

Annual Report 2012-13



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Abbreviations

ADA	Austrian Development Agency
BOG	Board of Governors
CRS	Catholic Relief Services
CHF	Canadian Hunger Foundation
CIDA	Canadian International Development Agency
CBNRM	Community Based Natural Resource Management
CRM	Complaint Response Mechanism
CEO	Chief Executive Officer
DMC	Disaster Management Committee
DDMU	District Disaster Management Unit
GLA's	Government Line Agencies
HIP	Household Investment Plan
HOP	Household Operational Plan
HOCAI	Holistic Organizational Capacity Assessment
HAP	Humanitarian Accountability Partnership
JFM	Joint Forest Management
KGOA	Konsh Green Orchards Association
KLDF	Konsh Livestock Development Forum
LEW	Livestock Extension Worker
MoU	Memorandum of Understanding
MG	Mother Group
NARC	National Agriculture Research Council
NGO	Non-Governmental Organization

NRM	Natural Resource Management
PEER	Pakistan Earthquake Emergency Response
PHKN	Pakistani Hoslamand Khwateen Network
PHH	Partner House Hold
PTA	Parent Teachers Association
PTC	Parent Teacher Council
RDP	Rural Development Project
RCDA	Resource Centre for Development Alternatives
SLA	Sustainable Livelihoods Approach
SWOT	Strengths, Weakness, Opportunities, Threats
UNDP	United Nations Development Program
UDMC	Union Council Disaster Management Committee
VCC	Village Coordination Committee
VG	Volunteer Group

Executive Summary

In 2012 and 2013, *Haashar Association* concluded two projects implemented with the financial and technical support of CHF/CIDA in Konsh Valley and with CRS in Siran Valley of District Mansehra. Both the projects were innovative and unique in approach. *Haashar's* Project funded by CIDA through CHF focused on Sustainable Livelihoods Approach (SLA) where the target group comprised of ultra-poor households residing in the four Union Councils of Konsh valley. An impact assessment study and a post project evaluation revealed remarkable achievement of the project showing significant increase in five capitals, the financial, natural, social, physical and of the target households. The project reduced the level of poverty of the ultra-poor households from 68% to 28% and ended with more than doubling the average monthly income. In addition, mainstreaming of the ultra-poor segment especially the women into decision making forums was done through inclusion into village and UC level community organizations. The project also ended up with 200 Community Physical Infrastructure Schemes, 230 Orchards, 20 Communities based Veterinary Service Points, formation of village, Cluster and union Council level Disaster Management committees and their capacity building.

In education sector, *Haashar* Partnered with CRS to induce long lasting changes in education sector in Siran Valley. The Project evolved local Volunteer Groups, Built capacities of Mother Groups, PTCs and the teachers to enhance education quality, reduce teachers absenteeism and increase enrollment. School children were also given lessons to improve their hygiene. Joyful learning techniques were used to enhance quality of education in the valley. Post project evaluations showed remarkable achievement in student's enrollment and reduced The teacher's absenteeism. Major share to this effect goes to the local Volunteer Groups evolved through *Haashar's* Facilitation.

Last two years are counted most critical in the *Haashar's* 13 year of history. Implementing some recommendations of institutional audits conducted in 2008 and 2009 by A.F Ferguson and Mr. Klaus Euler (international Consultant) backfired resulting in a straggle to save the NGO from being hijacked by Some coercers who wanted to steal the whole NGO, However, the Board of Governors and the management took this situation as an opportunity to enhance transparency, democracy and strengthening systems of the organization. The reforms introduced by the board included democratization of the NGO by electing new Chairman of the Board, approval of four basic policies (HR, Financial, Procurement and Travel), Further improvement in management systems and adoption of a new logo with more visibility. Additionally, the NGO established a Liaison office in Islamabad to better coordinate with donor agencies and the official website of the organization was re-designed and updated.

The Board of Governors held four meetings which remained very productive in providing strategic guidance to the management to secure successes in attainment of its vision and mission. Meetings of the Steering Committee were also held to overlook project's implementation.

The management submitted more than 12 proposals according to its thematic areas to the donors for funding and regularly communicated with the donor community. The management facilitated WWF-Pakistan in conducting a survey on utilization of forest resources and assisted the national Agriculture Research Council in (NARC) its Tea Project to establish tea plots in the Siran Valley.

One Landmark achievement in the reporting period was drafting of a five years Strategic Plan (2014-18) through financial support of CRS. Mr. Klaus Euler, an International Consultant was hired to facilitate evolution of the strategic Plan. All stakeholders, including communities, GLA's partner NGO's and the donor agencies contributed in the process of strategic Planning.

Given the current scenario of Disaster Risks at all levels, *Haashar* regularly liaise with the District Disaster Management Unit (DDMU). one of the meeting of District level disaster working group was held in *Haashar's* office.

Haashar Association believes in transparency and accountability, In view of this, annual audits for year 2012 and 2013 were conducted by independent chartered accountants and the audit reports were circulated among donors and other stakeholders

Chairman's Message

Dear Colleagues

As founder member of the *Haashar Association*, I am associated with it for the last 13 years, However, I have recently been elected as the chairman of its Board of Governors in not an ordinary situation, During last two years we successfully introduced a number of structural reforms in our organization as a follow up of the recommendations of our institutional audits. This was an uphill task as some coercers created hurdles in such reforms who wanted to steal this organization and its 11 years of community service. I pay my heart felt tributes to the Board members, steadfast management, the communities and our donors like Concern Worldwide, CRS and CHF/CIDA who remained committed and consistent to save *Haashar* from such ulterior designs. I feel proud of such colleagues and *Haashar's* Friends who are selfless, honest, dedicated and volunteers for a just cause.



Dear Friends

We live in a momentous period in history. New technologies, concepts, tools and communication are influencing the development scenario. Every new day brings some new arenas of development which is providing innovative ideas and inventions for the convenience of humanity. However, unfortunately, in our part of the world, especially Pakistan, we are confronted with the worst situation. Natural and man-made disasters, bloodshed, ethnic and religious divide; terrorism, bad governance, corruption and nepotism are a few to quote that have paralyzed our nation. They have definitely ruined every aspect of our individual and national life. This situation has resulted in the deteriorating socio-economic condition. While operating in this environment of uncertainty and coping with the situation, I am happy that *Haashar* has continued its focus on its vision and mission which envisages a society with just, fair and equitable distribution of resources. I am confident that, with the continued support of our generous donors, GLA,s and the communities, *Haashar* would be able to induce sustained socio-economic change and lasting improvement in the lives of the people.

I extend my special thanks to our donors, the CHF/CIDA, Concern Worldwide, CRS Government Line agencies and sister organizations in the area for understanding *Haashar's* Justified Stance during crises and for their continued support and extension of projects even in that difficult time. I also congratulate the

management, staff and friends of *Haashar* for coming up to the expectations of our donors and the communities even in very critical situations and completing the projects in given time. We, the *Haashar* are aiming to contribute better than before because we believe that our commitment and devotion is much bigger than the current situations.

All in all, these two years have been full of trials and challenges, but the Team of *Haashar* is willing to undertake and face all the setbacks and move forward positively.

Qazi Ghazanfar Khan (Advocate)

Chairman Board of Governors

January 2014

CEO's Message

By the Grace of Almighty Allah, **Haashar Association** has entered into 14th year of its establishment. We pay our heartiest felicitations to the Communities, our Generous Donors, Government Line agencies, our Board of Governors, the committed staff management of the organization and Friends of **Haashar** (our Associates who are volunteers to Haashar). We also feel proud to claim that **Haashar** has become a firm institution with all basic organizational tools, all basic Policies and procedures, a Strategic Plan for five years (2014-18) in hand and a clear vision for the future.



Last 13 years of service to the humanity, **Haashar** has remained committed to pursue its mission. Our response to thousands of ultra-poor families to access to food, agricultural support, health, education, disaster assistance is something we are proud of today. We worked with devotion in Natural resource management, Sustainable Livelihoods, Disaster risk reduction, Education and Health sectors to ensure improvement in quality of life and poverty alleviation of those who remained neglected since Pakistan came into being.

Last two years featured many challenges for us while we were consolidating our programming interventions and our institutional outlook. The management and the Board of Governors for the first time realized that we lacked in certain policies and institutional frameworks. With the support and guidance of our generous donors, the CRS, CHF/ CIDA and Concern Worldwide, and our friends like Dr. Gerhard Payr (Austria) and Mr. Klaus Euler, we achieved some remarkable milestones in organizational history. During this tenure, we remained successful in approval of our updated policies (Financial, HR, Procurement and Travel Policies), implementation of updated office protocols, development of a new logo for the organization, re-establishment and redesigning of our official website and drafting a Strategic Plan for next five years. This all was done at a time when the organization was struggling with its survival at the hands of few Coercers who wanted to grab the whole institution. It was very hard time in the history of the organization, which was overcome through the courageous and extra ordinary steadfast act of the management and the staff.

I am indebted to thank Klaus Euler, who worked so hard to facilitate evolving the first ever Strategic Plan of the Haashar Association. I also pay felicitations to our valued donors like Catholic Relief Services , (CRS) Canadian Hunger Foundation (CHF) and Concern Worldwide, our community representatives, members of the Board of Governors, representatives from Government line agencies like Social Welfare Department, Education Department, Agriculture and Livestock Department, our partner NGOs like SUNGI, Pakistan Hoslamand Khwateen Network (PHKN), Resource Centre for Development Alternatives (RCDA) and Rural Development Project (RDP) for their valuable inputs in drafting our Strategic Plan (2014-18). I am confident that Haashar will deliver in a more professional manner for the cause of humanity in days to come.

Anees Ahmad Khan

CEO

Haashar Association

January 2014

Haashar's Rejuvenation _____ Beginning of a new Era

Haashar, locally meaning “*working together*” without monetary gains is a typical Hindko word used Classically at the time of Grass Cutting or any other voluntary collective work in the villages of Hazara, KPK. It is also one of 99 names of the Prophet (Peace be upon him) meaning “to get all the humanity together”.



Haashar Association was founded by a group of seven like-minded young development professionals in Year 2000 who were trained by GTZ funded Siran Forest Development Project. This team worked as Social Organizers and pioneered formation and testing of first ever Joint Forest Management in Pakistan. In late nineties later five other members also joined to become founder members of the NGO at the time of its registration. The team of founder members got inspiration from Dr. Gerhard Payr, an Austrian, who worked as Chief Technical Advisor to the Siran Forest Development Project. Dr. Gerhard Payr’s encouragement, guidance and continuous backstopping brought this nascent NGO at par with national level organizations.

Haashar started with projects focused on Natural Resource Management and support to the local Joint Forest Management Committees in Year 2000. However, as an aftermath of October 2005 Earthquake, ***Haashar*** had to shift its focus from NRM to Emergency, relief and rehabilitation of the affected communities and later on with rehabilitation of flood affectees of 2010 and 2011 flood havoc. ***Haashar’s*** work has been appreciated by the stakeholders due to its efficacy and transparency.

Haashar Association, like many other NGOs, had to confront a number of lethargies, external and internal in its short life history. To count a few, starting with Natural Resource Management, the nascent NGO had to shift its focus to relief, rehabilitation and reconstruction in view of October 2005 Earthquake. This was almost complete turn-around of ***Haashar’s*** programmatic and thematic vision of Natural Resource Management to Livelihoods rehabilitation. ***Haashar*** had to implement projects worth more than 900 Million rupees in the backdrop of the earthquake and floods in last 7 years which was a challenging job to do. Some of the very valuable management and staff members left the organization in this

tenure, yet the implementation of those projects remained so smooth, efficient and transparent that both the communities and the donors applauded *Haashar* at various forums. This is something big to celebrate.

In 2008 and 2009, *Haashar* underwent two institutional audits that identified certain gaps in its Governance/management paradigm. The Management and the Board started a process of reforms to follow recommendations of these Audits; three of the BoG members having dual positions in the organization voluntarily resigned to comply the audit observations and two other BoG members resigned being inactive since long. However one major audit finding regarding election of the Chairman of BoG, who was not regularly elected since last 10 years, back-fired and created a big crises. The longtime un-elected Chairman not only declined to leave his position but also tried to take full control of the institution by use of his political influence. This situation was perceived as a lesson learnt by the management/Board of Governors and considered an opportunity to further democratize the governance/management paradigm of the NGO. *Haashar*, by virtue of commitment, ownership and trust of the partner communities, staff and its Friends, not only won a court case against the group of Coercers who wanted to seize the whole institution but also established the claim that *Haashar* was the most democratic institution of the region, and not the property of an individual



During this critical time, at one end the management and BoG fought a case of righteousness in the courts, a few landmark achievements helped the institution to further strengthen its systems and service delivery mechanism. These included, but are not limited to, Approval of four basic Policies by the Board of Governors; the HR, Financial, Procurement and Travel Policies, Redesigning and Updating website, Improvement of office protocols and administrative mechanisms, adoption of new logo for the organization, updating of the *Haashar's* Profile, establishment of a Liaison Office in Islamabad and drafting the foremost Strategic Plan (2014-18). The management, staff and the community's linkages were further strengthened and *Haashar's* BoG and management realized for the first time that *Haashar* has deep rooted links to the communities who take *Haashar* as their own organization. Astonishingly, the communities in Siran, Konsh, Tanawaland Kaghan Valleys not only offered to donate money for fighting court cases in favour of *Haashar* but

also approached their elected representatives to advocate its just case to save it from group of extortionists. This clearly defined the standing of *Haashar* in communities.

In the year 2013, *Haashar* negotiated with one of its donor's, the Catholic Relief Services (CRS), to conduct a Strategic Planning for *Haashar* as part of their support to build *Haashar*'s capacities. The CRS consented to fund the initiative and Mr. Klaus Euler, an international consultant who already did institutional assessment of *Haashar* in 2009, agreed to do the task. The overall purpose of Strategic Planning 2014-18 was to draft a strategic outlook of *Haashar* for next five years to provide a baseline for future reviews and adjustments, as well as direction for systematic interventions.



In order to come to a practical and community based Strategic Plan, a process of in-depth discussions with the CEO, the Programs Support Manager, the Manager Systems and the Finance Officer, as well as different stakeholders, community representatives was carried out. During the discussions, all relevant material was reviewed and reflections on the past and current status of the organization were used to envision the institutional future, as well as prepare for a broader exchange during the planned workshop. A SWOT analysis, with the facilitation of BoG-member Ms. Iffat Jamil, as well as the extensive "Holistic Organizational Capacity Assessment" (HOCAI) exercise through CRS were conducted internally prior to the consultant's engagement for the Strategic Planning. These exercises revealed strengths, weaknesses and outline immediate requirements for improvement.



A questionnaire was sent to all the 10 BoG members with the intension to seek their extensive feedback on their expectations for the next five years. The climax of the whole work was to bring different stakeholders' views together in a three day Strategic Planning workshop held in Abbottabad (21. - 23.11.2013), where community participants from the current and previous working areas were well represented, as well as those from among Government Line Agencies, *Haashar's* contemporary and ex-donors, *Haashar's* partners, its BoG members, staff and the "Friends of *Haashar*".



Having a five year's Strategic Plan in hand, *Haashar Association* is set to start a new era of development with a new logo, a new website, a more transparent and vibrant Board of Governors, an updated set of policies and systems and with clear vision for next five years.



What does Haashar do?

Haashar Association is a Non-Profit, Non-Governmental organization working since year 2000. Our main program areas include Community based Natural Resource Management (CBNRM), Poverty Alleviation through Sustainable Livelihood Approaches (SLA), Food Security, Emergency, Relief and Rehabilitation/Reconstruction, Disaster Risk Management/Reduction, Quality Education with special focus on Girls, Protection and rights based Advocacy. Capacity building, Gender and Environment are our cross cutting themes in all program areas. ***Haashar*** ensures transparency and accountability at all levels through standardized CRM and HAP practices. ***Haashar*** has the privilege to work through financial and technical assistance of national and international donors like GTZ, German Embassy, WWF-Scientific Committee, UNDP (GEF and PTF Programs), Plan International, UNICEF, Eco Himal/ADA, Concern worldwide (through OFDA/EC/RAPID), CHF/CIDA, Misereor Germany and Catholic Relief Services (CRS) . Over last 13 years of community service, ***Haashar*** has utilized PKR.900 million with generous financial and technical support of national and international donor community. ***Haashar*** works in close liaison with Government Line Agencies (GLA's). ***Haashar*** has also implemented projects in partnership with ERRA through DRU and District Disaster Management Unit (DDMU).

Vision

A society which conserves and develops its resources sustainably and ensures a just, fair and equitable distribution of benefits

Mission

To catalyze and enable marginalized rural communities for inducing sustained socio-economic change and lasting improvements in their lives.

Objectives

Haashar Association is actively pursuing accomplishment of its mission through achieving following objectives;

- Strengthen community based organizations and institutions.
- Catalyse/foster emergence of Community based institutions/ organizations for integrated natural resource management, good governance and poverty reduction.
- Build active, sustainable and meaningful partnerships with individuals, community at large, government, NGOs, development agencies, donors, academia, private sector and other stakeholders.

- Advocate and address, whenever possible, other issues affecting human life such as health care, education, socio-economic aspects, environment and women's issues.
- Mobilize human and financial resources for development projects.

Principles and Core Values

Haashar works through a well-established set of guiding values. Each person in *Haashar* has the right to expect to be treated and the obligation to treat others according to these core values:

- **Mutual respect:** recognizing the innate dignity and worth of all people and the value of diversity
- **Equity and justice:** to ensure that everyone irrespective of sex, age, race, color, class and religion has equal opportunity for expression and utilizing their potential
- **Honesty and transparency:** to be accountable for the effectiveness of actions and to be open in our judgment and communications with others
- **Solidarity with the poor and marginalized:** to safeguard ongoing commitment to the interests and needs of the poor and powerless members of society
- **Efficiency in commitment:** to manage the organization in the most cost effective and efficient manner possible so as to maximize the impact of resources towards the objective of improving rural livelihoods and eradicating poverty.
- **Excellence in implementing best practices and striving for the highest quality and performance of work** to ensure that *Haashar Association* is a reference point in development field
- **Independence – *Haashar Association* will be independent of any religious, party-political or other partisan affiliation.**
- **Behaving in a way that is not domineering or patronizing but that genuinely shares power with others rather than keeps it for oneself**
- **Behaving in a way that makes room for those who are excluded to fully participate**
- **Holding an attitude that reflects how much we can learn from others who are aiming for similar goals by different methods.**

Program Areas;

Last 13 years of community work, *Haashar* has specialized in the following areas through implementation of about 30 projects implemented through financial and technical assistance of national and international donor community.

1. Poverty Alleviation through Sustainable Livelihood Approach
2. Disaster Risk Management/Reduction (Emergency, Relief and Rehabilitation)
3. Community based Natural Resource Management (CBNRM)
4. Improving Educational Quality
5. Health & Hygiene



Sustainable Livelihoods Approach

Haashar Association continued with its efforts to enhance financial capabilities of the communities and promoting their economic empowerment through Sustainable Livelihoods Approach. This approach takes into account the aspirations of the ultra-poor segment of the society and build upon their five capitals Financial, Human, Natural, Social and Physical. through transfer of assets



The focus remained 6000 ultra-poor communities called Partner Household (PHHs) selected through a process of well-being ranking.



Categorization of the assets into five categories helped ***Haashar*** to conduct livelihood analysis and planning for the partner HHs. Household investment plans (HIPs) and household operational plans (HOPs) were used to develop strategies for the most vulnerable households with the technical support of CHF and financial support of CIDA.

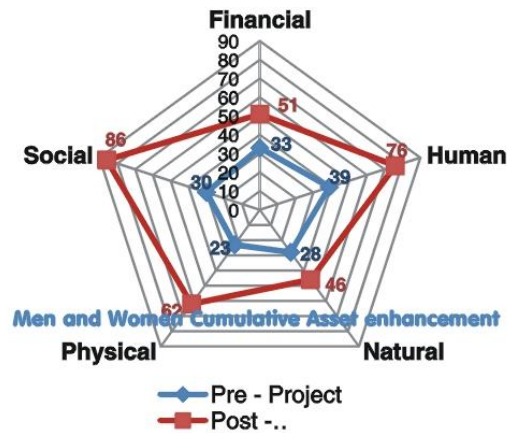
Haashar modified and improved the Sustainable Livelihoods Approach (SLA) to operationalize it in the local context. ***Haashar*** worked through 162 women and men separate village coordination committees (VCCs) in all villages represented by the Ultra-poor households. However, based on lessons learned, it was strategically decided to expand the forum of VCCs to include other segment of society. This shift from a focus on ultra poor households to a community based inclusive approach was a strategic shift so as to mainstreams the ultra-poor and makes them socially acceptable and respectable in the eyes of the broader community. The ultra poor households made significant progress to become part of the village decision making process and to have improved status in the community.



In order to judge the impacts of the Sustainable Livelihood interventions, and to gauge the level of improvement in the lives of the ultra-poor communities, an impact assessment exercise was conducted. This was done through categorization of the target communities into Red, Orange and Green based on their relative performance / progress in terms of access to / improvement in five capitals (Social, Physical, Natural, Human and Financial).



An asset-pentagon analysis against five capitals (natural, financial, social, human and physical) was also carried out. Each capital has been measured against different measurable indicators with assigned scores. The pentagon exercise was carried out with a



group of 600 (10% sample of total population) partner households amongst randomly selected villages and beneficiaries.

The total score of each capital is 100. The highest cumulative increase for both men and women was recorded for Social capital, followed by physical and human capital respectively. The Natural and Financial capital both increased by 18 points as compared to baseline and though this increase was the least among all capitals, still an increase of 104.9% was recorded for Financial capital.



Disaster Risk Reduction

Haashar believes that given the current scenario of Earthquake 2005, Flash floods of 2010 & 2011 and developing events of bloodshed, terrorism through out the country, it has become inevitable to prepare the communities in management of the disasters whether man made or the natural. There is need to adopt such measures which could effectively help defy and reduce risks of the disasters. Last two years, **Haashar** established 49 Disaster Management Committees (DMCs)



at sub-clusters level in view of local geo-political and geographical situations. These DMCs were clustered into four Union Council based DMCs which were given trainings in respective fields and then linked to the District level Disaster Management Units (DDMUs). Under the overall program of Disaster Risk Reduction, a total of 1371 community members were imparted training in First Aid, Search and Rescue, Info & Communication and Logistics. The project started with constitution of DMCs at sub-cluster level and each DMC had a minimum of 20 and a maximum of 36 members. 49 cluster level DMCs were formed with total 1371 members, comprising 30.50% women and 69.50% men (953 men and 418 women). These committees were well represented by ultra-poor community members so as to ensure that their social status in the communities is enhances by providing them opportunity at decision making forum.

These DMCs comprise of four sub-committees;

1. Search & Rescue Committee
2. First Aid Committee
3. Info and Communication committee and
4. Logistics Committee





The Union Council DMCs were also formed giving representation to all the sub cluster level DMCs of that union council. *Haashar* also established links of these Union Council level DMCs (UDMCs) to concerned department at district level. These UDMCs are linked to District Disaster Management Unit (DDMU), local hospitals and local police for effective coordination and communication. Besides, four gender-sensitive stockpiles of essential items are also in place at respective union council offices under joint custody of community and UC Office staff (UC Secretary and 03 representatives of Union Council Disaster Management Committees (UDMCs)).

Participatory Natural Resource Management



During 2012-13, *Haashar Association* continued with the support of Ultra Poor communities in Management and development of their natural resources. The main purpose of the intervention was to enhance the livelihoods of the communities through a variety of NRM interventions which included provision of vegetable seeds, fertilizer and tools to beneficiaries, training in agriculture, distribution and provision of fruit trees, capacity building of beneficiaries in managing plants and fruit trees, training of livestock extension workers and establishment of veterinary service points. About 9,218 people benefited from different trainings and capacity building initiatives of which 2,042 (22%) were women. The highest number of community partners benefited from agricultural trainings, where the total was 8,931. All these people also received a basic agricultural tool-kit as an initial assistance to carry along what they had learnt. 182 people benefited from orchard plantation and management trainings, 63 from livestock extension worker (LEW) basic training and 42 from LEW advance training. 100% of the beneficiaries of LEW basic training were women and for advance training 19 (45%) were women. 19% beneficiaries of orchard and plantation trainings were comprised of women.



30 Vet point s were established at different locations within the project areas of which 08 are being operated by women. An exposure visit for female LEWs was also undertaken from which 19 women benefited. Two livestock forums have also been established with a total membership of 41 of which women are 19 (46%). Five livestock vaccination

campaigns have also been undertaken from which more than 5,000 community members benefited.



As a result of these interventions there has been improved agriculture production, food security, agriculture and crops husbandry, horticulture production and management practices and capacity building of ultra-poor households. In many of the distant villages, where harsh weather conditions severely affected the cropping pattern to single crop annually, *Haashar's* interventions resulted in Bi-cropping thus enhancing productivity and inducing a cultural change in the society.

Community linkages with government have been strengthened and women have been involved and benefited by increased access and control over assets and benefits. Kitchen gardening has played a big role in livelihoods improvement and more and more women have shifted to growing vegetables. Beneficiaries 'capacities have been built to manage, de-worm and vaccinate livestock; capacity building efforts for the ultra-poor and Village Coordination Committees (VCCs).

These interventions have generated impact on production and food security for the beneficiaries. The income has also increased from subject interventions. At the baseline the income from KG was PKR 172/HH which has now increased to PKR 700/HH which is an increase of over 306%.

Similarly, livestock management and disease control also generated a positive impact in which both income and production increased. The trained LEWs are providing basic services which have resulted in better care and management of livestock by the people while it has proven to be a good source of income for the LEWs. The trained LEWs have carried out livestock vaccination campaigns in the village and reported being remunerated for the services rendered. These LEWs also supported and facilitated Government Livestock Vaccination campaigns in remote areas which not only helped increase the coverage but also improved compensation for the services rendered.



Haashar carried out Block tree plantations to control soil erosion and also allowed villagers to plant multipurpose tree species. Beneficiaries were provided training and orientation to watch and ward responsibilities. In addition, fuel wood and fodder trees planted provided the much needed boost to local farm forestry and reduced burden on women who are primarily responsible for fuel wood collection. ***Haashar*** also worked with the Agriculture Department in providing improved maize seeds and organic fertilizer.

Haashar carried out establishment of 187 Orchards to contribute in uplifting of local economy. Additionally, a Konsh Green Orchards Association (KGOA) and Konsh LivestockDevelopment Forum (KLDF) were also established.

Haashar also assisted the National Agriculture Research Council in establishing Tea Cultivation Plots in Siran Valley. Plants and the technical expertise were provided by the NARC while social mobilization, linkages with the communities and local conflicts (if any) were to be provided by ***Haashar***.



Gender Change Analysis

Women have been at the forefront for KG interventions which has helped them produce enough to meet their and their families' food requirements. Men and women livestock and agriculture extension workers were trained. The organized forums of trained LEWs are linked with the Livestock Department. The trained women and men LEWs are providing services in their respective areas to both men and women. The Livestock Department and Research Centers are acknowledging LEWs contribution in livestock development. Male and female LEWs jointly established veterinary points at area level and are providing

services, consultations and medicines to livestock owners. Women who initially had limited access to these facilities are getting services at their door step.

Change Flows through the Village

Imagine having to bring 30 pitchers of water on a donkey from a spring 2 kilometers away from your house every single day. That is what life was like for Marjan Bibi of Khalabat, UC Battal in Mansehra. Like other women of her village, Marjan Bibi started each day with this arduous task, one which became all the more difficult when the weather was bad. However, for her household, comprising of her husband, three daughters and four sons, these pitchers meant water for drinking, as well as all other needs. Apart from being extremely taxing, this daily process meant lesser time for domestic chores, leaving no time for anything else, even for themselves or the children. Marjan Bibi shared this issue with *Haashar* in the VCC meeting and it was decided to install a water supply system for the village. Marjan Bibi says that though the time during the implementation process was extremely tough, now the situation is completely different and there is clean water in every home. All the donkeys were sold and the women used the money in different ways. Marjan



Supporting Quality Education

The Earthquake 2005 not only damaged the infrastructure, socio-economic set up and geo-political outlook of the society but also affected the whole education system of the area. The problems related to education are deep rooted in the religio-cultural paradigm of the society. *Haashar*, in collaboration with Catholic Relief Service (CRS) ventured a multi dimension improvement effort titled, "PEER Integrated Education Project" which started in 2010 and ended in 2013, focused mainly on reducing the vulnerability of earthquake affected children by providing trainings to the teachers with continuous support to the PTA's, Mother Groups (MG's) and Volunteer Groups (VG's) through mentoring, hygiene trainings to improve the hygienic condition and education related trainings. Both CRS and *Haashar* believe that an integrated approach is key to quality education.



The initiative imparted training and mentoring to 242 teachers (177 male and 75 females) followed by 4 mentoring rounds. Mentoring of total of 377 male and 173 female teachers was conducted to improve the quality of education. A total of 106 PTCs (76 male PTCs and 30 females PTCs) were reactivated and trained regarding their roles and responsibilities having 608 male and 240 female beneficiaries. A

total of 106 School Development Plan (SDP) were developed. Follow up and support visits were conducted regularly in order to reduce the dropout and absenteeism of teachers/students and increase in enrollment at school level. The analysis of the monitoring data showed that enrollment of boys increased from 3347 to 4169 and girls from 2576 to 3074 (total from 5923 to 7476). An improvement in hygienic practices was witness as a result of hygiene sessions with PTCs, Mother Groups, teachers and students.



The Mother groups were further capacitated wherein 480 Mothers were trained. This aspect of the PEER Integrated Education Project was unique as for the first time mothers were involved in such a vital sector in Siran Valley. Initially, the scope of the Mother Groups were very limited, it was just an activity to involve the mothers to improve the education of their children productively and ensure mothers' participation in school affairs, but with the passage of programming activities the MGs were considered as a separate component. The role of MG was maximized by project team through giving them orientations & trainings on their roles and responsibilities for the promotion of education as well as hygiene of the children. As per the database maintained by the project team regarding the MGs performance during 2013, indicated that 33% of the MGs were performing as per the criteria.

Volunteer Group

"My native village men spend hundreds of thousands on their children marriages, why don't they spend this much money in their education" says Sayed Ghulam, a focal person behind Local Volunteer group of JabbarDevli Union Council. Serving as Nazim of his Union Council, Syed Ghulam has dedicated himself for the cause of education. His Volunteer Group has single point agenda, enhancing quality education in his Union Council. Over last three years, VG has involved education department, politicians, parents and religious leaders in controlling teacher's absenteeism, children enrolment, and activation of PTCs in a very exemplary manner. JabbarDevli Union Council is now a distinguishing Union Council of Siran Valley with respect to Education.



Another important innovation in the Education sector was the formation and functionalization of five Volunteer Groups (VGs). These VGs provided an effective platform to *Haashar* staff not only to promote educational campaigns in the area but also for lobbying with local leadership and government authorities. *Haashar Association* focused to build the capacity of VG's members in the areas of social mobilization, motivational cycle, conflict resolution, event management, linkages development with key stakeholders and line departments. Each VG formulated the Education Promotional Plan under the guidance of *Haashar* Staff. These plans mainly focused on their needs regarding promotion of quality education in their area.



Protecting and Promoting Health



Health and Hygiene improvement, specifically the prevention of number water borne diseases, is the ultimate goal of any hygiene promotion programming. Hygiene promotion activities are a combination of social mobilization, community participation, social marketing, communication and advocacy.

Hygiene component was included by looking the unhygienic condition in the communities especially as an aftermath of the Earthquake 2005. Most of the schools were without Latrines and sanitation facilities. Teachers, Parents and children of such schools were targeted to approach through Hygiene sessions and trainings. Efforts were made on the adoption of core hygiene messages like personal hygiene, water handling and latrine use etc.



Continuous mobilization and follow up visits produced major impact and 82% schools were found to be according to the set criteria, while 18% required more improvement, mobilization and follow ups. Hygiene database analysis results showed that 78% students are practicing Good hygienic practices at schools, 83% students have practice of hand washing in critical times, while 100% students are in practice of safe water handling.

Institutional Development and Linkages

Auditing

Board of Governors of Haashar Association appointed “Tahir Shah & Company”, an Islamabad based well reputed Auditing Firm to conduct financial audit of accounts of the Association. The audits for year 2012 and 2013 were conducted as per Haashar’s financial Policy. In addition, another institutional Audit of the organization was conducted by M.S Ferguson on the request of Canadian Hunger Foundation (CHF) and through financial support of CIDA to compare findings of a previous audit conducted in 2008 by the same firm. The Audit report confirmed institutional maturity and efficient financial, HR and procurement systems of the organization. UNDP conducted a Micro-assessment of *Haashar Association* through Ernst and Young Sidat Hyder. The findings auged *Haashar* on medium risk and appreciated its well established systems.

Updated Policies

Haashar Association has been run through a draft Policy Manual since last eleven years. However, in 2012 the CEO in collaboration with senior management and the BoG members drafted and got approved four Policy manuals from meeting of the Board of Governors held in Feb 2012. These included Human Resource Policy, Financial Policy, Procurement Policy and Staff Travel Policy. These policies have helped the organization to gain more credibility, transparency and institutional maturity.

Meetings of the Board of Governors

During reporting period, the Board of Governors of the *Haashar Association* held four meetings and took important decisions including election of new Chairman of the Board of Governors. This election was long awaited as no election of the Chairman was held in last eleven years. Additionally, three meetings of the Steering Committee were also held to ensure efficient implementation of the projects.

Introduction of new Logo

The logo of an organization has great visibility value.

Board of Governors, on the recommendation of the management of *Haashar Association* approved new logo for the NGO which had prominent visibility and well appreciated by well-wishers.



In addition, the management also updated the website of the Association and added value through new design and uploading new data.

Linkages

The management of *Haashar*, despite very critical conditions, scaled up the level of communication with donor agencies, Government departments and the communities. In order to further improve close liaison with the partner NGO's, an office space was rented in Islamabad.

Haashar facilitated WWF through its community links and logistic support in a survey on Poverty-Environment program. National Agriculture Research Council established Tea Plots through social mobilization of *Haashar's* field staff. The management of the Haashar held several meetings with Director of NARC and Chairman PARC to enhance cooperation on mutual interests.



Vision

A society which conserves and develops its resources sustainably and ensures a just, fair and equitable distribution of benefits

Mission

To catalyze and enable marginalized rural communities for inducing sustained socio-economic change and lasting improvements in their lives.

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