	Actual Expenses	Strengthening Civil Society
WESJP-II	Oxfam Novib	-	-	-	-	-	42,600,564	42,600,564	80%	29,700,000	26,399,436	80%
WESJP-II	Norwegian Embassy	52,435,785	80%	51,118,000	51,509,429	80%	35,714,159	21,660,051	80%	34,373,500	23,985,840	80%
Fighting the Stigma through Champions Unsafe Abortion in Pakistan	SAAF	8,117,890	100%	-	-	-	-	-	-	-	-	-
WHRAP-IV	ARROW	6,791,347	80%	8,806,140	9,599,315	80%	5,870,000	5,716,620	80%	2,081,598	1,912,976	80%
EDACE	DAI	15,459,000	90%	-	-	-	-	-	-	-	-	-
MDG 5	Packard Foundation	12,871,245	80%	10,263,575	9,016,445	80%	10,401,997	9,064,488	80%	10,453,392	5,025,295	80%
Gender Based Violence Response	UNFPA	-	-	-	-	-	-	-	-	20,224,039	15,994,050	70%
Gender Mainstreaming and Leadership Trajectory	Oxfam Novib	-	-	-	7,385	100%	5,673,900	2,579,957	100%	3,348,227	1,477,363	100%
WELDD	Dutch Embassy	36,675,451	90%	84,317,983	59,512,091	90%	35,729,350	22,680,616	90%	-	-	-
Women Friendly Spaces	Global Fund	-	-	-	-	-	1,701,265	993,720	0%	2,551,900	850,635	0%
Religious Fundamentalism	ARROW-EU	-	-	1,397,000	-	80%	-	-	-	-	-	-
Strengthening Governance in Health System for RHR in Pakistan	IDRC	11,543,000	80%	-	133,290	80%	-	-	-	-	-	-
Human Rights Defenders Protection Security	Freedom House	-	-	7,571,928	6,814,363	75%	-	-	-	-	-	-
Climate Change and Women: Case Study	HBS	-	-	-	-	-	-	-	-	2,600,000	2,502,746	80%
Exploring Tools of War & Resistance in Post-Conflict Swat	HBS	-	-	-	-	-	1,500,000	1,500,000	80%	-	-	-
Enhancing Organisation Effectiveness	Oxfam Novib	-	-	10,798,595	10,909,219	100%	-	-	-	-	-	-
Building Peace through Gender Lens in KP	HBS	2,000,000	85%	1,808,130	1,808,130	85%	-	-	-	-	-	-
Climate Change Energy and Women	HBS	-	-	1,750,000	1,514,668	85%	-	-	-	-	-	-
BSWA - Peace 1325	Oxfam Novib	-	-	2,214,000	137,465	100%	-	-	-	-	-	-
Others	Multiple donors	12,321,120	70%	-	-	-	-	-	-	-	-	-
Total		158,214,838		180,045,351	150,961,800		139,191,235	106,796,016		105,333,656	78,148,341	

Between 2011 and 2013, the allocated budget increased from PKR 105.3 million to PKR 180.0 million, whereas it dropped to PKR 158.2 million in 2014. The allocated budgets of PKR 29.7 million and PKR 42.6 million in 2011 and 2012 respectively for the MFS II-funded WESJP - Phase II represented 28% and 31% of the total allocated budget of SG for both years. In addition to MFS II funding, Oxfam Novib also allocated PKR 9.0 million for Gender Mainstreaming and Leadership Trajectory in 2011 and 2012. In 2013, Oxfam Novib funded Enhancing Organisation Effectiveness with PKR 10.8 million and the Bhattai Social Watch and Advocacy (BSWA) - Peace 1325 with PKR 2.2 million. Between 2012 and 2014, the Ministry of Foreign Affairs through the Netherlands Embassy allocated a budget of PKR 156.7 million for the Women's Empowerment and Leadership Development for Democratisation (WELDD) Project.

Compared with a total allocated budget of PKR 424.6 million for the period 2011-2103, the actual expenditures were PKR 335.9 million or 79% of the total allocated budget during the same period. About 95% of the total allocated MFS II budget of PKR 72.3 million was actually spent in 2011 and 2012.

3 CONTEXT

SG has to operate in a context with positive and negative developments. In recent years, there is more attention for women's issues in the national and provincial governments as well as the national, regional and local media. In recent years, SG is frequently contacted and/or invited by the media to give its opinion on issues related to women's rights and gender issues. At the same time, SG observed more negative news about CSOs in most media as most of them have a conservative agenda. The election of more female members of provincial and national assembly also supports the activities of SG. National networks and alliances related to women's rights and gender issues have become more vocal and they have greater influence on government policies.

At the same time, the Pakistani society in rural and urban areas has become more conservative due to a greater influence from very conservative branches of Sunni Islam, such as Wahhabism and Salafism, whose ideas are adopted by more and more women on a voluntary basis, including strict dressing codes. In recent years, there have been more attacks by religious militants, including acid attacks against school girls.

The major natural disasters, such as the earthquake in 2005 and the floods in 2010, have had a negative impact on women's rights as more violence against women, less sexual reproductive rights and more child trafficking are observed in the disaster-affected areas.

The dissolution of locally elected government bodies (i.e. Union Councils) also affected the empowerment of women considerable as these bodies are considered as nurseries for female politicians.

The establishment of an enormous large number of NGOs and CBOs ("mushrooming") without proper registration, monitoring and regulation by the government has affected the civil society in Pakistan with thousands of ghost CSOs and NGOs with dubious agendas. More and more CSOs are formed as a source of income for their founders. The adoption of the new NGO Bill may have a significant impact on the functioning of NGOs in Pakistan as all NGOs have to renew their Memorandum of Understanding (MoU) but the new law does not differentiate between well-established NGOs that exist already for a long time and newly formed NGOs. It is expected that many NGOs will have to stop their activities as their MoU will not be renewed.

Growing political disturbances and insecurity together with increasing violence and threats, especially in KPK, Balochistan and Karachi had an impact on the work of SG, including the suspension and/or rescheduling of activities in KPK and Balochistan, scaling down of activities in KPK and adopting a very low profile. After the killing of Osama Bin Laden, NGOs receiving funds from western donors are considered to be western agents promoting a western agenda.

In recent years, SG and other NGOs have been subject to scrutiny by various intelligence agencies demanding for information about staff and funding at regular intervals.

SG also observed that an increasing number of citizen lack access to basic human rights.

4 PROJECT DESCRIPTION

4.1 Goal, Outcomes and Outputs

The Women Empowerment and Social Justice Programme (WESJP) - Phase II started in 2011 and its overall goal is defined as "*build the capacity of women to exercise their rights, be included in decision-making, and make informed choices in a) personal status & citizenship matters; b) climate change, land & livelihood; c) sexual and reproductive health and rights (SRHR); and d) peace/violence*".

WESJP - Phase II is Shirkat Gah's overarching programme for women's empowerment within a framework of rights, governance and livelihoods. This programme is premised on working with CBOs for building the capacity of women to become rights claimants.

Intervention strategies include a) research to generate field base evidence on women's issues and challenges; b) building community capacity to understand and claim their rights; and c) advocacy for better services, programmes and laws.

During the second phase, WESJP aims to strengthen selected CBO partners to support their institutional strengthening and district level advocacy leadership in 12 districts. The programme works to:

- remove the lack of awareness of communities at large about their rights and entitlements within personal status laws (including access to inheritance and property rights under the law);
- address the denial of access to sexual and reproductive health and rights due to social pressures and customary practices;
- provide awareness of existing laws and measures to prevent violence against women and advocate for responsiveness as well as new laws and mechanisms;
- highlight the linkages between climate change, environmental degradation and globalisation and women's livelihoods and livelihood options and impact on their reproductive health;
- promote women's participation in and representation in decision making and governance structures; and
- emphasize linkages between obstacles to peace, democracy, cultural pluralism and women's rights and traditions of tolerance in Pakistan.

It is envisaged that the implementation of WESJP - Phase II would have the following three outcomes and corresponding outputs:

Outcome 1: Second Tier District-Level Women's Leadership to Enable Women to Claim and Exercise Their Rights in Thematic Areas of SG (Rights, Governance & Livelihood)

- Output 1.1: District core groups integrate gender concerns into their advocacy in 12 districts to enable women to claim and exercise their rights in SG thematic areas
- Output 1.2: Responsive duty bearers provide gender-sensitive services to women in 12 districts
- Output 1.3: Capacities and linkages developed for women led collective initiatives and networks

Outcome 2: Government Receptive to SG Inputs and Critiques for Women-Friendly Laws, Policies and Programmes

- Output 2.1: Holding government accountable on implementation of policies, programmes, and international obligations in SG thematic areas
- Output 2.2: Evidence generated on issues of environment, women's land rights & impact of conflict on women

- Output 2.3: Parliamentary bills and government policies include at least 5 recommendations in SG thematic areas
- Output 2.4: SG plays a think-tank role in its areas of expertise
- Output 2.5: Continue to function as RCO-Asia of WLUML

Outcome 3: Institutional Strengthening - SG Continues to Be a Dynamic and Responsive Organisation for Women's Empowerment

- Output 3.1: SG functions as a cohesive and effective organisation
- Output 3.2: SG has capacity for rapid response to emergency and disaster-related situations

4.2 Civil Society and Policy Advocacy Elements

According to information provided by SG, 80% of the allocated budgets for WESJP - Phase II were earmarked for activities related to strengthening civil society, including policy advocacy. Under Outcome 1, DAGs and WFSs supported about 16,750 women to claim their rights in various fields, undertake actions and gain a voice. Under Outcome 2, SG advocated against early marriages and formulated recommendations related to operational procedures for government-managed women's shelters, domestic violence, and right to information. Under Outcome 3, SG was frequently invited to participate in commissions and to provide inputs to government initiatives related to domestic violence, early marriage and sexual harassment at national and national level. At international level, SG was invited to prepare papers and provide inputs and key notes on various topics related to women's rights and gender issues for international panels, forums and conferences. SG is member of various alliances and networks at provincial, national and international level as well as national and provincial government committees.

4.3 Duration

WESJP - Phase was designed for a period of 3 years (2011 - 2013), but the Norwegian Embassy decided to provide funds for 2014 as well. Oxfam Novib decided to provide MFS II funds for the first two project years (2011 and 2012).

4.4 Budget

The budget for the implementation of WESJP - Phase II between 2011 and 2013 was as follows:

Category	2011	2012	2013	Total	
				Amount	% Total
Activities	57,851,060	34,472,400	34,027,180	126,350,640	68%
Programme implementation, Monitoring and Reporting Cost	1,600,000	3,040,000	3,344,000	7,984,000	4%
Administrative Costs	16,136,700	17,257,300	19,195,840	52,589,840	28%
Total	75,587,760	54,769,700	56,567,020	186,924,480	-

Note: All amounts in PKR

Source: Oxfam Novib

The implementation of WESJP - Phase II was funded by the following donors: Oxfam Novib, Norwegian Embassy, ARROW, Packard Foundation, Global Fund and UNFPA. However, a number of donors only provided funds for one or two years. The Norwegian Embassy decided to allocate a budget of PKR 52.44 million for 2014 as well.

4.4.1 MFS II Budget and Expenditures

Planned Budget

The MFS II budget allocated by Oxfam Novib for the first two years of the WESJP - Phase II was as follows:

Category	2011	2012	Total	
			Amount	% Total
Activities	24,762,749	23,713,461	48,476,210	73%
Programme implementation, Monitoring and Reporting Cost	627,391	1,493,674	2,121,065	3%
Administrative Costs	7,787,760	8,214,965	16,002,725	24%
Total	33,177,900	33,422,100	66,600,000	-

Note: All amounts in PKR

Source: Oxfam Novib

The allocated MFS II budget of PKR 66.6 million would cover about 51% of the total planned WESJP - Phase II budget of PKR 130.4 for 2011 and 2012.

Allocated Budget and Actual Expenditures

According to information provided by SG, the allocated MFS II budget for WESJP - Phase II and actual expenditures for 2011 and 2012 were as follows:

	2011	2012	Total
Budget	29,700,000	42,600,564	72,300,564
- Activities	<i>n.a.</i>	32,352,464	-
- Programme implementation, Monitoring and Reporting Cost	<i>n.a.</i>	1,606,300	-
- Administrative Costs	<i>n.a.</i>	8,641,800	-
Actual Expenses	26,399,436	42,600,564	69,000,000
- Activities	<i>n.a.</i>	32,902,389	-
- Programme implementation, Monitoring and Reporting Cost	<i>n.a.</i>	1,135,645	-
- Administrative Costs	<i>n.a.</i>	8,562,530	-

Note: All amounts in PKR

Source: SG and Auditor's Report

5 DATA COLLECTION AND ANALYTICAL APPROACH

The first activity carried out during the follow-up phase was to contact both SG and Oxfam Novib with the request to send all available data and information related to activities funded under MFS II. The research team also searched the internet, including the SG website, for relevant data and information related to SG and MFS II-funded activities.

Subsequently, the research team thoroughly reviewed the collected documents, including:

- Progress Reports for Women Empowerment and Social Justice Programme (WESJP)- Phase II for 2011, 2012 and 2013.
- Detailed Budget for WESJP - Phase II (2011-2013).
- Consolidated WESJP Phase II Completion Report (2011-2013).
- SG Annual Report 2012.
- Audit report for 2012.

In May 2014, a first one-day meeting with four senior management staff members was conducted to assess any changes in the five civil society dimensions using the same questionnaires used during the baseline survey in 2012 and to discuss the internal and external factors that caused these changes, including the role of the CFA and MFS II. The findings of the follow-up survey were compared with those of the baseline survey to identify (significant) changes in the five civil society dimensions corresponding priority result areas of SG.

Meetings with junior programme staff related to SRHR and WELDD were also conducted to briefly discuss their project activities, including the role of advocacy, use of (social) media, cooperation with CBOs, local duty bearers and other CSOs.

An email with a short questionnaire related to the cooperation between SG and other CSOs were sent to the following NGOs: a) Aahung in Karachi; b) Rozan in Islamabad; c) Aurat Foundation in Peshawar; and d) HANDS in Karachi. Only one contacted NGO (i.e. Aahung) returned the completed questionnaire. Despite sending a reminder, the other three contacted NGOs did not reply at all.

The interviews were used to collect evidence for the selection of a key outcome for process tracing. At this point a workshop would have been convened with Shirkat Gah's staff in order to conduct a discussion on the causal mechanisms that led to this key outcome. However, despite a few requests for follow-up discussions we were unable to schedule a workshop or further discussions with staff. The main reason cited for this was a lack of time and staff members' busy schedules and other commitments. This has placed serious limitations on the extent to which we could pursue a full process tracing exercise for the key outcome. However, we did manage to set up interviews with key partners of Shirkat Gah in a few networks to collect further data and to verify evidence of impact in the key outcome area, and a limited version of a process tracing exercise is included in Section 5 based on these interviews and other secondary sources. This included interviews in Lahore with Women in Struggle for Empowerment (WISE), Mumkin Alliance and Strengthening Participatory Organisation (SPO), which convenes the Civil Society Network on Local Governance, and Bedari's Lahore office, which coordinates the Alliance Against Child Marriages (AACM).

6 RESULTS

6.1 Descriptive Analyses of Relative Changes in CSI Dimensions

A descriptive analyses of the reported and observed changes in the five CSI dimensions for LSF are presented below. More detailed description of the reported and observed changes for the individual priority result areas of all five CSI dimensions can be found in Annex B of this section.

	CSI Dimensions <i>(with sub-components)</i>	Baseline Score	Follow-up Score
1	Civic Engagement	2	2.5
1a	Diversity of socially-based engagement	2	3
1b	Diversity of political engagement	2	2
2	Level of Organization	2.8	3
2a	Organizational level of civil society	2	3
2b	Peer-to-peer communication	3	3
2c	Financial and human resources	3	3
2d	International linkages	3	3
2e	Technical resources	3	3
3	Practice of Values	2	3
3a	Internal governance	2	3
3b	Transparency	2	3
4	Perception of Impact	2	3
4a	Responsiveness	2	2
4b	Social impact	2	3
4c	Policy impact	2	3
5	Environment	2	2
5a	Socio-economic, socio-political and socio-cultural context	2	2
	Average	2.2	2.7

6.1.1 CSI Dimension 1: Civic Engagement

Compared with the findings of the 2012 baseline survey, the score for CSI dimension 1 improved from 2.0 to 2.5.

Due to the changing socio-political environment across Pakistan and changing donor environment, SG decided to update the existing strategic plan 2011-2015 and this exercise was financially supported by Oxfam Novib with an allocation of PKR 10.8 million (non-MFS II) to SG. To facilitate the active involvement of different stakeholders in the process of drafting the new strategic plan and get their feedback and suggestions, SG organised meetings with DAGs in 10 districts with 300 people participating and the 6 WFSs that function as SG field offices. The establishment and capacity building of DAGs and WFSs were funded under the WESJP Phase II, which was co-funded by MFS II until the end of 2012.

Diversity of socially-based engagement: SG facilitated the formation and capacity building of 12 DAGs and 6 WFSs as well as number of youth groups after the Youth Conference, 4 networks on gender and peace together with Purple Women Movement, Groups for minorities and landless in marginalised communities, and local network on gender and environment.

Reports on progress are shared with the Board of Directors on a quarterly basis and the Collective (General Body) at least twice a year. Policy makers and implementers are engaged through specific events, such as policy dialogues, but also in one-to-one exchanges in which SG activities around specific issues, field feedback and new developments are shared. SG's constituency and target groups are kept abreast through social media networks, website, emails, six monthly and annual review meetings, follow-up meetings, and capacity building trainings. Key findings and messages are also shared at the grassroots using innovative modalities such as interactive theatre.

Since the execution of the baseline survey in 2012, the extent to which SG is able to include preferences and needs of its target groups in the planning and execution of its project activities have improved considerable, mainly through the establishment and strengthening of the DAGs and WFSs. Therefore, the score for this priority result area increased from 2 in 2012 to 3 in 2014.

Diversity of political engagement: Under the local government system 33% of all seats at Union Council, tehsil and district level were reserved for women, but following the dissolution of the locally elected bodies, women's voice in political affairs at local and district level ended. As long as no new local elections are conducted, no locally elected bodies will exist. A new Local Government Bill is drafted but not passed yet.

On their own initiative, DAGs mobilised women to participate in the 2013 election by organising meetings to inform them about the importance of vote and to obtain a computerised national identity card (CNIC). The result was that women casted their votes for the first time in their lives. Furthermore, DAGs in KPK promoted polio vaccination, campaigned for safe age of marriage, and raised awareness on HIV/AIDS and Dengue. DAGs in Sindh and Balochistan successfully campaigned for reopening of 10 girls' schools and promoted girls' education and immunisation against measles, whereas DAGs in Punjab successfully campaigned for upgrading of girls' primary schools to high schools, promoted pre- and post-natal care, safe age of marriage and women's inheritance rights.

About 150 capacity building sessions conducted for local partners and DAGs on management, leadership, women's empowerment, state-citizenship, legislation, advocacy, networking, communication, inheritance rights, early marriage, divorce, etc. A total of about 10,000 women received training, who will act as trainers in their respective communities. The establishment and capacity building of these CBOs was carried out through the WESJP Phase II, which was co-financed by MFS II until the end of 2012.

After SG training, women farm workers have established a network to advocate for their rights and to access government services. SRHR Champions have been ensuring accountability at the local level around health matters.

During the last two years, SG strengthened the representation of (rural) women in sectoral user groups, including the DAGs and various networks. However, the representation of women in locally elected bodies did not improve as they remain dissolved. Therefore, the score for this priority result area remains 2.

6.1.2 CSI Dimension 2: Level of Organisation

Compared with the findings of the 2012 baseline survey, the score for CSI dimension 2 improved slightly from 2.8 to 3.0.

Organisational level of civil society: At the time of the baseline survey, SG was already member of a significant number of national network/umbrella organisations, including Mumkin Alliance, Women Action Forum, Aman Ittehad Network, Pakistan Reproductive Health Network, Gender Development Network Pakistan, MDG-5B Alliance and Pakistan Association for Post-Abortion Care. During the last two years, SG has also become member of a number of national and provincial networks/alliances, such as Alliance Against Child Marriage (Sindh and Punjab), Civil Society Network on Local Governance (Punjab), Ending Violence Against Women (national), Men Engagement Alliance (national). The rationale for SG to become members of these national networks/alliances is to have a stronger voice towards the government and to be collectively stronger to plan and implement collective actions, including advocacy and lobbying.

Reportedly, SG always incorporates the opinions and feedback from its partners in discussions during meetings of these national networks/alliances. For this purpose, SG organises meetings for CBOs, DAGs and youth groups at national, provincial and district level. SG has plans to develop (provincial and national) networks for CBOs, DAGs and youth groups.

Since the execution of the baseline survey in 2012, SG has expanded its membership of national networks and alliances, in which it plays a very important role by providing technical and financial support. SG also supported the formation of the Purple Women Movement. Therefore, the score for this priority result area increases from 2 in 2012 to 3 in 2014.

Peer-to-peer communication: SG's expertise on gender is reflected in invitations to speak on panels, serve as a resource person, sit on official committees, and be frequently invited by the media to discuss women's rights and empowerment. SG played an instrumental role in the formation of new national networks and alliances and their strengthening to facilitate sharing of information and learning from each other. Materials and manuals developed by SG were adopted by other CSOs, such as SOP manual on dealing with women in emergencies by more than 20 other NGOs. Based on joint analysis, SG together with members of networks and alliances submitted recommendation on various issues, such as stopping domestic violence, ending early and forced marriage, ending forced conversion of minority women, support for women survivors of violence, ending parallel judicial systems.

SG continued to participate in seminars, workshops and other gatherings organised by other organisations, including many consultation meetings with other CSOs and government agencies at provincial and national level. SG organised more than 30 events each year to facilitate the exchange of information between CSOs and other stakeholders.

Together with other CSOs, SG also organised 4 rallies, including one focusing on Increasing insecurity of human rights defenders, such as Farida Afridi, Amar Sindhu, and Malala Yusufzai.

SG conducted 12 GMLT assessment workshops with other CSOs in 2011 and 2012. Oxfam Novib asked SG to rollout GMLT for all its partners in Pakistan. SG also prepared the Independent Universal Periodic Review (UPR) for the UN Human Rights Council - 14th Session.

SG had several meetings with donors, including Oxfam Novib, to discuss various topics, including the problems with project-based financing and the conditions attached, such as intensive reporting.

Compared with the 2012 baseline survey, the extent to which SG shares information with other CSOs and collaborate in joint analysis in order to function effectively is still high, so that the score for this priority result area remains 3.

Financial and human resources: In 2013, the total budget was PKR 180.0 million provided by 8 different donors, but MFS II funding stopped at the end of 2012. For 2014, the budget is PKR 158.2 million from 9 different donors. About 2% of the total budget is own resources generated with the provision of training.

Following the adoption of the new strategic plan, a new organisational structure and policies were introduced and operationalised, including a) staff structure revamped together with job objectives and responsibilities realigned/revised; b) new HR policies devised and operationalised; c) new planning tools established and operationalised for SG staff; d) electronic MIS commissioned; and e) measures adopted for most efficient cost-effective planning and implementation. SG developed a capacity building plan to ensure that all its staff will have the necessary skills required for the implementation of the new strategic plan. Total of 19 formal trainings conducted to built capacity of all SG staff in various topics, including peace building, communication and advocacy, rights and the Constitution. Number of staff also attended training abroad, including peace building in Turkey, financial management in Malaysia, universal periodic review in Switzerland, and SRHR and L&E framework development in Nepal. Some of the in-house training was financed by Oxfam Novib under the Enhancing Organisation Effectiveness Project using non-MFS II funds.

Since the execution of the baseline survey in 2012, the financial resources of SG remains diversified with sound internal financial and human resource management. Therefore, the score for this priority result area does not change and remains 3.

International linkages: In last 2 years, SG became member of few other international networks/alliances. Based on its collaboration with other NGOs through national networks and alliances, SG has taken many national issues related to women's rights and gender equality to the international level through its linkages with international bodies, such as the UN. SG is engaged in processes concerning (international) obligations and reporting under the Convention on the Elimination of all Forms Of Discrimination Against Women (CEDAW), Beijing Platform for Action, and International Conference on

Population and Development (ICPD). Oxfam Novib encouraged SG to become member of international networks and alliances. Participation of SG in a number of meetings of international networks and alliances was (partially) financed under WESJP - Phase II and this project was co-funded by MFS II until the end of 2012. As SG continues to be very active within international networks/alliances, the score for this priority result area remains 3.

Technical resources: The existing website has been updated and restyled with much more information available and also available in Urdu. The number of visitors are registered. SG is using social media more actively since 2013 as most of its partners have access to social media. SG video message on impact of domestic violence on the whole family was viewed by more than 50,000 people on Facebook. Tweets reached more than 40,000 Twitter accounts. As SG continues to actively use internet and social media as part of its project activities, the score for this priority result area remains 3.

6.1.3 CSI Dimension 3: Practice of Values

Compared with the findings of the 2012 baseline survey, the score for CSI dimension 3 improved significantly from 2.0 to 3.0.

Internal governance: The process of drafting new strategic plan started with conducting review and consultation meetings with CBOs and other stakeholders in order to obtain their feedback on activities carried out by SG during last years as well as their ideas and suggestions. SG has extended its cooperation with more CBOs and it formed DAGs, WFSs and youth groups. With all these stakeholders, SG has regular consultation meetings to discuss various topics and issues. Since the execution of the baseline survey in 2012, the extent to which SG involves its target groups in decision making increased considerably, mainly through the formation and capacity building of the DAGs, WFSs and other groups. Therefore, the score for this priority result area has increased from 2 in 2012 to 3 in 2014.

Transparency: SG has a detailed code of conduct in its Administration and Finances Manual as well as Ethics Policy, including procedures for preventing all types of misconducts, such as fraud and embezzlement. During two-monthly meetings for each programme, all projects together with detailed budgets are reviewed by all concerned staff. The annual and financial report is shared with all staff as SG does not consider financial information to be confidential. As the transparency on financial information has improved compared with the findings of the 2012 baseline survey, the score for this priority result area has been increased from 2 in 2012 to 3 in 2013.

6.1.4 CSI Dimension 4: Perception of Impact

Compared with the findings of the 2012 baseline survey, the score for CSI dimension 4 improved considerably from 2.0 to 3.0.

Responsiveness: The changing socio-political environment, whereby basic human and women's rights are more and more under pressure, has forced SG to focus more on improving and promoting women's rights through advocacy, lobbying and capacity building.

As more government institutions at federal and provincial have become more receptive for gender issues, SG developed relationships with the various government agencies, including ministries and departments of human rights, social welfare, population welfare, health, women development,

agriculture, livestock and forestry. Furthermore, SG is a member of a number government committees related to women's rights and gender issues. SG also extended cooperation with politicians and police. Advocacy and lobbying with government agencies is supported under WESJP Phase II and this project was co-funded by MFS II until the end of 2012.

SG prepared and submitted position papers and recommendations to concerned government ministries and departments on various topics related to women's rights, such as domestic violence, safe age of marriage.

Following the 18th Constitutional amendment, the tasks and responsibilities of many ministries at federal level with whom SG worked together were devolved to the provincial departments. Therefore, SG had to shift its advocacy and lobby activities to each of the four provinces, which required much more efforts, time and resources.

SG has built strong strategic alliances with women legislators, who have helped to push the agenda on women's rights and empowerment. SG also has excellent relations with the provincial assembly members, the national and provincial commissions on the status of women as well as some key allies in the executive branch of government.

SG has successfully engaged the media to raise awareness about the problems and advocate needed reform especially with respect to SRHR and VAW matters.

SG categorically refuses to cooperate with multi-national companies, such as Unilever, and it will never accept funds from USAID as their policies are not compatible with those of SG.

Although SG extended its cooperation with different government agencies considerably during the last two to three years, it did not develop further cooperation with the private sector. Therefore, the score for this priority result area remains 2.

Social Impact: DAGs, WFSs, CBOs and other platforms are used by SG to raise the awareness among women and men about women's rights. About 16,700 women were assisted to access rights/services through direct interventions, mainly through DAGs and WFSs. The DAGs have significantly increased women's access to rights and improved the responsiveness of government duty bearers. Another impact is an increased and more active involvement of women, including from minority groups, in decision-making bodies and forums at local and district level in all four provinces.

Feedback and other relevant information from activities at local level are used by SG to improve its project activities and to develop (more) appropriate training modules. The preparation of the new strategic plan was a specific opportunity for SG to formulate the lessons learned over the course of last few years based on consultation with its partners and other stakeholders. Following the formation and strengthening of the DAGs and WFSs facilitated by the MFS II-funded WESJP Phase II, the ability of SG to provide services responding to basic social needs of its target groups improved considerably. Therefore, the score for this priority result area increases from 2 in 2012 to 3 in 2014.

Policy Impact: The National Commission on the Status of Women Act was passed in 2012 to facilitate the promotion of women's social, economic, political and legal rights as enshrined in the Constitution as well as to ensure vigilant monitoring of Pakistan's obligations under CEDAW. SG observed that federal and provincial governments have more attention for women's rights and gender issues, which may be

partly attributed to advocacy and lobbying activities undertaken by more and stronger national networks/alliances.

SG was invited for inputs to various government initiatives and committees at federal and provincial level. SG submitted recommendations during policy formulation and drafting of legislation on Standard Operational Procedures (SOPs) for Government-run shelters for women; legislation criminalising domestic violence in all four provinces; and local government acts in all four provinces.

SG also contributed to KPK Police decision to establishing women's desks in all police stations in 2013 acting on SG's 2012 recommendation; Domestic Violence Act adopted in Sindh (2013); SOPs adopted for government run women's shelters by Social Welfare Departments in Sindh and Balochistan (2012) and in KPK (2013); amendment of Punjab Right to Information Bill Draft Bill in 2012, adopted in 2013 Act through the Coalition on Right to Information (CRTI).

SG is engaged in processes concerning (international) obligations and reporting under the Convention on the Elimination of all Forms Of Discrimination Against Women (CEDAW), Beijing Platform for Action, International Conference on Population and Development.

To improve implementation of existing legislation and local governance, SG focused more on local/district duty bearers in various fields (i.e. health, education, social welfare, agriculture, etc) as well as the police. Capacity built of 489 duty bearers from 17 districts in SRHR, VAW, personal status laws. Sindh Government invited SG to educate large group of legislators on domestic violence legislation.

Through its involvement in various national networks and alliances as well as its membership of a significant number of government committees, SG has become more successful in influencing a number of government policies related to women's rights compared with the findings of the 2012 baseline survey. As a result, the score for this priority area has been increased from 2 in 2012 to 3 in 2014.

6.1.5 CSI Dimension 5: Environment

Compared with the findings of the 2012 baseline survey, the score for CSI dimension 5 remains the same at 2.0.

Socio-economic, socio-political and socio-cultural context: MFS II funding stopped by the end of 2012, but SG continued to receive funding from Oxfam Novib from non-MFS II funds in 2013. As Oxfam Novib stopped further funding of SG by the end of 2013, SG is not involved in meetings with Oxfam Novib anymore. RutgersWPF, which is also an NGO receiving MFS II funding, invited SG to formulate its SRHR policy.

Though the Joint Action Committee on Citizen Rights, SG and other CSOs have a dialogue with donor agencies, who are also a member.

In recent years, SG observed a shift by donors for project-based funding instead for programmatic support and this development is critical for advocacy and lobbying as SG's core activities requiring a longer period to show results and impacts. SG submitted many multi-year bids/proposals to various international NGOs, but only one bid for WELDD to the Netherlands Embassy submitted 2011 in consortium with the IWE and WLUML was successful.

Through its membership of various national networks and alliances, SG is regularly involved in discussions with other CSOs about the role of the civil society in Pakistan as well as the role of donor agencies. For instance, SG participated in a study on local governance and role of women through the newly formed Civil Society Network on Local Governance. The changing socio-political environment in Pakistan as well as the donor environment forced SG to review and update its existing strategic plan 2011-2015 and draft a new one.

As the extent to which SG takes into account of and participate in studies of the civil society in Pakistan is still considerable, the score for this priority result area remains 2.

6.2 Process Tracing

For the purpose of process tracing the outcome of the Shirkat Gah programme activities funded by MFS II, we chose an area of the SPO's work that falls under Key Result Area 4.c, which deals with the extent of impact that the SPO's work has on policy. This covers one of Shirkat Gah's explicit planned outcomes, which is: 'government receptive to Shirkat Gah's inputs and critiques for women-friendly laws, policies and programmes'. This outcome and key result area covers Shirkat Gah's work on putting issues of women's empowerment and rights on the agenda of policy makers, and is also closely connected to its work with various national and provincial level networks through which it works to increase its influence within policy circles. We believe that it is in this area that Shirkat Gah has had the greatest success over the last two years, and where it has also recorded the most obvious change. This section examines some evidence of Shirkat Gah's work in these areas in order to establish the validity of the outcome.

6.2.1 Theory of change

Due to the lack of more extensive work with the staff of Shirkat Gah, it was not possible to develop an explicit theory of change around which causal mechanisms could be constructed. However, we used its stated intervention strategies for this purpose, which include: (a) research to generate field-based evidence on women's issues and challenges; (b) building community capacity to understand and claim their rights; and (c) advocacy for better services, programmes and laws. This strategy is based on the assumption that: (a) there is a general lack of research and capacity on understanding and ensuring the basic rights of women; and (b) there is a lack of laws that support the rights of women.

These assumptions guide Shirkat Gah's work and appear to be consistent with the activities it has pursued over the last two years. Given the paucity of information and material, we do not construct causal mechanisms per se below, but we do collect and arrange various pieces of diagnostic evidence to confirm that Shirkat Gah has made considerable progress and gained great momentum in the area of policy impact and strengthening civil society networks over the last two years.

6.2.2 Tracing the outcome:

According to information provided by Shirkat Gah, 80 per cent of the allocated budgets for WESJP - Phase II were earmarked for activities related to strengthening civil society, including policy advocacy. There is enough evidence presented in this report and gathered through documentation and interviews to show that this is consistent with and reflected in Shirkat Gah's increasing focus on improving and promoting women's rights through advocacy, lobbying and capacity building. They have pursued this in

two specific ways that have led it towards its outcome — through direct advocacy with state actors, especially provincial legislators and senior civil servants, and through the strengthening of civil society networks.

State actors:

In terms of its work with state actors, SG does not only participate in various discussions and forums with the government, but it is actually represented on national and provincial government committees. This is fairly significant evidence of its level of influence, given both the government's generally unfavourable attitude towards CSOs, and their lack of willingness to coordinate their work across sectors in the past. Shirkat Gah's influence can be corroborated through our own past experience of working on similar issues in Pakistan, and the fact that the organisation is often called upon to participate in commissions and to provide inputs to government initiatives related to a number of women's issues, including more recently, domestic violence, early marriage and sexual harassment. Our interviews highlighted the fact that SG is a member of the following government committees: Punjab Skill Development Fund Board and Design Committee; Women in Distress and Detention Fund; Punjab Core Committee: Women's Empowerment Package; Punjab Gender Mainstreaming Committee; Punjab and Sindh WDD CEDAW Implementation Committee; Punjab SWD working group to finalize Protection of Family Members/Domestic Violence Bill; Punjab working group on Prevention of Child Marriage Bill; and the Punjab Provincial Committee on Harassment Act at workplaces. This is an impressive level of engagement with the state and confirms the extent to which Shirkat Gah has managed to build in-roads within state procedures in order to ensure that the government is receptive to its inputs and critiques.

Our various sources further confirmed that Shirkat Gah has actively pursued and managed considerable success in the area of influencing government policies related to women's rights. It has been invited to prepare and submit position papers and recommendations to concerned government ministries and departments on a number of issues, which has allowed it to meet its own planned outputs. This included inputs to a working group on Protection of Family Members (domestic violence) bill in Punjab; Committee on Implementation of Women Empowerment Package in Punjab; Local Government Act 2013 in Punjab; designing and publishing posters on the Sexual Harassment at Workplace Act 2010; Domestic Violence Act in Punjab, Sindh and KPK; standardising age of marriage to 18 for girls and boys in Punjab and Sindh; amendment of the Punjab Right to Information Draft Bill in 2012, adopted in 2013 as an Act; as well as CEDAW sessions for the Provincial Commission on the Status of Women.

One of the most direct pieces of evidence for Shirkat Gah's strategic efforts to affect laws through greater engagement with policy actors, especially provincial parliamentarians, is its refocusing of its work from the national to the provincial levels after the ministries concerned with women rights were devolved to the provinces in 2010. This made a presence in provincial capitals important for moving bills and it was at this time that Shirkat Gah shifted its advocacy and lobby activities from Islamabad to each of the four provinces, which required much more effort, time and resources. An extremely significant piece of evidence of the success of its strategy is the invitation by the Sindh Government to Shirkat Gah to educate a large group of legislators on domestic violence legislation.

Shirkat Gah has also built strong strategic alliances with women legislators, who have helped to push the agenda on women's rights and empowerment, including the passage of the Domestic Violence Law 2013 and standardisation of age of marriage for girls and boys at 18 years in 2014 in Sindh. SG has excellent relations with provincial assembly members, the national and provincial commissions on the status of women as well as some key allies in the executive branch of government. Another success was the

adoption of the Standard Operational Procedures for government-run shelters in three provinces. A complementary strategy has seen Shirkat Gah engage successfully with local and national media, as well as social networking forums, to raise awareness of issues and advocate needed reforms, especially with respect to violence against women and their sexual and reproductive rights. In fact, there is plenty of evidence of Shirkat Gah's leading role on women's empowerment in the national media, as well as coverage of its influence within policy circles.

This is all particularly impressive, given the following quote from a 2001 report of the NGO Resource Centre based in Karachi: "The stakeholder survey indicated CSOs not to be very successful in representing the interests of their constituents and putting them on the public policy agenda (only 14% agreed that CSOs had been successful in this regard). Similarly, less than a quarter each agreed that CSOs could successfully influence the government policy, or could successfully co-operate with the government in implementing policies". Civil society in Pakistan in general, and Shirkat Gah along with its network partners like Bedari, WISE, SPO and others in particular, have come a long way from this situation and are now in a much stronger position to affect social and political change.

Civil society networks:

In terms of its work with civil society networks, we have already recorded in previous sections the fact that Shirkat Gah is a member of various alliances and networks at provincial and national level. Since the execution of the baseline survey in 2012, Shirkat Gah has expanded its membership of these networks, in which it plays a very important role by providing technical and financial support. SG played an instrumental role in the formation of new national networks and alliances and their strengthening to facilitate sharing of information and learning from each other. Materials and manuals developed by SG were adopted by other CSOs, such as SOP manual on dealing with women in emergencies by more than 20 other NGOs. Based on joint analysis with other members of these networks and alliances, Shirkat Gah submitted recommendation on various issues, such as stopping domestic violence, ending early and forced marriage, ending forced conversion of minority women, support for women survivors of violence, ending parallel judicial systems.

Shirkat Gah played a crucial and decisive role in the formation and development of Mumkin Alliance, AACM, Ending Violence Against Women (EVAW) and the Civil Society Network for Local Governance by providing technical, logistical and financial support. This was corroborated through evidence provided in interviews with other members of each of these networks (including WISE, SPO, Aahung and Bedari) who stressed that the networks as a whole, as well as individual organisation members of these networks receive regular intellectual, moral and even legal (through their legal aid unit) leadership from Shirkat Gah. Partners repeatedly stressed that Shirkat Gah is a very proactive member of these networks, often takes on leadership roles, and represents the networks on government commissions and committees, thereby increasing their collective profile and voice.

As stated earlier, Shirkat Gah has increased its focus over the last two years on improving and promoting women's rights through advocacy, lobbying and capacity building, which it has pursued both through direct advocacy with state actors, and through the strengthening of civil society networks. Shirkat Gah's influence in policy circles, due in large part to its work with large civil society networks, can be evidenced and corroborated through a number of new laws, policies and government packages that have come into effect over the last few years. This includes the Women Empowerment Package announced by the Punjab government in March 2014, the passing of the Domestic Violence Act and the Early Age Marriage Act in Sindh, deliberations by legislators on both bills in both the National and Punjab Assemblies, the

enforcement of Standard Operating Procedures for women shelters across the country, and the a commitment by three provincial governments to increase budgetary allocation to address reduced post-devolution funds for health, education and women development.

6.2.3 Alternative explanations

The evidence of Shirkat Gah's progress towards its planned outcome presented above have been pieced together through interviews with a number of respondents and other documentary sources. They are fairly convincing of the extent to which Shirkat Gah has increased its influence with state actors and within policy circles. However, we could imagine at least one other possible alternative explanation for the change in policy frameworks that we have witnessed. This is the fact that it may be possible that the policy change was achieved not because of the work of the networks but because government has become more receptive to these proposals and issues over the last two years. This seems possible given that the government passed the National Commission on the Status of Women Act in 2012 to facilitate the promotion of women's social, economic, political and legal rights, and constituted various committees on women's issues. We assess the plausibility of this explanation below.

Most of our respondents, both within Shirkat Gah and its partner organisations, talked extensively of the generally unfavourable attitude of the government and the fast deteriorating environment within which they work. There is also plenty of evidence to this effect in the media. Further evidence of the fact that the environment has become less favourable rather than conducive, is provided by a comparison of the current PML-N government and the previous government headed by the PPP. Our respondents were fairly convincing in pointing out that they had received more support from the PPP government and more space within which to operate until the election of 2013. A comparison between the stages of discussion on women's issues in two provincial assemblies provides further evidence of this. While the provincial government of Sindh (headed by the PPP) has passed a number of bills over the last year, the Punjab Assembly (headed by PML-N) has either just held consultations, constituted committees and working groups, or passed resolutions. According to various respondents, the difference between the two situations is political will for progressive reforms, available under the PPP in Sindh — and at the centre prior to the change of government in 2013 — and absent in Punjab and the national level under the PML-N. The comparison between the two provinces makes it possible to dismiss the alternative explanation that the political environment may have become more conducive for reforms over the last two years, since it fails to pass a simple "hoop test".

It also allows us to return to the explanation that it is the increased strength and influence of CSOs like Shirkat Gah and various networks that can be credited with the policy changes. There is plenty of evidence available on this. The role of the various networks in pushing through legislative changes is well established through the evidence gathered and presented in the preceding sections. The role of the main civil society networks and Shirkat Gah's proactive role and initiative in these networks is well documented in the media and acknowledged by its network partners, including the CFA.

6.2.4 MFS II contribution

All that remains now is to assess the extent to which this particular set of activities and outcome can be attributed to MFS II contributions. The results here are mixed. Shirkat Gah's partner organisations insisted that this new move towards working through alliances had nothing to do with donor impetus. In fact, to them it represents the exact opposite, with the greater coordination being seen as a way of

gaining greater self-reliance and sustainability through the sharing and pooling of resources. Some even insisted that the success of the networks has more to do with the spirit of voluntarism and activism, than with the type of funding.

However, there are some obvious connections that can be drawn between the MFS-II funded WESJP-Phase II programme and Shirkat Gah's growing profile within policy circles. One of the major impacts of this project is that a number of Shirkat Gah recommendations and inputs that have been included in policies, recorded above, have come out of this project, including the policy on establishing women's desks in all police stations in 2013, the passing of the Domestic Violence Act in Sindh in 2013, and the adoption of Standard Operational Procedures (SOPs) for government-run women's shelters by the Social Welfare Departments (SWDs) in Sindh and Balochistan Provinces in 2012 and in KPK Province in 2013. These successes can also be linked to its growing role within the various civil society networks.

6.2.5 Relevance of results

The networks that Shirkat Gah has formed to strengthen civil society are highly relevant to the work it has managed in terms of capacity building of civil society actors and to the needs of civil society in general. The same is true of its efforts at the provincial and national levels to improve the legal and political frameworks that govern women's rights. In this sense the interventions are still appropriate in that they are consistent with what the target groups, the country and various partner organisations require. In fact, Pakistan's recent transition from military rule to democratic governance makes it extremely pertinent and relevant to focus on institutional development and the creation of supportive legal frameworks for the rights of different groups of citizens.

6.3 Scoring

The overall scores for the five CSIs in 2012 and 2014 are as follows:

CSI Dimension		Overall Score	
		2012	2014
1	Civic Engagement	2.0	2.5
2	Level of Organisation	2.8	3.0
3	Practice of Values	2.0	3.0
4	Perception of Impact	2.0	2.7
5	Environment	2.0	2.0
Average		2.2	2.6

7 DISCUSSION

7.1 Project Design

The interventions undertaken by SG to strengthen civil society through the MFS II-funded WESJP - Phase II were well designed taking into account the hostile environment in Pakistan with regard to women's rights as the society in rural and urban areas has become more conservative and growing insecurity in many parts of the country.

Through the establishment and capacity building of 12 DAGs at district level, SG has significantly strengthened the advocacy capacity of female CBOs at local level with the result that DAGs initiated a number of activities and campaigns on their own, including a campaign to mobilise women to participate in the 2013 election as well as campaigns to promote polio vaccination, safe age of marriage and girls' education. Overall, the DAGs have significantly increased women's access to rights and improved the responsiveness of government duty bearers.

The establishment of WFSs is another intervention that has been very successful in empowering women with regard to their rights. At the same time, the WFSs served as referral mechanism for health, legal support, psychosocial services and shelter for female victims of abuse.

About 16,700 women were assisted to access rights and services through direct interventions, mainly by DAGs and WFSs.

SG also successfully supported the formation of a number of local networks on gender and peace, which constituted a national network in 2013. SG also facilitated the establishment of a platform for minorities (i.e. Hindu and Christian women) and landless women with the aim to have their voice heard.

SG has been instrumental in the establishment and development of a significant number of national networks and alliances related to gender and women's rights, health and local governance. According to the interviewed coordinators of Mumkin Alliance and Civil Society Network on Local Governance, SG played a crucial role in the formation and development of both networks by providing technical, logistical and financial support. Both also mentioned that SG is providing intellectual support during the formulation of their mission, goal and objectives. As an active member, SG regularly consults the networks/alliances about draft position papers and other topics in order to get feedback from other member NGOs.

To strengthen to other CSOs, SG organises more than 30 events each year to facilitate the exchange of information between CSOs and other stakeholders. SG also conducted 12 GMLT assessment workshops with other CSOs.

SG developed relationships with various government agencies and it has become a member of a significant number of government committees at federal and provincial level with the aim to influence government policies related to women's rights and gender. SG was invited to prepare and submit position papers and recommendations to concerned government ministries and departments on various topics related to women's rights, such as domestic violence and safe age of marriage. To improve the implementation of existing legislation and local governance, SG focused more on local/district duty

bearers in various fields (i.e. health, education, social welfare, agriculture, etc) and the police, including the capacity building of almost 500 duty bearers from 17 districts in SRHR, VAW, personal status laws.

7.1.1 Recommendation

It is strongly recommended to fund a similar project in the future as SG being a rights-based organisation focusing on women's rights and gender issues has demonstrated the ability to strengthen CSOs, to develop effective platforms at local and district level, to play an instrumental role in the constitution and strengthening of national networks and alliances, and to develop effective linkages with government institutions with the main aim to further promote women's rights, intervening in cases of rights violation and making duty-bearers (more) accountable in their own localities.

Instead of providing funds for only one or two years, donors must guarantee funding for a longer period as the successful implementation of project activities aimed at strengthening of civil society (i.e. formation and/or capacity building of CSOs and national networks/alliances, advocacy and lobbying) require more time and the (initial) results/outcomes and impacts would only become visible after a number of years.

7.2 Improvement to Impact Evaluation

CSI has been developed to assess the status of the entire civil society in a country and less so for the assessment of individual CSOs. Another, more appropriate methodology for impact evaluation should be identified.

The period between the baseline survey and the follow-up survey is only two years, which is too short to evaluate the impact of the implemented interventions aimed at strengthening civil society. By comparing the findings of the follow-up survey with those of the baseline survey, it is only possible to assess the relative changes in the CSI dimensions of the evaluated SPO together with outputs in terms of number of strengthened CSOs and national networks/alliances. Therefore, an impact evaluation of the interventions undertaken by the evaluated SPO aimed at strengthening the civil society should be carried out a few years after the implementation of these interventions are finished.

7.3 Validity of Causal Mechanisms

We believe that the general strategy traced in the previous section is strong and valid beyond the case of advocacy for women's empowerment, and can be extended fairly easily to other issue areas. This strategy and process, as we have seen in the previous section, has actually led to a strong recognition within policy circles of various issues connected to the rights of women. The implications of this should be able to travel fairly easily to other CSOs and networks working across a number of thematic areas, especially health, education, governance, environment, and so forth. In particular, as stated earlier, it is a particularly pertinent and relevant causal mechanism given Pakistan's recent transition to democratic rule, and the consequent need to now strengthen institutional frameworks left underdeveloped by long periods of intermittent military rule. It demonstrates how CSOs can build their influence and capacity to affect and strengthen these weak institutional frameworks.

8 CONCLUSION

8.1 Evaluation Questions

Evaluation Question 1: What are the changes in civil society in the 2012-2014 period, with particular focus on the relevant MDGs & themes in the selected country?

With regard to MDG 3: Promote Gender Equality and Women's Empowerment, SG observed and reported the following changes in civil society between 2012 and 2014:

- CSOs are (more) often contacted/invited by media to give its opinion on issues related to women's rights and gender issues;
- More negative news about CSOs in conservative media, particularly CSOs dealing with women's rights and gender issues; and
- National networks and alliances are more heard and have greater influence on government policies, including networks and alliances focusing on women's rights and gender issues.

As described in the context in Chapter 3, these observed and reported changes in the civil society have also become possible due: a) more attention for women's issues in the national and provincial governments as well as the national, regional and local media in recent years; and b) Pakistani society in rural and urban areas has become more conservative at the same time due to a greater influence from very conservative branches of Sunni Islam, such as Wahhabism and Salafism, whose ideas are adopted by more and more women on a voluntary basis, including strict dressing codes.

Evaluation Question 2: To what degree are the changes identified attributable to the development interventions of the Southern partners of the MFS II consortia (i.e. measuring effectiveness)?

The fact that national networks and alliances are more heard and have greater influence on government policies can be partly attributed to interventions undertaken by SG as it has been instrumental in the establishment and development of a significant number of national networks and alliances related to gender and women's rights. Section 6 has laid out in great detail how Shirkat Gah in particular, and its partner organisations in a number of civil society networks in general, have contributed to making civil society more influential and capable of affecting change in political and social frameworks, and of strengthening legal and political institutions left weak by decades under military rule. Shirkat Gah's role within the Mumkin Alliance, AACM, and EVAW, among others, has contributed to this change by leveraging its work through the WESJP-Phase II, which together with its budget for civil society strengthening, is funded entirely by MFS II.

SG is one of the CSOs that is frequently contacted and invited by the media to give its opinion and/or comments on gender and women rights issue as it is considered to be a knowledgeable and respected NGO.

Evaluation Question 3: What is the relevance of these changes?

As stated earlier, the changes traced in this paper from initial conditions defined by a lack of legal frameworks to a situation where strong, coordinated and cooperative CSOs are working together by pooling resources and engaging with political actors, specifically legislators, to achieve stronger legal and policy frameworks are extremely relevant in terms of strengthening both civil society and legal and

political institutions in Pakistan. These changes are consistent with what Shirkat Gah's target groups, various partner organisations and the country in general require.

Evaluation Question 4: Were the development interventions of the MFS II consortia efficient?

DROPPED

AIID: Conclusions and Action Points Workshop MFS II Joint Evaluations (Amsterdam, 17 and 18 June 2013) - "Efficiency will be evaluated in terms of outcomes/outputs of the MDG projects; there will not be separate efficiency evaluations for the CD and CS components" (p2)

Evaluation Question 5: What factors explain the findings drawn from the questions above?

During the last two to three decades, many national NGOs, other CSOs and their national networks/alliances have matured and better able to have their voices heard about issues related to women's rights and gender issues. Continuous (financial) support from international NGOs, bilateral donors, international organisations (i.e. UN) and international networks have contributed to the strengthening of the civil society focusing on women empowerment and more gender equality.

8.2 Statement Scoring

Statement	Score
Project was well designed	9
Project was implemented as designed	9
Project reached all its objectives	10
<i>Observed results are attributable to the project interventions</i>	7
Observed results are relevant to the project beneficiaries	10

The design and implementation of the WESJP Phase II, which was co-funded by MFS II until the end of 2012, has been very successful in; a) establishment of DAGs and WFSs as effective platforms for (rural) women; b) addressing the basic needs and rights of a significant number of (rural) women; and c) influencing government policies. According to the Final Report for WESJP Phase II prepared by the Norwegian Ministry of Foreign Affairs (2014), the project achieved almost all its targets and it even exceeded a number of its targets, including the number of women facilitated by DAGs and WFSs. As this project exclusively focused on basic (social) needs and rights of (rural) women and influencing government policies related to women's rights, the observed results are considered to be very relevant to the project beneficiaries.

Annex A**Names of Contacted Persons**

Name	Designation
Humaira Mumtaz Shaikh	Senior Coordinator Peace & VAW
Gulmar Tabassum	Director Communication & Leadership
Nusrat Parveen	Manager Capacity Building
Abdullahad Ikram	Assistant Manager Finance
Samreen Shabbaz	Communications Coordinator SRHR
Ahmed Raza Khan	Programme Officer SRHR
Sanera Bano	WELDD Officer
Shazia Shaheen	Coordinator Mumkin Alliance
Salman Abid	Coordinator Civil Society Network for Local Governance and Regional Director Strengthening Participatory Organisation (SPO)
Mr. Iftikar A. Nizami	Associate Country Director - Oxfam Novib
Ms. Seher Afsheen	Programme Coordinator - Oxfam Novib
Ms. Javeria Afzal	Advisor Livelihood and Disaster Risk Reduction - Oxfam Novib
Bushra Khaliq	Director, Women in Struggle for Empowerment (WISE)
Summiya Yousaf	Advocacy Manager Bedari and leading member of Alliance Against Child Marriages (AACM)

Annex B**Description of Changes in Individual Priority Result Areas of Five Civil Society Dimensions**CSI Dimension 1: Civic Engagement

Priority Result Area:	1.a - Diversity of socially-based engagement
Key Question:	To what extent do partner organisations act on behalf of their constituency (legitimacy) and do they include social target groups in their analysis and planning and take the needs of the poor/marginalised into account?
Score 2012:	2
Score 2014:	3
Assessment and Context 2012:	<p>The target group through about 40 CBOs are indirectly involved in the formulation of the strategic plan of SG. The results of conducted activities are discussed with the CBS during review meetings every 6 months.</p> <p>Although SG does not have a written complaints handling procedure, all complaints submitted by any person or CBO will be reviewed by senior management staff and all necessary action will be undertaken as deemed necessary.</p>
Reported and documented changes in result area (outcome):	<p>Active involvement of partner and other stakeholders in preparation of new strategic plan through DAGs.</p> <p>DAGs and WFSs as new platforms for regular review and consultation with partners and other stakeholders.</p> <p>As part of the organisational evolution stipulated in the new strategic plan, SG will set up a separate Complaints Cell with grievance redress mechanism.</p>
Main activities undertaken to achieve reported/documented change:	<p>To facilitate the active involvement of different stakeholders in the process of drafting the new strategic plan and get their feedback and suggestions, SG organised meetings with a) DAGs in 10 districts with 300 people participating; and b) 6 WFSs that function as SG field offices. Subsequently, two workshops with core SG staff together with Board and General Body members were conducted. An external consultant was hired to facilitate and coordinate the entire process.</p> <p>SG conducts regular review and consultation meetings with the DAGs and other partners to review ongoing project activities and to discuss issues related to women's rights, gender equality, etc.</p> <p>Reports on progress are shared with the Board of Directors on a quarterly basis and the Collective (General Body) at least twice a year.</p> <p>Policy makers and implementers are engaged through specific events, such as policy dialogues, but also in one-to-one exchanges in which SG activities around specific issues, field feedback and new developments are shared.</p> <p>SG's constituency and target groups are kept abreast through social media networks, website, emails, six monthly and annual review meetings, follow-up meetings, and capacity building trainings. Key findings and messages are</p>

	also shared at the grassroots using innovative modalities such as interactive theatre.
Other factors that may have contributed to reported/documentated change (internal and external):	As stipulated in the new strategic plan, the changing socio-political environment across Pakistan as well as donor environment were the two main reasons to update the existing strategic plan 2011-2015. The trend among donors to provide only project-based financing for one or a few years with many conditions attached is hampering the functioning of SG, which is not a service-delivering organisation but focusing on advocacy, policy influencing and human rights, which are very political and require a lot of time to have an impact.
Specific activities that can be attributed to role of CFA/ contribution from MFS II:	Oxfam Novib provided PKR 10.8 million (non-MFS II) to SG for enhancing organisation effectiveness. Establishment and capacity building DAGs and WFSs were funded under WESJP Phase II, which was co-funded by MFS II until end 2012.

Priority Result Area:	1.b - Diversity of political engagement
Key Question:	To what extent is a diverse segment of the target group of partner organisations represented in locally elected bodies of government and/or in sectoral user groups?
Score 2012:	2
Score 2014:	2
Assessment and Context 2012:	One of the activities undertaken by SG is empowering women, who have been elected as members of local government bodies (i.e. Union Councils and District Assemblies) by providing training and advice. Unfortunately, all locally elected government bodies have been suspended since the end of 2009 as they were formed by the ousted military ruler Pervez Musharraf. SG is not a service provider that implements projects at local level. One of its core activities is the capacity building of CBOs representing women, in particular poor women in rural areas. In total, SG has strengthened the capacity of 40 to 50 CBOs and it selected about 15 CBOs for further support as they have the best chance to become autonomous.
Reported and documented changes in result area (outcome):	No local election held since 2005 and the locally elected bodies are still dissolved. 12 DAGs are formed and they are recognised at district level with more people approaching them to resolve issues. Increased ownership of DAGs among its members and their advocacy capacity skills have become stronger. On their own initiative, DAGs mobilised women to participate in the 2013 election by organising meetings to inform them about the importance of vote and to obtain a CNIC. The result was that women casted their votes for the first time in their lives. Furthermore, DAGs in KPK promoted polio vaccination, campaigned for safe age of marriage, and raised awareness on HIV/AIDS and Dengue; DAGs in Sindh and Balochistan successfully campaigned for reopening of 10 girls' schools and promoted

	<p>girls' education and immunisation against measles; DAGs in Punjab successfully campaigned for upgrading of girls' primary schools to high schools, promoted pre- and post-natal care, safe age of marriage and women's inheritance rights.</p> <p>WFSs were established to provide women safe public spaces through which they can be empowered to return to their lives after suffering disasters as well as abuse. Initially formed to address the devastation of the 2010 floods and military actions in Swat valley, the WFSs have become multi-purpose centres for women empowerment and they function as field offices for SG in the four provinces. WFSs identified GBV cases and raised awareness on various topics related to women's rights and served as referral mechanism for health, legal support, psychosocial services and shelter.</p> <p>Local networks Gender & Environment formed as well as Climate Change & Women Development Network - Nawabshah.</p> <p>After SG training, women farm workers have established a network to advocate for their rights and to access government services.</p> <p>Four local women's networks on gender and peace formed, including the Sisters' Group (<i>Da Khwendo Tolana</i>) in KPK with 117 women members, New Dawn (<i>Sujhal Sawara</i>) in Punjab with 30 members, New Dawn (<i>Nokhe Subh</i>) in Balochistan with 100 members and New Dawn (<i>Nayu Subh</i>) in Sindh with 100 members. During the second half of 2013, these four networks formed the Purple Women Movement.</p> <p>Platform for minorities (i.e. Hindu and Christian women) and landless women formed to have their voice heard.</p> <p>Number of CBOs developed linkages with government institutions and some of them were invited as members of committees on different issues, such as birth registrations.</p> <p>CBOs in two districts in KPK became UNICEF partners on safe age of marriage and they linked up with the Election Commission Pakistan on women political participation.</p> <p>SRHR Champions have been ensuring accountability at the local level around health matters.</p>
Main activities undertaken to achieve reported/documented change:	<p>SG facilitated the formation and capacity building of 12 DAGs and 6 WFSs as well as number of youth groups after the Youth Conference, 4 networks on gender and peace together with Purple Women Movement, Groups for minorities and landless in marginalised communities, and local network on gender and environment.</p> <p>About 150 capacity building sessions conducted for local partners and DAGs on management, leadership, women's empowerment, state-citizenship, legislation, advocacy, networking, communication, inheritance rights, early marriage, divorce, etc. A total of about 10,000 women received training, who will act as trainers in their respective communities.</p>
Other factors that may have contributed to	<p>During WESJP Phase I, SG collaborated with 50 CBOs as community outreach partners in 35 districts. At the start of WESJP Phase II in 2011, SG decided to</p>

reported/documentated change (internal and external):	<p>select 10 CBOs as core partners that have a history of working for women's rights, whose vision supports SG's vision of upholding human dignity and gender equality, successful in advocacy and influencing policy decisions around relevant issues, successfully pressuring local duty bearers to provide services, and having a learning culture.</p> <p>From the onset of WESJP Phase II, SG has been focused on youth-oriented advocacy and capacity building efforts as the socio-cultural paradigm shift envisaged by SG can only be brought about through nurturing and developing the mind sets of these future leaders.</p> <p>Rising insecurity in the country has become a challenge, in particular in KPK. SG staff experienced protest and some physical threat from men objecting what SG was doing in their communities and saying these SG staff have different (urban) backgrounds with a Western agenda. As a result of direct threats expressed by the Taliban, SG had to scale down its activities in KPK or carried out in a very low-key manner.</p> <p>Under the local government system 33% of all seats at Union Council, tehsil and district level were reserved for women, but following the dissolution of the locally elected bodies, women's voice in political affairs at local and district level ended.</p> <p>As long as no new local elections are conducted, no locally elected bodies will exist. A new Local Government Bill is drafted but not passed yet.</p>
Specific activities that can be attributed to role of CFA/ contribution from MFS II:	<p>Capacity building of the CBOs is carried out through the WESJP Phase II and Oxfam Novib was one of the donors until end 2012 with actual expenditures of PKR 26.4 million in 2011 and PKR 42.6 million in 2012. The Norwegian Embassy is the other donor with actual expenditures of respectively PKR 24.0 million in 2011, PKR 21.7 million in 2012 and PKR 51.5 million in 2013, whereas the budget for 2014 is PKR 52.4 million.</p> <p>DAGs and WFSs were established under the MFS II funded WESJP Phase II.</p>

CSI Dimension 2: Level of Organisation

Priority Result Area:	2.a - Organisational level of civil society (infrastructure CSI)
Key Question:	To what extent are partner organisations and alliances organised in national network/umbrella organisations and do they represent CBO's and other actors?
Score 2012:	2
Score 2014:	3
Assessment and Context 2012:	SG is member of a significant number of national network/umbrella organisations, including Mumkin Alliance, Women Action Forum, Aman Ittehad Network, PRHN, Gender Development Network Pakistan, MDG-5B Alliance and PAPAC. SG is member of these networks and alliances on a personal title but it consults its partner CBOs prior to important meetings.
Reported and documented changes in	In addition to the above-mentioned national networks/alliances, SG has also become member of a number of national and provincial networks/alliances,

result area (outcome):	<p>such as Alliance Against Child Marriage (Sindh and Punjab), Civil Society Network on Local Governance (Punjab), Ending Violence Against Women (national), Men Engagement Alliance (national).</p> <p>Four new chapters of Pakistan reproductive health network were open in 4 SG working area, which are now advocating reproductive health issues in their respective districts.</p> <p>Gender Development Network Pakistan (GDN-Pak) advocated implementation of the Harassment Act to protect women's rights in various districts, especially during emergencies in disaster-prone areas. It was also reported that gender and harassment committees were formed in schools in Jaffarabad district.</p>
Main activities undertaken to achieve reported/documented change:	<p>SG always incorporates the opinions and feedback from its partners in discussions during meetings of these national networks/alliances. For this purpose, SG organises meetings for CBOs, DAGs and youth groups at national, provincial and district level. SG has plans to develop (provincial and national) networks for CBOs, DAGs and youth groups.</p> <p>SG often functions as the secretariat of these groups and it often writes position papers and undertakes an analysis of the situation and helps to formulate collective strategies for human rights, pluralism and justice. Its position papers often form the basis for advocacy, most recently in countering early age marriage and promoting criminalisation of domestic violence</p> <p>SG also plays a pivotal role in developing and mainstreaming a feminist discourse to counter patriarchy and discriminatory practices, advocating gender-just laws, including the repeal of discriminatory laws and policies.</p> <p>According to the interviewed coordinators of Mumkin Alliance and Civil Society Network on Local Governance, SG played a crucial role in the formation and development of both networks by providing technical, logistical and financial support. Both also mentioned that SG is providing intellectual support during the formulation of their mission, goal and objectives.</p>
Other factors that may have contributed to reported/documented change (internal and external):	The rationale for SG to become members of these national networks/alliances is to have a stronger voice towards the government and to be collectively stronger to plan and implement collective actions, including advocacy and lobbying.
Specific activities that can be attributed to role of CFA/ contribution from MFS II:	Oxfam Novib encouraged SG to become member of national networks/alliances.
Priority Result Area:	2.b - Peer-to-peer communication
Key Question:	To what extent do partner organisations, networks and alliances share information and do they collaborate in joint analysis in order to function

	effectively?
Score 2012:	3
Score 2014:	3
Assessment and Context 2012:	<p>SG is actively involved in joint activities. Within the context of Beijing +15, SG was involved in the review of the results of the 1995 Beijing Conference on Women in 2010 with a number of other organisations and a total of 150 NGOs were consulted. Together with two other NGOs, SG also organised a training for staff of Crisis Shelters and Social Welfare Department.</p> <p>As SG is very frequently invited for seminars, workshops and other gatherings, it must be very selective. Priority is given to seminars, workshops and conferences where SG is invited for giving a speech. In addition, SG also organises seminars and workshops at regular intervals in order to share information related to various gender-related topics, such as early marriage, MDG-5, domestic violence legislation and crisis shelters.</p> <p>The changing socio-political context is regularly reviewed and analysis with other organisations during forums and meetings of the network and umbrella organisations. SG also have written office protocols to deal with security issues and it consults WFP about security issues as well. SG needs NOCs to work in a few areas. Due to a security threat, it had to close its office in Peshawar for a few days, whereas a field team narrowly escaped an attack with an IED. SG has adopted a policy to keep a low profile. Different security agencies also visit the offices of SG at regular intervals to collect information about its staff.</p> <p>As a gender-focused organisation, SG regularly conducts an analysis of gender issues with other organisations, in particular through the Women Action Forum. Most gender issues can still be discussed, but topics such as adultery, abortion, live skills-based education are difficult.</p>
Reported and documented changes in result area (outcome):	<p>SG's expertise on gender is reflected in invitations to speak on panels, serve as a resource person, sit on official committees, and be frequently invited by the media to discuss women's rights and empowerment.</p> <p>SG continues to cooperate with a large number of other CSOs both directly and through national networks and alliances.</p> <p>SG played an instrumental role in the formation of new national networks and alliances and their strengthening to facilitate sharing of information and learning from each other.</p> <p>Materials and manuals developed by SG were adopted by other CSOs, such as SOP manual on dealing with women in emergencies by more than 20 other NGOs.</p> <p>Based on joint analysis, SG together with members of networks and alliances submitted recommendation on various issues, such as stopping domestic violence, ending early and forced marriage, ending forced conversion of minority women, support for women survivors of violence, ending parallel judicial systems.</p>

	<p>SG succeeded in ensuring that local partners improved the gender balance in their respective organisational structure and adopted gender mainstreaming within their programs and policies.</p> <p>SG policy ensures that women constitute majority (i.e. at least 60%) of the persons it trains and that all issues are addressed from a gender and rights based perspective.</p>
<p>Main activities undertaken to achieve reported/documented change:</p>	<p>SG is involved in joint analysis activities with other CSOs mainly through the national networks/alliances, including the socio-political situation, role of CSOs and local governance.</p> <p>SG continues to participate in seminars, workshops and other gatherings organised by other organisations, including many consultation meetings with other CSOs and government agencies at provincial and national level.</p> <p>SG organises more than 30 events each year to facilitate the exchange of information between CSOs and other stakeholders. Together with other CSOs, SG also organised 4 rallies, including one focusing on Increasing insecurity of human rights defenders, such as Farida Afridi, Amar Sindhu, and Malala Yusufzai.</p> <p>SG expertise, knowledge, position papers and publications shared with all stakeholders on legal rights, SRHR, economic- environment-climate change interface, GBV etc.</p> <p>SG conducted 12 GMLT assessment workshops with other CSOs in 2011 and 2012.</p> <p>SG prepared Independent Universal Periodic Review (UPR) submission in the Human Rights Council - 14th Session endorsed by 10 CSOs.</p> <p>Regular analysis of the security situation is undertaken during the meetings of national alliances, such as WAF and JAC.</p>
<p>Other factors that may have contributed to reported/documented change (internal and external):</p>	<p>Security situation in number of areas has worsened and SG needs NOC to work in certain areas. It become (more) difficult to discuss specific gender issues and a topic as family planning as women see children as a gift of God.</p> <p>Due to worsening security situation in KPK, SG decided to scale down its activities in this province.</p> <p>The Mumkin Alliance coordinator mentioned that SG consults other members on draft position documents and that valuable feedback is incorporated in the final version that is sent to the government or other agencies.</p>
<p>Specific activities that can be attributed to role of CFA/ contribution from MFS II:</p>	<p>SG had several meetings with donors, including Oxfam Novib, to discuss various topics, including the problems with project-based financing and the conditions attached, such as intensive reporting. Social change through advocacy and lobbying is a long-term process, whereas donors prefer short-term projects with planned inputs and outputs for each quarter.</p> <p>Oxfam Novib asked SG to rollout GMLT for all Oxfam Novib partners in Pakistan.</p> <p>MFS II contribution helped SG to prepare Independent Universal Periodic</p>

	Review (UPR) submission in the Human Rights Council and to participate in 14th Session of UN Human Rights Council.
Priority Result Area:	2.c - Financial and human resources
Key Question:	To what extent are financial resources of partner organisations and alliances diversified with sound internal financial and human resource management?
Score 2012:	3
Score 2014:	3
Assessment and Context 2012:	<p>The total budget for 2012 is PKR 139.2 million, including PKR 42.6 million under MFS II (31%). In 2012, SG has 7 different donors. Some donors are providing funding for 2 to 3 years, whereas other for one year or less. SG is generating some own financial resources by providing consultancy services and training of other organisations. In recent years, it has become more difficult to obtain funding as donors prefer to develop their own projects and invite NGOs to submit bids for implementation instead of financing projects developed by the NGOs. SG has been involved in submitting proposals on an individual basis and as part of a consortium and it has won two tenders so far. SG is still able to focus on its core business, although it has submitted a proposal for a two-year project related to climate change, mangroves and disaster risk reduction.</p> <p>SG has an Accounts Section and Financial Planning Sections, which are using customised computer software to manage all financial affairs. It has a financial management manual and a co-signatory system for withdrawal of money from its bank accounts as well as a check-and-balance systems based on strict reporting formats. Staff of the Financial Planning Section visit the two regional offices regularly to check the books and accounts. The accounts of SG and all individual projects are annually reviewed by external auditors. During the 2011-12 financial year, there were 7 different external audits carried out.</p> <p>All professional staff have to self-assess their performances by filling in a form, which will be reviewed and discussed with the supervisor. The CEO of SG is responsible to reviewing the performance of all senior staff.</p> <p>In 2012, SG has implemented a comprehensive organisational strengthening programme for all its staff ranging from improving basic skills (i.e. English language and computer skills) to theoretical/conceptual topics. Based on the annual performance assessment, each professional staff member can indicate the need for training.</p> <p>SG does not HIV/AIDS work place policy but it conducted a number of sessions with all staff to raise their awareness. Based on the adopted 2010 Act, SG constituted a Sexual Harassment at Workplace Committee to formulate a policy for its offices. This committee is also responsible for addressing any complaints submitted by any staff. Furthermore, SG has adopted an ethic policy to prevent unethical behaviour, including corruption.</p>

Reported and documented changes in result area (outcome):	<p>In 2013, the total budget was PKR 180.0 million provided by 8 different donors, but the MFS II funding stopped at end of 2012. For 2014, the budget is PKR 158.2 million from 9 different donors. About 2% of the total budget is own resources generated with the provision of training and consultancy.</p> <p>Following the adoption of the new strategic plan, a new organisational structure and policies were introduced and operationalised, including a) staff structure revamped together with job objectives and responsibilities realigned/revised; b) new HR policies devised and operationalised; c) new planning tools established and operationalised for SG staff; d) electronic MIS commissioned; and e) measures adopted for most efficient cost-effective planning and implementation.</p>
Main activities undertaken to achieve reported/documentated change:	<p>SG developed a capacity building plan to ensure that all its staff will have the necessary skills required for the implementation of the new strategic plan.</p> <p>Total of 19 formal trainings conducted to built capacity of all SG staff in various topics, including peace building, communication and advocacy, rights and the Constitution. Number of staff also attended training abroad, including peace building in Turkey, financial management in Malaysia, universal periodic review in Switzerland, and SRHR and L&E framework development in Nepal.</p> <p>As part of its organisational evolution, SG is planning to form a training cell in 2014 to generate more own financial resources with the different training modules developed.</p> <p>The existing financial management system will be linked with the newly developed M&E system to facilitate the provision of detailed financial data for different activities for each project.</p> <p>The financial management system, including the manual and all documentation, has been reviewed positively by several external auditors in 2013 and 2014.</p>
Other factors that may have contributed to reported/documentated change (internal and external):	<p>Programme funding is more difficult to get from the donors. Many donors prefer to finance relatively small project for short duration. Such projects are (financially) not attractive for SG as they require a lot of reporting, small allocation for overhead, implementation of too many activities is required and too short to have any impact.</p> <p>A new trend is that large projects are given to management firms rather than experts working in the field with experience of the issues, who then sub-contract small projects to local organisations.</p> <p>Insufficient funds for core programmes as donors prefer funding of activities only and not the institution.</p> <p>Too much investment required in management issues: reporting and processing.</p>
Specific activities that can be attributed to role of CFA/ contribution	<p>Oxfam Novib provided PKR 10.8 million (non-MFS II) to SG for enhancing organisation effectiveness.</p>

from MFS II:	
Priority Result Area:	2.d - International linkages
Key Question:	To what extent are partner organisations and alliances organised in international network/umbrella organisations and do they represent CBO's and other actors?
Score 2012:	3
Score 2014:	3
Assessment and Context 2012:	<p>SG is member of a significant number of international alliances and networks, including WLUML, South Asian Centre for Policy Studies, IUCN, APWW, SID and Asian Pacific Law and Development. It also enjoys ECOSOC status at the UN.</p> <p>SG is the Region Coordination Office - Asia for WLUML and it is a member of the Steering Committee of APWW.</p> <p>During the last 2 years, SG also participated in a number of international events (i.e. conferences) organised by the UN, IUCN and others. During a few of these occasions, SG was invited to give a speech.</p>
Reported and documented changes in result area (outcome):	<p>In last 2 years, SG became member of few other international networks/alliances.</p> <p>Based on its collaboration with other NGOs through national networks and alliances, SG has taken many national issues related to women's rights and gender equality to the international level through its linkages with international bodies, such as the UN.</p> <p>SG is engaged in processes concerning (international) obligations and reporting under CEDAW, Beijing Platform for Action, and ICPD.</p>
Main activities undertaken to achieve reported/documented change:	<p>SG senior staff attended meetings of different international networks depending on availability of funds.</p> <p>Internationally, SG provided the following inputs: paper on women's land rights; UN Women's South Asia Consultation; UN CSW parallel session linking instruments (1325, CEDAW, BFPA, MDGs) to the situation in Swat; 2 WLUML panels on the nexus between culture and discrimination based on gender and other identities; keynote WWF-CARE summit in Washington, USA; Pakistan women's health and rights-based approach for Development Alternative for Women New Era Conference; Gender Mainstreaming Committee - Population Welfare Department Regional Symposium on Universal Social Security in South Asia; Asia Pacific Population Council furthering the ICPD agenda; (v) paper called "Continuum of Quality Care promoting Sexual and Reproductive Health and Rights for Women in Pakistan for 3rd Women Deliver Conference (Malaysia 2013); MDG5 research; Global Maternal Health Conference, (Arusha Tanzania, 2013); Adolescent Reproductive Health at International Congress on Women's Health (Bangkok, 2013).</p> <p>UNICEF asked SG to provide training to its staff in Sindh to improve their</p>

	<p>Child and Women Safe Spaces.</p> <p>SG acts as the Pakistan monitor of international rights conferring instruments under CEDAW, IPCD and Beijing Action Platform.</p>
Other factors that may have contributed to reported/documented change (internal and external):	None
Specific activities that can be attributed to role of CFA/ contribution from MFS II:	<p>Oxfam Novib always encouraged SG to become member of international networks and alliances.</p> <p>Participation of SG in a number of meetings of international networks and alliances was (partially) financed under WESJP Phase II and this project was co-funded by MFS II until end 2012.</p>

Priority Result Area:	2.e - Technical resources
Key Question:	To what extent are partner organisations using the internet and social media?
Score 2012:	3
Score 2014:	3
Assessment and Context 2012:	SG uses the internet (i.e. website) and social media (i.e. Facebook, twitter, SMS, YouTube) actively to inform other organisations about its activities and publications as well as for advocacy and initiate discussions, especially among the youth. Reportedly, it receives regular feedbacks and the number of users/visitors is monitored. The Advocacy and Communications Unit with SG is responsible to maintain the website and social media.
Reported and documented changes in result area (outcome):	<p>Restyled and more informative website.</p> <p>More active use of social media, especially Twitter and Facebook.</p>
Main activities undertaken to achieve reported/documented change:	<p>The existing website has been updated and restyled with much more information available and also available in Urdu. The number of visitors are registered.</p> <p>SG is using social media more active since 2013 as most of its partners have access to social media.</p> <p>SG video message on impact of domestic violence on the whole family viewed by more than 50,000 people on Facebook. Tweets reached more than 40,000 Twitter accounts.</p>
Other factors that may have contributed to reported/documented change (internal and external):	The adoption of the new strategy plan required to update the website so that the information on the website is in line with the new strategic plan.
Specific activities that	Oxfam Novib provided PKR 10.8 million (non-MFS II) to SG for enhancing

can be attributed to role of CFA/ contribution from MFS II:	organisation effectiveness.
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CSI Dimension 3: Practice of Values

Priority Result Area:	3.a - Internal governance (democratic decision-making and governance)
Key Question:	To what extent do partner organisations and the CSO's they support involve their target group in decision making?
Score 2012:	2
Score 2014:	3
Assessment and Context 2012:	SG undertakes an analysis of the (changed) needs and opinions of its target groups every 3 years as part of its project cycle and use the results to adjust its policies and strategies. For instance, one of the results of the last review was to engage more government agencies. SG also responded quickly following the 2010 floods in order to address the needs of the affected women.
Reported and documented changes in result area (outcome):	12 DAGs and 6 WFSs were formed to facilitate more regular review and consultation with partners and other stakeholders. Active involvement of partners and other stakeholders in drafting the new strategic plan.
Main activities undertaken to achieve reported/documentated change:	The process of drafting new strategic plan started with conducting review and consultation meetings with CBOs and other stakeholders in order to obtain their feedback on activities carried out by SG during last years as well as their ideas and suggestions. SG has extended its cooperation with more CBOs and it formed DAGs, WFSs and youth groups. With all these stakeholders SG has regular consultation meetings to discuss various topics and issues.
Other factors that may have contributed to reported/documentated change (internal and external):	Changing socio-political environment across Pakistan as well as donor environment.
Specific activities that can be attributed to role of CFA/ contribution from MFS II:	Oxfam Novib provided PKR 10.8 million (non-MFS II) to SG for enhancing organisation effectiveness that made the preparation of the new strategic plan possible, including the consultation meetings with partners and other stakeholders.

Priority Result Area:	3.b - Transparency
Key Question:	To what extent are partner organisations and CSO supporting transparency on financial information and do staff members respect internal procedures (code of conduct)?

Score 2012:	2
Score 2014:	3
Assessment and Context 2012:	<p>SG has a written Code of Conducts, which is incorporated in an administrative manual that each staff member must consult. The formulated ethic policy must promote and guarantee good ethical behaviour among its staff.</p> <p>A well-development financial management system with separate sections, use of financial management manual, as well as internal and external audits must prevent any misuse and/or fraud.</p>
Reported and documented changes in result area (outcome):	SG has a detailed code of conduct in its Administration and Finances Manual as well as Ethics Policy, including procedures for preventing all types of misconducts, such as fraud and embezzlement.
Main activities undertaken to achieve reported/documented change:	<p>During two-monthly meetings for each programme, all projects together with detailed budgets are reviewed by all concerned staff.</p> <p>The annual and financial report is shared with all staff as SG does not consider financial information to be confidential.</p>
Other factors that may have contributed to reported/documented change (internal and external):	None
Specific activities that can be attributed to role of CFA/ contribution from MFS II:	None

CSI Dimension 4: Perception of Impact

Priority Result Area:	4.a - Responsiveness
Key Question:	To what extent are partner organisations and the CSOs they support considered as counterparts by (local) government and private sector?
Score 2012:	2
Score 2014:	2
Assessment and Context 2012:	<p>As one of the most important resource centres on gender issues, SG is very often invited by other organisations (i.e. government agencies, UN agencies and other NGOs) to participate in policy discussions and formulation. For instance, SG was invited by UN Women to participate in the formulation of a campaign against domestic violence. SG was also consulted on policy development by different government agencies, such Health Ministry, Women's Affairs Ministry, Planning & Development Ministry and the federal statistics agency. The engagement with the private sector, however, is very limited.</p>
Reported and	Extended cooperation with government agencies at federal and provincial

documented changes in result area (outcome):	<p>level, politicians and police.</p> <p>SG contributed to the improvement of the overall policy and legal framework related to women.</p> <p>SG has built strong strategic alliances with women legislators, who have helped to push the agenda on women's rights and empowerment, including the passage of the Domestic Violence Law 2013 and standardisation of age of marriage for girls and boys at 18 years in 2014 in Sindh. Another success was the adoption of the Standard Operational Procedures for government-run shelters in three provinces.</p> <p>SG has successfully engaged the media to raise awareness about the problems and advocate needed reform especially with respect to SRHR and VAW matters.</p> <p>SG has excellent relations with the provincial assembly members, the national and provincial commissions on the status of women as well as some key allies in the executive branch of government.</p>
Main activities undertaken to achieve reported/document change:	<p>SG developed relationships with the various government agencies, including ministries and departments of human rights, social welfare, population welfare, health, women development, agriculture, livestock and forestry.</p> <p>SG is a member of the following government committees: Punjab Skill Development Fund Board and Design Committee; Women in Distress and Detention Fund, Pakistan; Punjab Core Committee: Women's Empowerment Package; Punjab Gender Mainstreaming Committee; Punjab and Sindh WDD CEDAW Implementation Committee; Punjab SWD working group to finalize Protection of Family Members/Domestic Violence Bill; Punjab working group on Prevention of Child Marriage Bill; Punjab Provincial Committee on Harassment Act at workplaces.</p> <p>SG prepared and submitted position papers and recommendations to concerned government ministries and departments on various topics related to women's rights, such as domestic violence, safe age of marriage.</p> <p>Through its partners, SG has mobilised local leaders and rights' champions, especially during the 2013 elections, and they assisted with the registration of voters, including many women, and the monitoring of the elections.</p> <p>No further cooperation with private sector.</p>
Other factors that may have contributed to reported/document change (internal and external):	<p>Government has become more receptive for gender issues.</p> <p>SG categorically refuses to cooperative with multi-national companies, such as Unilever and it will never accepts funds from USAID as their policies are not compatible with those of SG.</p> <p>Following the 18th Constitutional amendment, the tasks and responsibilities of many ministries at federal level with whom SG worked together were devolved to the provincial departments. Therefore, SG had to shift its advocacy and lobby activities to each of the four provinces, which required much more efforts, time and resources.</p>
Specific activities that	Advocacy and lobbying with government agencies is supported under WESJP

can be attributed to role of CFA/ contribution from MFS II:	Phase II and this project was co-funded by MFS II until the end of 2012.
Priority Result Area:	4.b - Social impact
Key Question:	To what extent do partner organisations, in the sectors they work in, provide services that respond to one or more basic social needs of their target group?
Score 2012:	2
Score 2014:	3
Assessment and Context 2012:	<p>The target group is indirectly involved in the problem analysis and formulation of projects/ programmes through their CBOs. In addition to training of CBO staff, SG also provides training to individual women and youth based on conducted training needs assessments. During research activities, however, individual women are directly involved.</p> <p>Although SG tried in the past, CBOs do not contribute in cash to the cost of training, but they often provide a place for conducting training. However, CBOs contribute to the costs of campaigns that are developed and executed with support of SG.</p>
Reported and documented changes in result area (outcome):	<p>SG is not a (social) service-delivery organisation but a rights-based organisation focusing on women's rights and gender issues by building the capacity of partners to further promote women's rights, intervening in cases of rights violation and making duty-bearers (more) accountable in their own localities. While many organisations work for women's rights, none of them provides the combination of grassroots to international activism and conceptual clarity that Shirkat Gah does.</p> <p>DAGs have significantly increased women's access to rights and improved the responsiveness of government duty bearers, including tens of thousands of citizens having obtained computerised ID cards, increased registration of births, marriages and deaths, enhanced voter registration and participation, illegal marriages have been prevented, schools made functional and/or upgraded, improved access under family law for women, and survivors of violence linked to appropriate services.</p> <p>Significant increase of women, including from minority groups, actively involved in decision-making bodies and forums at local and district level in all four provinces.</p>
Main activities undertaken to achieve reported/documentated change:	<p>DAGs, WFSs, CBOs and other platforms are used by SG to raise the awareness among women and men about women's rights. About 16,700 women were assisted to access rights/services through direct interventions, mainly by DAGs and WFSs.</p> <p>Preparation of the new strategic plan was a specific opportunity for SG to formulate the lessons learned over the course of last few years based on consultation with its partners and other stakeholders.</p>

	<p>Feedback and other relevant information from activities at local level are used by SG to improve its project activities and to develop (more) appropriate training modules.</p> <p>SG also encourage its partners to advocate for improvement of day-to-day issues, such as lack of gas and electricity or the poor quality of the school building, in addition to women's rights.</p> <p>About 380 capacity building sessions for community women conducted on various topics, including GVB/VAW, SRHR, legal awareness, active citizens/leaders, environment and livelihood, leadership, health awareness,</p>
Other factors that may have contributed to reported/documented change (internal and external):	The changing socio-political environment, whereby basic human and women's rights are more and more under pressure, has forced SG to focus more on improving and promoting women's rights through advocacy, lobbying and capacity building.
Specific activities that can be attributed to role of CFA/ contribution from MFS II:	Advocacy, lobbying and capacity building related to women's rights is supported under WESJP Phase II and this project was co-funded by MFS II until the end of 2012.

Priority Result Area:	4.c - Policy impact
Key Question:	To what extent do partner organisations successfully influence government policy or planning/budgeting/policy making of international organisations in the sectors they work in?
Score 2012:	2
Score 2014:	3
Assessment and Context 2012:	SG has been actively involved in policy discussions with government agencies and UN concerning various gender-related topics, including reproductive rights. In recent years, the national and provincial governments have adopted new legislation aimed at improving the rights of women, but there is a lack of implementation.
Reported and documented changes in result area (outcome):	<p>Adoption of new legislation related to women's rights and gender, including Women Empowerment Package (Punjab), Domestic Violence Act (Sindh), Early Age Marriage Act (Sindh), Right to Information Act (Punjab) and SOPs for women shelters (<i>Darul Aman</i>).</p> <p>Capacity of local duty bearers strengthened.</p> <p>Punjab, KP and Sindh agreed to include Life Skills Based Education (LSBE) in textbooks.</p> <p>Commitment to increase budgetary allocation to address reduced post-devolution funds in KPK, Sindh, Punjab for health, education and women development.</p>
Main activities undertaken to achieve	SG was invited for inputs to government initiatives and committees, including SWD working group on Protection of Family Members (domestic

<p>reported/ documented change:</p>	<p>violence) bill in Punjab; Committee on Implementation of Women Empowerment Package in Punjab; Local Government Act 2013 in Punjab; designing/publishing posters on "Sexual Harassment at Workplace Act 2010"; Domestic Violence Act in Punjab, Sindh and KPK; standardising age of marriage to 18 for girls and boys in Punjab and Sindh; CEDAW sessions for Provincial Commission on the Status of Women.</p> <p>SG submitted recommendations during policy formulation and drafting of legislation on SOPs for Government-run shelters for women; legislation criminalising domestic violence in all four provinces; and local government acts in all four provinces.</p> <p>SG also contributed to KPK Police decision to establishing women's desks in all police stations in 2013 acting on SG's 2012 recommendation; Domestic Violence Act adopted in Sindh (2013); SOPs adopted for government run women's shelters by Social Welfare Departments in Sindh and Balochistan (2012) and in KPK (2013); amendment of Punjab Right to Information Bill Draft Bill in 2012, adopted in 2013 Act through the CRTI.</p> <p>SG is engaged in processes concerning (international) obligations and reporting under CEDAW, Beijing Platform for Action, International Conference on Population and Development.</p> <p>To improve implementation of existing legislation and local governance, SG focused more on local/district duty bearers in various fields (i.e. health, education, social welfare, agriculture, etc) as well as the police.</p> <p>Capacity built of 489 duty bearers from 17 districts in SRHR, VAW, personal status laws.</p> <p>Advocacy was conducted to persuade the Government of Pakistan to acknowledge armed conflict situation during the UN Universal Periodic Review (UPR) process.</p> <p>Sindh Government invited SG to educate large group of legislators on domestic violence legislation.</p>
<p>Other factors that may have contributed to reported/document change (internal and external):</p>	<p>The National Commission on the Status of Women Act was passed in 2012 to facilitate the promotion of women's social, economic, political and legal rights as enshrined in the Constitution as well as to ensure vigilant monitoring of Pakistan's obligations under CEDAW.</p> <p>Federal and provincial governments have more attention for women's rights and gender issues. The role of more and stronger national networks/alliances may also have contributed.</p> <p>After the 18th Constitutional Amendment, advocacy and lobbying shifted from the federal to provincial level, especially the provincial assemblies and various departments.</p>
<p>Specific activities that can be attributed to role of CFA/ contribution from MFS II:</p>	<p>Advocacy and lobbying activities are funded under the WESJP Phase II, which was co-funded by MFS II until end 2012.</p>

CSI Dimension 5: Environment

Priority Result Area:	5.a - Socio-economic, socio-political and socio-cultural context
Key Question:	To what extent are interventions of the Alliance the choice of the partner organisations and are their interventions based on a quality context analysis of the space and the role of civil society in that specific country (including socio-economic, political and cultural context)?
Score 2012:	2
Score 2014:	2
Assessment and Context 2012:	Together with other NGOs, SG was involved in discussions with Oxfam Novib about general developments and specific issues related to gender. Due to the adjustment of the MFS II budget, SG was recently informed that the allocated budget is reduced by 33% and that funding under MFS II will stop at the end of December 2012. Furthermore, the cooperation between SG and Oxfam Novib will stop entirely after 25 years due to the 12-year rule adopted by Oxfam Novib.
Reported and documented changes in result area (outcome):	MFS II funding stopped by the end of 2012, but SG continued to receive funding from Oxfam Novib from non-MFS II funds in 2013. However, Oxfam Novib has not allocated any funds to SG for 2014.
Main activities undertaken to achieve reported/ documented change:	Though the Joint Action Committee on Citizen Rights, SG and other CSOs have a dialogue with donor agencies, who are also a member. Formulation of RutgersWPF policy on SRHR emphasizing on rights-based approach and greater engagement with communities and policy makers.
Other factors that may have contributed to reported/documentated change (internal and external):	In recent years, SG observed a shift by donors for project-based funding instead for programmatic support and this development is critical for advocacy and lobbying as SG's core activities requiring a longer period to show results and impacts. SG submitted many multi-year bids/proposals to various international NGOs, but only one bid for WELDD to the Netherlands Embassy submitted 2011 in consortium with the IWE and WLUML was successful.
Specific activities that can be attributed to role of CFA/ contribution from MFS II:	As Oxfam Novib stopped further funding of SG by the end of 2013, SG is not involved in meetings with Oxfam Novib. RutgersWPF, which is also an NGO receiving MFS II funds, invited SG to formulate its SRHR policy.

Key Question:	To what extent do partner organisations take into account and participate in studies of civil society in the country they work in?
Score 2012:	2
Score 2014:	2
Assessment and Context 2012:	Through its involvement in various national alliances and networks, SG is actively involved in discussions and analysis of the role of the civil society in Pakistan, including the role of donors. At present, an effective platform for interaction between donors and the civil society in Pakistan does not exist.

	In general, donors often change their policies without consultation of the NGO community, whereby NGOs become more and more contractors, who have to submit proposals for projects formulated by the donors themselves.
Reported and documented changes in result area (outcome):	SG continues to be involved in discussions and analysis about various topics and issues mainly through national and international networks and alliances as well as during seminars, workshops and conferences. SG also consults studies of civil society carried out by other organisations, including the Human Right Commission of Pakistan, PILDAT, Aurat Foundation and others.
Main activities undertaken to achieve reported/documented change:	Through its membership of various national networks and alliances, SG is regularly involved in discussions with other CSOs about the role of the civil society in Pakistan as well as the role of donor agencies. For instance, SG participated in a study on local governance and role of women through the newly formed Civil Society Network on Local Governance. SG published a number of reports in which the role of civil society is explicitly described. In the publication <i>Rising to the Challenge</i> , for instance, the role of CSOs with regard to the implementation of Millennium Development Goals relating to reduce maternal mortality ratio is analysed.
Other factors that may have contributed to reported/documented change (internal and external):	The changing socio-political environment in Pakistan as well as the donor environment forced SG to review and update its existing strategic plan 2011-2015 and draft a new one.
Specific activities that can be attributed to role of CFA/ contribution from MFS II:	Oxfam Novib provided PKR 10.8 million (non-MFS II) to SG for enhancing organisation effectiveness, including the preparation of the new strategic plan.

Annex C**Documents consulted**

Norwegian Ministry of Foreign Affairs (2013)	Progress Reports for Grant from Ministry of Foreign Affairs - Women's Empowerment and Social Justice Programme (WESJP II) January - June 2013
Norwegian Ministry of Foreign Affairs (2014)	Progress Reports for Grant from Ministry of Foreign Affairs - Women's Empowerment and Social Justice Programme (WESJP II) July - December 2013
Norwegian Ministry of Foreign Affairs (2014)	Final Report for Grant from Ministry of Foreign Affairs - Women's Empowerment and Social Justice Programme (WESJP II) 2011 - 2013
Oxfam Novib (2010)	Opportunity and Risk Appraisal
Oxfam Novib (2011)	Country Strategy Pakistan 2015
Oxfam Novib (2011)	Women's Empowerment and Social Justice Programme - Phase II; Budget for 2011 - 2012
Shirkat Gah (2012)	Women's Empowerment and Social Justice Programme; Annual Progress Report 2011
Shirkat Gah (2013)	Women's Empowerment and Social Justice Programme; Annual Progress Report 2012
Shirkat Gah (2013)	Annual Report 2012
Shirkat Gah (2013)	Financial Statements for the Year Ended December 31, 2012
Shirkat Gah (2013)	Women's Empowerment and Social Justice Programme; Statement of Receipts and Expenditures - Norwegian Embassy and Oxfam Novib Portion
Shirkat Gah (2014)	Strategic Plan 2014 - 2017

PAKISTAN

FOLLOW-UP REPORT

MFS II JOINT EVALUATIONS

MADADGAAR NATIONAL HELPLINE

Compiled by IDS, MetaMeta and MDC

April 2015

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List of Acronyms

ACHRAJ	Asian Consortium for Human Rights Based Access to Justice
ACILS	American Centre for International Labor Solidarity
ADB	Asian Development Bank
AUSAID	Australian Agency for International Development
CFA	Co-financing Agency
CHI	Child Helpline International
CIDA	Canadian International Development Agency
CRM	Child Rights Movement
CSI	Civil Society Index (CIVICUS)
CSO	Civil Society Organisations
HRCP	Human Rights Commission of Pakistan
IOM	International Organization for Migration
PML-N	Pakistan Muslim League - Nawaz
PPP	Pakistan People's Party
SAACHL	South Asian Alliance for Child Help Line
SAAEVC	South Asia Alliance for Elimination of Child Abuse
SAIEVAC	South Asian Initiative to End Violence against Children
SAACH	South Asian Association of Child Helplines
UNICEF	United Nations International Children's Emergency Fund
UNDP	United Nations Development Program
UNESCAP	United Nations
USAID	United States Agency for International Development
WWHL	Women Workers Helpline
SPO	Southern Partner Organization

1. INTRODUCTION

The paper presents the main findings and conclusions of the follow-up survey undertaken for the southern partner organization (SPO) Madadgaar that receives technical and financial support from Child Helpline International and the Girl Power Programme, with Plan Netherlands as the responsible NGO from The Netherlands. The project was pre-selected for the assessment of the overall impact of its intervention on strengthening civil society in Pakistan.

Section 2 introduces the reader to the status of civil society specifically related to the objectives of the project and the SPO. Section 3 describes the SPO and the project's main objectives and activities. Section 4 briefly presents the data collection methodology and the analytical approach. Section 5 provides an analysis of the main changes observed in the five civil society dimensions. Section 6 is an analysis of the effectiveness of the intervention and finally, Section 7 summarizes the main findings by answering the pre-defined evaluation questions.

2. CONTEXT

2.1 State of civil society

CSOs have played a significant role in development in Pakistan. The context within which they function has changed over the last many years because of a number of factors. According to some respondents interviewed, civil society's nature has changed considerably in Pakistan after the 1990s. Until the military regime of Zia-ul-Haq in the 1980s, civil society in Pakistan encompassed active trade unions, political party activity at the local level, student movements and unions, bar associations, peasant organisations and media associations. These were largely voluntary with strong ideological leanings and were based around struggles for democracy, labour rights, political representation, women's rights and so on. After the transition to democratic rule after Zia's regime in the 1990s, civil society became most active around NGOs that were funded by international donors and that were organised around the implementation of a series of programmes and projects that focused on human development and poverty. This also meant that NGOs started functioning separately from other members of civil society, such as trade and student unions, labour groups, lawyers, students and so on.

Since 2010, however, a definite shift has occurred in the formation of a number of networks, alliances, consortia and movements that have brought together large numbers of CSOs to push for larger political and social change once again. A major impetus for change in this direction was the earthquake of 2005, and later the massive floods of 2010 and 2011. In the aftermath of these catastrophes, NGOs changed the ways in which they operated. Cooperation across different organisations increased, networks were formed around a number of issues, and coordination across geographical and thematic areas became the norm. While NGOs had stayed strictly away from government agencies and interventions in the past, they were now more willing to work jointly and in coordination with state agencies. Together with a transition from military to democratic rule in 2008, and a largely supportive government from February 2008 till May 2013 under the Pakistan People's Party (PPP), civil society in general had a fairly supportive environment within which to work.

The SPO assessed in this paper explained that there is an active debate and discussion on the role of civil society in Pakistan, centred around 'Islamization' and 'modernisation'. The war with the Taliban has fuelled this debate and is now polarising society. Moreover, as far as GBV is concerned, men think it's their right, and even women equate the man's 'right' to hit a woman as part of the very conception of masculinity. Hence there remains a critical need to re-define masculinity within Pakistani society. Additionally the SPO emphasised the need for improving education, governance and access to justice to stop violence and create a culture of tolerance, positivity and hope in the country.

Project Specific Context

Pakistan is signatory of the Universal Declaration of Human Rights, Convention on the Rights of the Child, convention on the Elimination of all forms of Discrimination against Women and other major treaties and conventions. Yet, a sizeable number of women and children (and men) are denied these basic rights. They are subjected to violence, neglect, abuse and exploitation. Poor implementation of laws combined with institutional biases and social neglect, have created a context in which victims of violence and abuse are often left to

fend for themselves. Violence is legitimized on the basis of culture, tradition and religion. In the 2013 Human Development Report (HDR) Pakistan was ranked 126 out of 149 countries in the Gender Inequality Index¹ (GII).

According to media monitoring by the Human Rights Commission of Pakistan (HRCP), as many as 389 incidents of domestic violence were reported in the media in 2013, husbands being the most common perpetrators. Moreover more than 800 women committed suicide in 2013, mostly owing to domestic issues (HRCP 2013, p. 177). Similarly violence against children is highly prevalent, in the form of corporal punishment in schools and *madrassahs* (religious school), child labor, trafficking and sexual abuse. According to HRCP (2013, p. 189) 1,204 children became victims of physical violence from January to June 2013. It has to be kept in mind that these numbers reflect only the reported incidences. The 2012-13 Demographic Health Survey of Pakistan reported that 32% of ever-married women age 15-49 had experienced physical violence at least once since age 15. This number jumps to 39% when the category includes emotional violence. While 52% of Pakistani women who experienced violence never sought help or told anyone about the violence they had experienced.

Support structures for dealing with violence directed at women and children are very limited and under resourced. A recent national study conducted by Aurat Foundation (2012) aimed to uncover the challenges and issues to bridging the gender gap in Pakistan. The study identified illiteracy, poverty, prevailing patriarchal attitudes, a lack of awareness of fundamental rights and limited access to justice (due to deep rooted institutional biases in the Police and Judicial systems). Other key findings of the study included that the majority of women believed men have the right to beat women; women working in the family unit were seen to perpetuate gender discrimination in their role as care givers; and women perceived the legal system as negative and unfriendly inhibiting reporting and access to justice.

Over the last decade this situation has further worsened due to the mainstreaming of a more conservative brand of Islam. This has led to a polarization within Pakistani society whereby issues such as women's rights are seen as part of a western agenda being spread through NGOs in Pakistani society. This has required NGOs working on these issues to be very sensitive to different groups in society and how they perceive the work being undertaken with the very real threat of violence. This coupled with weak political leadership focused on keeping power has restrained the state from contributing in substantive terms to the cause of women and children's rights. The current ruling party continues to maintain close ties to religious political parties and non-state religious militant groups, which form a major chunk of their voting bloc. In this environment the Madadgaar National Helpline plays a critical role in offering a much-needed service to a marginalized and highly vulnerable population.

¹ The Gender Inequality Index (GII) reflects gender-based inequalities in three dimensions – reproductive health, empowerment, and economic activity. Reproductive health is measured by maternal mortality and adolescent birth rates; empowerment is measured by the share of parliamentary seats held by women and attainment in secondary and higher education by each gender; and economic activity is measured by the labour market participation rate for women and men.

3. PROJECT DESCRIPTION

3.1 Organizational Profile

Lawyers for Human Rights and Legal Aid (LHRLA) established Madadgaar – ‘Helper’ in 2001. Madadgaar is Pakistan's first Helpline for children and women to serve as the first point of contact for victims of violence, abuse and exploitation through guidance and referrals to 1,315 partners (including shelters, hospitals, lawyers, law enforcement agencies, media etc.). Madadgaar supports children and women with immediate assistance before, during and after crisis situations; and provides free legal aid to children and women with the help of LHRLA and other referral partners. Madadgaar also works with the missing persons department of the Police and tries to trace the victims through various sources – including local newspaper clippings and television shows.

The overall objective of Madadgaar is to empower women, youth and children in Pakistan. It does so by providing information, referral, guidance, counseling and crisis intervention services to women, youth and children in abusive situations. Madadgaar collects information about the human rights situation in Pakistan of women, youth and children. This information is used to advocate and to raise awareness of policy makers and high-level officials. It also means to empower youth and masses by arranging awareness raising campaigns.

Madadgaar is a member of several national networks (including the Child Rights Movement) and has developed its own national network comprising local focal point helpline organizations, such as Women Workers Helpline (WWHL), Sanjog and Aware Girls. Madadgaar is also a member of some international networks including the South Asian Alliance for Child Help Line (SAACHL), South Asia Alliance for Elimination of Child Abuse (SAAEVC), South Asian Initiative to End Violence against Children (SAIEVAC), South Asian Association of Child Helplines (SAACH), Asian Consortium for Human Rights Based Access to Justice and Child Helpline International (CHI). Major partners/donors of the organization include UNICEF, UNDP, UNESCAP, IOM, PLAN International, Asian Development Bank, CIDA, AUSAID, Federal Ombudsman, ACILS, CARAM Asia and Save the Children.

3.2 Cooperation between Madadgaar and Plan International - Pakistan

Madadgaar is part of the Girl Power Program (GPP) coordinated by Plan International-Pakistan since 2011. The GPP is a five-year (2011 - 2015) international program. The main purpose of this program is to facilitate women to realize their full potential and to orchestrate innovative programming and educational campaigns to raise the profile of under privileged and economically insecure women. The Madadgaar National Helpline is one of its key interventions of the GPP that envisage protecting rights of children, youth and women suffering from violence, abuse and exploitation.

Under MFS II funding, Madadgaar has expanded its activities to three major cities of (Lahore, Peshawar, and Quetta) with the aim of setting set up a national help line to increase coverage of target populations across all four provinces of Pakistan. The project targets up to 50,000 contacts and 8,000 walk-in clients’ (including women, children and youth). Indirect beneficiaries’ include government departments, law enforcement agencies, media, relevant ministries, civil society organizations (CSOs), educational institutes and youth.

Activities Related to Strengthening Civil Society

Madadgaar works on multiple fronts to strengthen civil society. Core objectives of the organization are to build the capacity of its partners (NGOs and government departments including shelters, legal aid providers, media, police stations, emergency services, educational institutes and others), lobby the government for positive changes to relevant policies, and to mobilize youth into Youth Advocate clubs in universities for raising awareness and combating the incidence of gender based violence (GBV).

The organization aims to accomplish these objectives by actively participating in multiple national and international alliances, raising awareness of women and children's rights related issues by celebrating international days and issuing regular press releases, holding press conferences and media programs on related issues. Madadgaar has also established a systematic media database on coverage of women's and child's rights violation – that is widely quoted in several authoritative publications. Advocacy is however not the prime focus of Madadgaar, in contrast to service delivery toward women and children.

The implicit theory of change of Madadgaar for civil society strengthening and policy influencing is based, in the first place, on providing crisis intervention services via the Helpline to women, youth, and children. Second, on collecting information for development of a database on women's, youth, and child's rights violations in Pakistan. This information is subsequently used for advocacy and awareness programs through the referral partners, alliances and networks that Madadgaar actively participates in.

4. DATA COLLECTION AND ANALYTICAL APPROACH

As a first step documentation related to the project and organization was collected from the SPO and CFA. These were reviewed to lay a foundation for the planning of fieldwork in early 2014. The fieldwork was carried out in July 2014. The study utilized a structured questionnaire to obtain detailed information on each of the five CSI dimensions targeted. The key respondents for the questionnaire included core program staff including the Program Manager, the Database Coordinator, the Human Resources Officer, Monitoring and Evaluation Officer and the Finance Officer. These interviews were further supplemented with conversations with the field staff that were engaged in directly implementing the activities and interacting with clients. A workshop was also conducted with the program staff to enable a collective discussion on some of the CSI indicators and capture a comprehensive array of views and understanding of the state of civil society and role of Madadgaar.

The structure of the used questionnaire is such that Yes/No questions often are followed by "why (not), how (much) and/or when" questions. The scoring of each CSI sub-dimension is based on the proportion of questions answered with "yes" as well as the information related to "why (not), how (much) and/or when" collected from the conversations and workshop conducted with staff.

In general, the following guidelines have been used to give scores:

Score	Qualification	% of "Yes" Answers
0	Absent/low	< 30%
1	Moderate	30 - 60%
2	Considerable	60 - 90%
3	Fully/completely	> 90%

5. RESULTS

The overall scores for the five CSI dimensions are as follows:

CSI Dimension	Sub-component score in 2012	Baseline Score	Follow-up Score
1	Civic Engagement	2.5	2.5
1a	Diversity of socially-based engagement	3	3
1b	Diversity of political engagement	3	3
2	Level of Organization	2.4	2.4
2a	Organizational level of civil society	2	3
2b	Peer-to-peer communication	3	3
2c	Financial and human resources	2	1
2d	International linkages	3	3
2e	Technical resources	2	3
3	Practice of Values	3	2.5
3a	Internal governance	3	3
3b	Transparency	3	2
4	Perception of Impact	3	3
4a	Responsiveness	3	3
4b	Social impact	3	3
4c	Policy impact	3	3
5	Environment	2	2
5a	Socio-economic, socio-political and socio-cultural context	2	2
	Studies of civil society	3	2
	Average	2	2

CSI Dimension 1: Civic Engagement

1.a - Diversity of socially based engagement: There has been no change in this indicator - Madadgaar continues to engage its constituents at every opportunity through discussions at different forums including conferences, meetings and local and national workshops. However there is little money in the planned activities and budget for outreach and consultative activities in the project. With no core funds available, the organization faces a challenging task of liaising with other stakeholders and constituents to solicit feedback and recommendations.

While there is no policy for complaints, the organization conducts exit interviews of all beneficiaries/clients for feedback and appraisal of services with the aim of improving design and enabling learning.

1.b - Diversity of political engagement: There has been no change in this indicator. Madadgaar primarily targets women, children and youth for its activities. Of these the Youth segment has been organized through 56 Youth Groups in universities across the country. Young women are represented well in these youth groups (70:30 ratio). Madadgaar continues to have leverage with local political parties and state institutions given its linkages through the LHRLA and the Bar Association.

MFS II funding has been a primary force in aiding the organization of youth groups, but there is little budget for activities with these groups to strengthen them and enable them to have a greater voice. This is a key learning that can be incorporated into future funding cycles to strengthen this approach.

CSI Dimension 2: Level of Organization

2.a - Organizational level of civil society (infrastructure CSI): There has been an improvement in the organization's performance in this indicator. With the aid of MFS funding Madadgaar has scaled up its collaboration with local, national and regional actors including the Child Rights Movement, ASK and with the provincial government to share its learning and best practices. Moreover with the Youth Advocacy Clubs the organization now also represents these CBOs in the alliance/networks it is part of.

2.b - Peer-to-peer communication: There has been no change in this indicator and the organization has maintained its good performance. With its expanded collaboration in alliances and networks, Madadgaar has an on-going engagement with partner organizations to analyze political and social issues and actively participates in joint sessions and issues press releases for awareness raising. However, most of this work continues to be through regular discussion rather than more formalized written approaches. There is a lack of capacity to undertake such work given the lean staffing and activity focus of the project so that this constitutes an area that can be improved upon through greater funding in the future.

2.c - Financial and human resources: There has been a decline in this indicator. Madadgaar is primarily dependent on MFS funding. The organization has been unsuccessful in diversifying its funding sources or garnering domestic funds. This is a threat to the sustainability of the organization and its recent its growth with MFS funding. The financial and human resource management procedures employed by the organization are weak and Madadgaar requires funding to enable any institutional strengthening (such as formulating SOPs, policy manuals etc.).

2.d - International linkages: The organization has continued to record strong performance on this indicator. With the aid of the MFS funding, Madadgaar has expanded its collaboration and active participation in international alliances. These alliances include the South Asian Initiative to End Violence against Children (SAIEVAC), the South Asian Association of Child Helplines (SAACH), the Asian consortium for human rights-based access to justice (HRBA2J) and Coordination of Action Research on AIDS and Mobility (CARAM)-Asia. The organization represents Youth groups on these platforms.

2.e - Technical resources: This organization has improved its performance in this indicator. Madadgaar has increased its use of social media as a means of facilitating its target group to contact them, sharing information and for advocacy. The website is also updated and has relevant information on how to use the helpline and other helpful information.

CSI Dimension 3: Practice of Values

3.a - Internal governance (democratic decision-making and governance): Madadgaar has maintained a good performance on this indicator. Given the sensitive nature of the target group of Madadgaar, consultations are held with potential benefactors through general engagements and meetings with clients when they call or visit. Based on these discussions the organization has evolved their service offering and grown their networks of referral linkages to facilitate clients based on their needs.

3.b – Transparency: Since the baseline there has been a decline in this indicator. While a code of conduct does exist, not every staff member is familiar with it, notably because of the high turnover. This is also because the organization views itself as an activist entity focusing on activities rather than organization building and strengthening. Consequently the majority of the staff is also focused on daily programmatic work and there is little staff time/resources to be devoted to organizational as opposed to project related activities.

There are strong informal mechanisms in terms of team dynamics and role models set by senior managers to nurture a transparent and positive culture in the organization. Yet there is a need for establishing more formalized internal controls.

CSI Dimension 4: Perception of Impact

4.a - Responsiveness: There has been no significant change in this indicator. Madadgaar has a very good working relationship with provincial and local government departments and works closely with the Police and has worked with the Sind Ombudsman’s Child Protection Unit to launch a helpline and referral systems. The organization still needs to increase its cooperation with other CSOs. Madadgaar has in the past worked with private media channels for awareness raising and advocacy campaigns.

4.b - Social impact: There has been no significant change in this indicator since the baseline. Madadgaar provides a critical service to a severely underserved target group in an area where few other organizations have the required skills, experience and linkages to make a lasting impact. The organization’s well-established referral system and relationships with stakeholders gives them a unique ability to scale up their impact. MFS funding has supported the growth of Madadgaar’s work to previously untargeted areas and thus led to greater social impact.

4.c - Policy impact: There has been no change in this indicator since the baseline. Madadgaar continues to work through LHRLA to influence government policy making. The passing of the early marriage bill had long been a campaigning goal of the organization and has re-energized the civil society in terms of what they can achieve. As yet Madadgaar has had a relatively small role in influencing international organizations, but with MFS funding the organization has increased its participation in difference alliances and networks through which it can share information and learn and advocate best practices.

CSI Dimension 5: Environment

5.a - Socio-economic, socio-political and socio-cultural context: There has been no change in this indicator since the baseline. Madadgaar has been running the helpline prior to the collaboration with Plan – MFS funding thus has supported the maintenance and expansion of services already being provided by Madadgaar in line with the needs and requirements of target groups. Yet, the funding has enabled a stronger focus on youth and helped the organization expand its work. The subsequent cuts in funding have therefore reduced the project’s potential impact.

Madadgaar lacks capacity to conduct studies itself and its staff is focused on project activities, which makes it difficult for the organization to participate in external studies due to lack of expertise and time.. Nonetheless they support other organizations to conduct studies by sharing their data with other civil society organizations and universities.

SWOT Analysis

Strengths	Weaknesses
<ul style="list-style-type: none"> • Well established helpline with a strong brand • Strong partnerships and referral linkages to provide a seamless service to clients • Good relations with policymakers and politicians • Good relations with media and law enforcement agencies • Experienced and committed staff 	<ul style="list-style-type: none"> • The helplines in Quetta, Peshawar and Lahore are thinly staffed and have no access to legal services. • The helplines also depend on the working of the partner organizations and how effectively they function • Madadgaar requires support to establish strong organizational policies, standard operating procedures (SOPs) and other institutional strengthening measures • Inability to diversify funding sources
Opportunities	Threats
<ul style="list-style-type: none"> • To share expertise of helpline with other NGOs and government • Build a network of helplines to expand services to rural areas and other underserved areas across Pakistan • Scale up active participation in national and international Alliances to enable learning and resource mobilization • Offer technical support and expertise to the government for developing a national 24/7 helpline 	<ul style="list-style-type: none"> • Spread of religious conservatism is threatening liberal actors and activities. • There is a high sensitivity to threats from conservative militant groups for organizations like Madadgaar working on issues related to women’s rights • A general perception in society of NGOs as western agents with foreign agendas make it more difficult for NGOs to work with communities especially on such sensitive issues • Continued dependence on one or two major donors for funding activities corrodes the core institutional strength of the organization and leaves its survival vulnerable to changing patterns of donor funding priorities

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6. DISCUSSION

The Madadgaar National Helpline is a well-designed project suited to the local context and its target population of women, children and youth is both critical and underserved. However the organization itself lacks of core funding and is overwhelmingly focused on service delivery. The organization therefore needs to invest in institutional strengthening and knowledge management in order to develop learning mechanisms and systematic capacity building of regional offices, NGOs and government departments aiming to offer similar services. Activities in the newly established offices in Quetta, Peshawar and Lahore are not matched by a legal aid component and will take time to develop a network of linkages (as effective and comprehensive as the one available in Karachi). It is thus advisable that the CFA and SPO work out a more long-term strategy to ensure sustainability of investments made under the MFS II funding for expanding outreach and strengthening civil society.

Given that Madadgaar has a closely working relationship with LHRLA, the organization has a unique advantage of having access to influential lawyers and local political leaders in Sind, which the program has leveraged successfully. With the on-going expansion to three major cities, it is essential to expand these networks throughout the new provinces where the SPO has initiated activities. Madadgaar also needs to diversify its funding sources and focus on local philanthropic networks and funding possibilities to feed into the legal aid component. This is critical to ensure the effectiveness of their service model.

With the aid of MFS II funding the organization has continued its service-delivery and advocacy work and mobilized youth into advocacy clubs. This is a very positive improvement to the program design, in terms of Madadgaar's approach to civil society strengthening. The organization needs to mobilize more funds to increase its outreach activities and awareness raising campaigns. The service delivery component of the project is focused on protection of target populations, and provides a specialized service through its well-connected network of referral partners in Karachi. There is a need to continue to expand and consolidate this service to new regions of intervention including the cities of Lahore, Quetta and Peshawar and the provinces they fall in. This process has already been initiated, but given the cultural and religious sensitivities of this work it requires more careful planning and a long-term partnership between the CFA and the SPO to ensure success.

Madadgaar has built a very valuable database, which can also be utilized further by expanding partnerships with research institutions and universities to enable more effective advocacy, awareness raising and lobbying for positive policy changes with the government. The use of a national helpline number 1098 is a significant milestone and key opportunity to keep the momentum of this partnership strong. This also presents an opportunity to transform the intervention into a 24-hour helpline as opposed to one that operates between 9am and 6pm. This increased coverage would contribute to make the services more accessible to targeted populations. However the prospect of other organizations initiating helplines is very real; to avoid overlap and enable better collaboration it is thus advised that the SPO in its capacity engages with these NGOs, while the CFA works more closely with other donor agencies and INGOs in the country to ensure effective and efficient collaboration.

As the organization grows it is necessary that its structure and operational dynamics adapt accordingly. This is particularly crucial for the helpline whose coverage will expand from one city to a national one. Such change of scale requires a more strategic approach as well as investment in human resources to avoid overburdening staff who are already working in a tense and stressful environment (given the nature of their work). It would also require the setting up of a middle management, hiring of specialized staff and a greater focus on national as opposed to city or province based advocacy. In sum, institutional strengthening to match the growth of the organization in terms of internal governance, human resource and financial management procedures is essential to ensure impact and sustainability in the long run.

Moreover, in the past disgruntled relatives and families of clients have violently targeted some Madadgaar staff. The organization has also already received threatening letters from the Taliban and has had to change offices multiple times. Tackling such a challenge requires the drafting and regular update of security plans and setting up necessary precautions to ensure the safety of staff. These measures are essential since the growth of the organization will create greater visibility which could in turn make threats more likely).

Improvements to Impact Evaluation

The impact evaluation worked well in general but it had two major limitations: (a) the timeframe, and (b) the tools to assess civil society.

The period between the baseline survey and the follow-up survey was likely too short to enable the evaluation to detect changes in outcomes. This is all the more true since strengthening of civil society and changes in political and social frameworks are inherently long-term processes, and are affected by a complex configuration of contributing factors. This explains to some extent the very small changes recorded in scores between the baseline and follow-up surveys. Evaluations should allow enough time for the intervention to have a chance to produce a detectable impact.

Moreover, the CSI methodology chosen to evaluate civil society strengthening might not be the most appropriate. It aims at drawing general conclusions on changes in civil society based on a very limited number of CSOs that certainly do not represent the whole range existing in Pakistan (e.g. student groups, labor groups, media, religious groups, women groups etc.). This was dealt with to some extent by key respondent interviews and workshops, but a more targeted tool would have been more useful.

7. CONCLUSION

What are the changes in civil society in the 2012-2014 period, with particular focus on the relevant MDGs & themes in the selected country?

Due to the very short time period since the baseline and start of the project, it is not possible to identify major changes in civil society due to the efforts of Madadgaar. Nonetheless, we were able to observe some positive change related to the level of organization of the SPO's constituency through the formation of the Youth Advocacy Clubs.

The expansion of Madadgaar's services to three new major cities in different provinces, though at a nascent stage, has catalyzed an expansion of the network of referral partners for the organization. Madadgaar has been working closely with these partners to build their capacity. At the same time the organization has also mobilized youth in 56 universities to form Youth Advocacy Clubs for Women and Children's rights. These efforts are further complemented with technical expertise sharing with the Sind Ombudsman's Office to set up a Helpline for the Child Protection Unit and advocacy on a range of bills including the early marriage bill (which was successfully passed in the Sind Provincial assembly) and a bill on domestic violence.

These are all positive developments and hold promise for strengthening civil society with respect to the project's objectives in the medium and long run. However Madadgaar has also had to face increased resistance from the 'radicalization' of society and actual threats of violence from militant groups. The organization is very sensitive to these developments and has adopted an issue-based approach to avoid increased tension around its work.

To what degree are the changes identified attributable to the development interventions of the Southern partners of the MFS II consortia (i.e. measuring effectiveness)?

MFS II funding has sustained Madadgaar through a time when this was the only major funding available to the SPO. Some of the new approaches including the mobilization of youth and increased participation in national and international networks can solely be attributed to the MFS II funds. However it is important to note that this is a well-established organization with functioning networks and systems, which have been in place prior to the MFS II funds being available to them. Thus their work with the government and other partners cannot solely be attributed to MFS. Nonetheless this funding has played a key role in aiding the sustenance of operations, expansion to new areas and improvements to the design of Madadgaar's strategies and tactics.

What is the relevance of these changes?

These changes are highly relevant to the context and needs of the Pakistani society and to improve the effectiveness and impact of Madadgaar. The increase in services to Quetta, Peshawar and Lahore is a milestone for the organization and offers great opportunities for expansion, technical expertise sharing and scaling of impact. Moreover, the increased participation in national and international alliances will offer Madadgaar an opportunity to increase its own learning, diversify its funding sources while sharing its database with other

actors working towards similar goals. These are lasting contributions to the overall strengthening of civil society and the well being of the target populations of Madadgaar.

	Score*
The project was well designed	8
The project was implemented as designed	8
The project reached all its objectives	8

ANNEX I

Description of Changes in Individual Indicators of Civil Society Dimensions

CSI Dimension 1: Civic Engagement

Priority Result Area:	1.a - Diversity of socially-based engagement
Key Question:	To what extent do partner organizations act on behalf of their constituency (legitimacy) and do they include social target groups in their analysis and planning and take the needs of the poor/marginalized into account?
Score 2012:	3
2012 Assessment and Context:	Madadgaar set its program and targets on the basis of newspaper clippings, database and walk-in clients analysis. Based on the past trends, Madadgaar fixes the targets for next year (500 clients per center - 2000 for four centers – and 3125 calls per center - 12.500 calls for all four centers per year). Activities are reviewed with the team and board members and communicated regularly with the donors, network alliance members, and other partners. Given the nature of their target group it is not possible to involve them directly in planning and programming.
2014 Reported Changes in Result Area (Outcome):	<p>There has been no change in this indicator - there is little money in the planned activities and budget for outreach and consultative activities in the project. With no core funds available, the organization faces a challenging task of liaising with other stakeholders and constituents to solicit feedback and recommendations. Nonetheless Madadgaar continues to engage its constituents at every opportunity through engagements and discussions at different forums including conferences, meetings local and national workshops.</p> <p>While there is no policy for complaints, the organization conducts exit interviews of all beneficiaries/clients for feedback and appraisal of services with the aim of improving design and enabling learning.</p>
Specific activities that can be attributed to role of CFA/ contribution from MFS2:	No contribution
Score 2014:	3

Priority Result Area:	1.b - Diversity of political engagement
Key Question:	To what extent is a diverse segment of the target group of partner organizations represented in locally elected bodies of government and/or in sectoral user groups?
Score 2012:	3
2012 Assessment and Context:	Although the target group (women and children) are – not surprisingly – underrepresented in locally elected bodies. Madadgaar is able to raise its voice via LRHLA in local institutions. The chairperson is a member of the Bar Association. For example via the youth advocate clubs Madadgaar helps to organize its constituency.

2014 Reported Changes in Result Area (Outcome):	Madadgaar targets women, children and youth for its activities. Of these the Youth segment is organized through 56 Youth Groups in universities across the country. Young women are represented well in these youth groups (70:30 ratio). Madadgaar continues to have leverage with local political parties and state institutions given its linkages through the LRHLA and the Bar Association.
Specific activities that can be attributed to role of CFA/ contribution from MFS2:	MFS funding has been a primary force in aiding the organization of youth groups but there is little budget for activities with these groups to strengthen them and enable them to have a greater voice. This is a key learning that can be incorporated into future funding cycles to strengthen this approach.
Score 2014:	3

CSI Dimension 2: Level of Organization

Priority Result Area:	2.a - Organizational level of civil society (infrastructure CSI)
Key Question:	To what extent are partner organizations and alliances organized in national network/umbrella organizations and do they represent CBO's and other actors?
Score 2012:	2
2012 Assessment and Context:	Madadgaar is a member of several national alliances/networks, it supports as an expert opinion, like in the formulation of the Women Harassment Bill. It also does not represent other CBOs in these national alliances/networks.
2014 Reported Changes in Result Area:	There has been an improvement in the organization's performance in this indicator. With the aid of MFS funding Madadgaar has scaled up its collaboration with local, national and regional actors including the Child Rights Movement, ASK and with the provincial government to share its learning and best practices. Moreover with the Youth Groups the organization now also represent these CBOs in the alliance/networks it is part of.
Specific activities that can be attributed to role of CFA/ contribution from MFS2:	This improvement is attributable to MFS II since the improvement in project design can be directly associated to project activities.
Score 2014:	3

Priority Result Area:	2.b - Peer-to-peer communication
Key Question:	To what extent do partner organizations, networks and alliances share information and do they collaborate in joint analysis in order to function effectively?
Score 2012:	3
2012 Assessment and Context:	Madadgaar cooperates with Legal Aid, and uses the media for awareness campaigns. Madadgaar, for example, offered trainings to other organizations (like Bedrail). Madadgaar also participated in and organized more than 20 workshops/seminars during the last 2 years to share information with peers (on specific human rights issues and also the security situation).
2014 Reported Changes in Result Area (Outcome):	There has been no change in this indicator and the organization has maintained its good performance. With its expanded collaboration in alliances and networks, Madadgaar has an on-going engagement with partner organizations to analyze political and social issues and actively participates in joint sessions and issues press releases for awareness raising. Though most of this work continues to be through regular discussion rather than more formalized written approaches. There is a lack of capacity to undertake such work given the lean staffing and activity focus of the project – however this is something that can be emphasized through greater funding in the future.
Specific activities that can be attributed to role of CFA/ contribution from MFS2:	No contribution
Score 2014:	3

Priority Result Area:	2.c - Financial and human resources
Key Question:	To what extent are financial resources of partner organizations and alliances diversified with sound internal financial and human resource management?
Score 2012:	2
2012 Assessment and Context:	Madadgaar is dependent on funds provided by a limited number of international NGOs and UNICEF (until recently) but is planning to explore domestic fund raising. Financial management is standardized in the organization. It has a buffer, which enables the organization to pay one-year staff salaries.
2014 Reported Changes in Result Area (Outcome):	There has been a decline in this indicator. Madadgaar is primarily dependent on MFS funding for its survival. The organization has been unsuccessful in diversifying its funding sources or garnering domestic funds. This is a threat to the sustainability of the organization and its growth in the past few years with MFS funding. The financial and human resource management procedures employed by the organization are weak – Madadgaar requires funding focusing on institutional strengthening (such as formulating SOPs, policy manuals etc.).

Specific activities that can be attributed to role of CFA/ contribution from MFS2:	No contribution
Score 2014:	1

Priority Result Area:	2.d - International linkages
Key Question:	To what extent are partner organizations and alliances organized in international network/umbrella organizations and do they represent CBO's and other actors?
Score 2012:	3
2012 Assessment and Context:	Madadgaar is a member of Helpline International. International alliances are very important as Madadgaar addresses international human rights. The chair of Madadgaar is a board member of Child Helpline International.
2014 Reported Changes in Result Area (Outcome):	The organization has continued a strong performance on this indicator. With MFS funding Madadgaar has expanded its collaboration and active participation in international alliances. The organization represents Youth groups on these platforms.
Specific activities that can be attributed to role of CFA/ contribution from MFS2:	No contribution
Score 2014:	3

Priority Result Area:	2.e - Technical resources
Key Question:	To what extent are partner organizations using the internet and social media?
Score 2012:	2
2012 Assessment and Context:	Madadgaar (www.Madadgaar.org) has a website, but seems not to be very up-to-date, as their new easy 1098 telephone number is not displayed on the website. It also uses Twitter, Facebook, LinkedIn, and YouTube for networking and raising awareness. Plans are to use social media for virtual counseling and for intake.

2014 Reported Changes in Result Area (Outcome):	Madadgaar has increased its use of social media as a means of facilitating its target group to contact them, sharing information and for advocacy. The website is also updated and has relevant information on how to use the helpline and other helpful information.
Specific activities that can be attributed to role of CFA/ contribution from MFS2:	Since the organization is currently run primarily by MFS II funds – this is a direct consequence of the continued operation of the service and can be attributed to MFS.
Score 2014:	3

CSI Dimension 3: Practice of Values

Priority Result Area:	3.a - Internal governance (democratic decision-making and governance)
Key Question:	To what extent do partner organizations and the CBO's they support involve their target group in decision making?
Score:	3
2012 Assessment and Context:	Madadgaar constantly monitors the news on women's, youth, child's (especially girls') rights violations.
2014 Reported Changes in Result Area (Outcome):	Madadgaar has maintained a good performance on this indicator. Given the sensitive nature of the target group of Madadgaar, consultations are held with potential benefactors through general engagement and meetings with clients when they call or visit. Based on these discussions the organization has evolved their service offering and grown their networks of referral linkages to facilitate clients based on their needs.
Specific activities that can be attributed to role of CFA/ contribution from MFS2:	Since the organization is currently run primarily by MFS II funds – this is a direct consequence of the continued operation of the service and can be attribute to MFS.
Score 2014:	3

Priority Result Area:	3.b - Transparency
Key Question:	To what extent are partner organizations and CSO supporting transparency on financial information and do staff members respect internal procedures (code of conduct)?
Score 2012:	3
2012 Assessment and Context:	Madadgaar has a highly motivated staff, among which many volunteers. It has a Code of Conduct installed of which all staff receives a copy (work manual). Although mentioning no events of unethical behavior to have happened, Madadgaar has several policy and mechanisms in place to secure ethical behavior.
2014 Reported Changes in Result Area (Outcome):	<p>Since the baseline there has been a decline in this indicator. While a code of conduct does exist, not every staff member is familiar with it due to the high turnover. This is also because the organization views itself as an activist entity focusing on activities rather than organization building and strengthening. Consequently the majority of the staff is also focused on daily programmatic work and there is little staff time/resources to be devoted to organizational as opposed to project related activities.</p> <p>There are strong informal mechanisms in terms of team dynamics and role models by senior managers to ensure nurture a transparent and positive culture in the organization. Yet there is a dearth for establishing more formalized internal controls.</p>
Specific activities that can be attributed to role of CFA/ contribution from MFS2:	No contribution.
Score 2014:	2

CSI Dimension 4: Perception of Impact

Priority Result Area:	4.a - Responsiveness
Key Question:	To what extent are partner organizations and the CSO's they support considered as counterparts by (local) government and private sector?
Score 2012:	3
2012 Assessment and Context:	Madadgaar supported in the development of the Women's harassment Bill. Madadgaar provides services to the police on missing children. It also pressures the police to correctly deal with these cases.
2014 Reported Changes in Result Area (Outcome):	There has been no significant change in this indicator. Madadgaar has a very good working relationship with provincial and local government departments and works closely with the Police and has worked with the Sind Ombudsman's Child Protection Unit to launch a helpline and referral systems. The organization still needs to increase its cooperation with other CSOs. Madadgaar has in the past worked with private media channels for awareness raising and advocacy campaigns.

Specific activities that can be attributed to role of CFA/ contribution from MFS2:	Since the organization is currently run primarily by MFS II funds – this is a direct consequence of the continued operation of the service and can be attribute to MFS.
Score 2014:	3

Priority Result Area:	4.b - Social impact
Key Question:	To what extent do partner organizations, in the sectors they work in, provide services that respond to one or more basic social needs of their target group?
Score 2012:	3
2012 Assessment and Context:	The services of Madadgaar are often of a life or death nature. Apart from the direct cases the publicity that comes from instance from TV shows helps to raise the issues widely. However a proportion of the victims/ clients do not pursue the case to the end (a small minority) but more importantly after the cases have been resolved many victims have no or few opportunities for a better life or happy ending
2014 Reported Changes in Result Area (Outcome):	There has been no significant change in this indicator since the baseline. Madadgaar provides a critical service to a severely underserved target group in an area where few other organizations have the required skills, experience and linkages to make a lasting impact. The organization’s well-established referral system and relationships with stakeholders gives them a unique ability to scale up their impact.
Specific activities that can be attributed to role of CFA/ contribution from MFS2:	MFS funding has supported the growth of Madadgaar’s work to previously untargeted areas and thus led to greater social impact. Since the organization is currently run primarily by MFS II funds – this is a direct consequence of the continued operation of the service and can be attribute to MFS.
Score 2014:	3

Priority Result Area:	4.c - Policy impact
Key Question:	To what extent do partner organizations successfully influence government policy or planning/budgeting/policy making of international organizations in the sectors they work in?
Score 2012:	3
2012 Assessment and Context:	Madadgaar changes policies through LHRLA. It influences national policy making by providing expert opinions, like their initiative in the Women’s Harassment Bill.
2014 Reported	There has been no change in this indicator since the baseline. Madadgaar continues to work through LHRLA to influence government policy making. The passing of the early marriage bill had long been a campaigning goal of the organization and has re-energized

Changes in Result Area (Outcome):	the civil society in terms of what they can achieve. As yet Madadgaar has had a relatively small role in influencing international organizations, but with MFS funding the organization has increased its participation in difference alliances and networks through which it can share information, learning and advocate best practices.
Specific activities that can be attributed to role of CFA/ contribution from MFS2:	MFS funding has supported the growth of Madadgaar’s work to previously untargeted areas and thus led to greater social impact.
Score 2014:	3

CSI Dimension 5: Environment

Priority Result Area:	5.a - Socio-economic, socio-political and socio-cultural context
Key Question:	To what extent are interventions of the Alliance the choice of the partner organizations and are their interventions based on a quality context analysis of the space and the role of civil society in that specific country (including socio-economic, political and cultural context)?
Score 2012:	2
2012 Assessment and Context:	Madadgaar was actively involved in the formulation of the project funded by MFS II. There are very limited activities in other 3 provinces due to cut in the budget of MFS II; similarly youth activities have been downsized. Community activities were eliminated where we could have more training with government, which was cut down by the budget. There was a cut of 40-45% of the original planned budget. The decision was very much by Plan International.
2014 Reported Changes in Result Area (Outcome):	There has been no change in this indicator since the baseline. Madadgaar has been running the helpline prior to the collaboration with Plan – MFS funding thus has supported the maintenance and expansion of services already being provided by Madadgaar in line with the needs and requirements of target groups. Moreover the funding has enabled a stronger focus on youth and helped the organization expand its work. The subsequent cuts in funding however have reduced the project’s potential impact.
Specific activities that can be attributed to role of CFA/ contribution from MFS2:	MFS funding has supported the growth of Madadgaar’s work to previously untargeted areas and thus led to greater social impact.
Score 2014:	2

Key Question:	To what extent do partner organizations take into account and participate in studies of civil society in the country they work in?
Score 2012:	3
2012 Assessment and Context:	Debates are going on human rights and poverty alleviation, and the political instability. Madadgaar provides inputs for studies on civil society by providing (quantitative) data women's and child's abuse.
2014 Reported Changes in Result Area (Outcome):	Madadgaar lacks capacity to conduct studies itself and has project activity devoted staff, which makes it difficult for the organization to participate in external studies since they do not have the necessary expertise within their organization. Nonetheless they support other organizations to conduct studies by sharing their data with other civil society organizations and universities.
Specific activities that can be attributed to role of CFA/ contribution from MFS2:	No contribution.
Score 2014:	2