

Pakistan Poverty Alleviation Fund

# BALUCHISTAN STRATEGY

*... a road map to inclusive socio-economic development for the province*



## Imprint

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This wide empty wilderness  
Awaits a new spring  
In the dream palace of yearning  
How many passions await fulfilment

— Ain Salam  
*renowned poet of Balochistan*

**DEDICATED TO:**

The people of Balochistan who  
deserve what is theirs for they have  
suffered as a consequence of un-kept  
promises, poor governance and  
neglect and have been prevented  
from achieving their true potential.

یہ وسیع خالی بیاباں  
ایک نئی بہار کے انتظار میں ہے  
خوابوں کے محل میں  
بہت ساری خواہشات تکمیل کی منتظر ہیں

— این سلام  
بلوچستان کے معروف شاعر

**انتساب**

بلوچستان کے اُن باہمت لوگوں کے نام جو  
اپنے حقوق سے محرومی کے باعث ابھی تک  
اپنی شاندار صلاحیتوں کا بہترین استعمال نہیں کر سکے



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# ACRONYMS & GLOSSARY

CBO	Community Based Organisation
CO	Community Organisation
CPI	Community Physical Infrastructure
CSO	Civil Society Organisation
CSR	Corporate Social Responsibility
DFID	Department For International Development
EITI	Extractive Industries Transparency Initiative
ESM	Environmental and Social Management
GDP	Gross Domestic Product
GoB	Government of Balochistan
GoP	Government of Pakistan
ha	hectare
HDI	Human Development Index
IUCN	International Union for Conservation of Nature
LHV	Lady Health Visitor
M&E	Monitoring and Evaluation
MPI	Multidimensional Poverty Index
NGO	Non-Governmental Organisation
NPGP	National Poverty Graduation Programme
ODF	Open Defecation Free
OECD-DAC	Development Assistance Committee of Organisation for Economic Co-operation and Development
OTP	Outpatient Therapeutic Programme
PDHS	Pakistan Demographic and Household Survey
PMIFL	Prime Minister's Interest Free Loan
PO	Partner Organisation
PPAF	Pakistan Poverty Alleviation Fund
PPR	Programme for Poverty Reduction
PSC	Poverty Score Card
SDGs	Sustainable Development Goals
SMC	School Management Committee
UC	Union Council
UCBO	Union Council-Based Organisation
UNDP	United Nations Development Programme
UNHCR	United Nations High Commissioner for Refugees
VDP	Village Development Plan
VO	Village Organisation







# FOREWORD

Pakistan is a country blessed with immense diversity – from diversity of terrain and agro-climatic zones to ethnic, linguistic and cultural variations across the country – and this means that while parts of the country have thrived, others have experienced inequity, marginalisation and inadequate infrastructure delivery and service provision leaving segments of our people more marginalised, more vulnerable than others.

Our research on the multidimensional poverty in Pakistan reveals that there are stark inter-provincial differences in the incidence of poverty that have persisted over time. Poverty headcount ratio was the highest in Balochistan, followed by Sindh and KP in 2014-15. A total of 61.1% population of Balochistan lived in multidimensional poverty in 2014-15. At the district level, the concentration of poverty is evident from the fact that out of 56 districts in the bottom two quintiles, 23 are from Balochistan, 11 from Sindh, eight from KP, and two from Punjab. Moreover, districts which are largely rural and have low population are the ones with the highest headcount ratio.

The Pakistan Poverty Alleviation Fund is mandated to reduce poverty through a strategy that layers value-driven social mobilization of vulnerable communities and households, with investments in assets, skills, basic services and infrastructure, and access to finance, that improves their quality of life. To this end we strive to mainstream lagging regions, focus on rural communities and graduate the poorest households out of poverty.

PPAF works through institutions of the poor and for the poor to ensure that development is inclusive, participatory and localised. Through these partners, that is our community level institutions and local development organisations, we are able to connect marginalised rural communities with the public sector. The aggregation of the vulnerable allows them to articulate their needs and improve their economic conditions, and as their incomes increase, the private sector is enticed to serve them.

Thus, the development of Balochistan is a priority for PPAF, as the people of Balochistan have been systemically marginalised for generations. I believe

Balochistan is a province of immense potential – resource rich, enterprising, and with the lowest population per kilometre ratio in the country. With a total population of 12.34 million, according to the 2017 Census, it is within reason to assume we can create income generating opportunities for what are, approximately, two million families. This, however, requires commitment and a clearly thought out strategy!

To this end, PPAF formulated a regional strategy for Balochistan in 2013 that took into account the natural resources and access to those resources in the province, the human development indicators, the socio-economic environment and the security situation. Following Pakistan's adoption of the Sustainable Development Goals in 2016 and the proposed projects of the China Pakistan Economic Corridor in Balochistan, there was a need to re-visit the strategy to assess how the communities of Balochistan could benefit from the investments in the province.

PPAF's commitment to the development of Balochistan is long standing; over the last two decades, we have worked with 25 partner organisations and invested in 30 districts within the province. Our investments have spanned water, community physical infrastructure, livelihoods, health and education, social mobilisation, and disaster resilience. In 2020, we have embarked upon managing water resources in the province and in a couple of months PPAF will launch its water strategy for Balochistan.

The development of Balochistan is possible, but it requires collaboration and partnership between various stakeholders, including the government, both federal and provincial, regulators, private sector and academia. PPAF's role is, and will continue to be, to build the capacities of rural communities, improve their access to resources and opportunities and empower them to realise their potential.



Qazi Azmat Isa  
Chief Executive Officer





CHAPTER 1

# INTRODUCTION

INTRODUCTION



Pakistan Poverty Alleviation Fund (PPAF) is the lead apex institution for community-driven development in the country. Set up by the Government of Pakistan, as an autonomous not-for-profit company, PPAF has the facilitation and support of Government of Pakistan and a number of international and statutory donors. Since inception PPAF has signed 14 agreements with multilateral/bilateral agencies, through Government of Pakistan, involving funding of US\$ 1.18 billion equivalent. Donors have included the World Bank, the International Fund for Agricultural Development (IFAD), the KfW Development Bank, Government of Italy, United States Agency for International Development (USAID), United States Department of Agriculture (USDA) and Government of Pakistan amongst others.

During the last nearly 20 years, PPAF has achieved outreach and scale in terms of geographic coverage and expertise across a variety of thematic components including but not limited to social mobilization/institutional development, livelihoods, community infrastructure, water & energy, disaster risk reduction, health & education in 137 districts and approximately 1600 rural union councils across the country.

PPAF has invested nationwide in developing the capacities of over 134,556 community organisations (COs), 440,000 community credit groups, 15,563 village organisations (VOs), and 695 union council-based organisations (UCBOs) to date<sup>1</sup>; as well as its 130 partner organisations. The selected partners have strong local presence and capacity to effectively engage with local communities. They are also carrying out other programmes and interventions which allows them to harness complementarities for greatest impact.

### 1.1. PPAF's Overall Approach & Strategy

Over two-decades of experience in poverty alleviation has demonstrated that social mobilization is the linchpin of community development to ensure inclusion and participation of the target households and communities as well as to ensure their ownership in the development process. PPAF, together with its partners has evolved three-tier social mobilization approach that encompasses formation of community

#### PPAF's GOAL

To alleviate poverty through empowering poor people and increasing their access to income and opportunities, ensuring a focus on the most vulnerable and marginalised groups.

organization to ensure representation of at least 60% of the target households which are federated into village level organization. The village organizations are further federated into union council based organisation that not only develop village and UC development plans but also mobilize resources to execute the village and UC development plans.

These community level institutions are a vehicle for responsive governance. PPAF strengthens their capacity for undertaking self-initiated development activities and ensures they put into practice the values of inclusion, participation, accountability, transparency and stewardship (Box 1).

The second important dimension of PPAF's strategy is mainstreaming lagging regions by prioritising their development and analysing the sub provincial multidimensional poverty in terms of education, health, living conditions, and asset ownership. This analysis, following the global trends in poverty measurement, has helped us identify the poorest areas and guide our future investments. Almost two-thirds of people in Balochistan (61 percent in 2014-15) live in multidimensional poverty while Sherani, Killa Abdullah, and Harnai (all in Balochistan) have close to 90 percent poverty. The rural population, across the country and especially in Balochistan, is isolated from the mainstream – off-grid, lacking connectivity. Electrification, link roads, improved transport options will result in better connectivity to the outside world, equitable development and long-term peace and stability.

The third critical consideration of the strategy is graduation of households. PPAF has proved that graduation is possible and PPAF proposes a comprehensive approach of graduating people from reliance on safety nets to mainstreaming into formal economy through asset transfers, financial inclusion, small and medium and micro enterprise development.

<sup>1</sup> as of September 2019

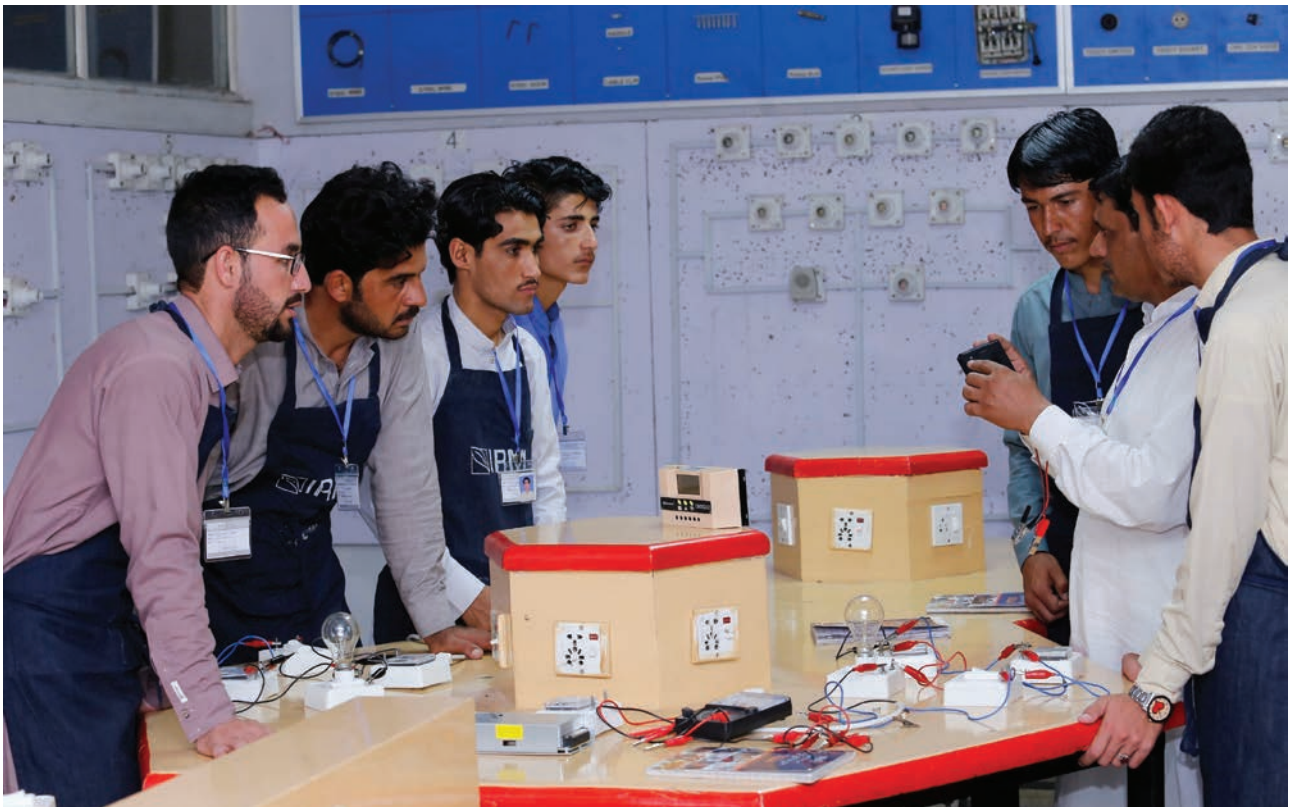


The fourth cornerstone of PPAF's strategy is collaboration and partnership with provincial governments, regulators, private sector and academia to contribute their expertise for the benefit of a shared objective of poverty alleviation. PPAF and the Government of Balochistan share common policy and practice agenda and have a well-founded commitment towards joint implementation. PPAF has signed memorandums of understanding (MoUs) with number of federal and provincial institutions<sup>2</sup> augmenting mutual cooperation and possibilities of joint implementation of activities. PPAF will continue exploring avenues of collaboration with government and civil society organisations in Balochistan to enhance its policy and practice domain.

Other considerations for PPAF are China Pakistan Economic Corridor (CPEC), youth bulge, and Sustainable Development Goals (SDGs). CPEC has the potential to improve the communities with the lowest Human Development Indices. The regional connectivity, information network infrastructure, energy cooperation, industry and industrial parks,

and financial services can result in improved standards of living along the CPEC route especially in Balochistan. This will enable access to basic services and modern technologies, sustainable livelihoods, improved productive capacity. If we can ensure that communities benefit from CPEC then we will make substantial gains in including the marginalized, the disenfranchised and the isolated thereby building a stake in the Federation.

One of Pakistan's greatest assets is its young population provided that population can be provided literacy and opportunity. At the moment, 32 per cent of young people are illiterate and only 6 per cent have technical skills (UNESCO 2012). For PPAF, developing skills and work-related knowledge of youth will continue as key pathway out of poverty. Supporting communities to access infrastructure, energy, health, education, livelihoods services and supporting the government's social protection programme to achieve the Vision 2025, PPAF has aligned its progress with the universal call to action for sustainable development and thus makes quantifiable contribution towards SDGs.



Youth receive technical vocational training in district Pishin under Programme for Poverty Reduction

<sup>2</sup> So far, PPAF has signed MoU with PPAF MoU with Agriculture Research Institute (ARI); Balochistan Environmental Protection Agency (BEPA), Balochistan University of Information Technology, Engineering & Management Sciences (BUIITEMS); Education Department, Balochistan (EDB); Lasbela University of Agriculture, Water & Marine Sciences (LUAWMS); Pakistan Agriculture Coalition (PAC); Public Health and Engineering Department, Balochistan (PHED); and UN Food and Agriculture Organisation (FAO).

## Box 1: PPAF's Core Values



**INCLUSION:** *Recognising diversity—women, children, elderly, persons with disabilities, indigenous groups and religious minorities—connecting different views, experiences, issues, and vulnerabilities as a methodology to reducing poverty.*



**PARTICIPATION:** *Increasing community voice by having a broad process of consultation so that decisions leading to intervention, policies and programmes are not dominated by one group's perspective.*



**ACCOUNTABILITY:** *Having in place legal and reporting framework, organisational structure, processes and procedures to make sure regularity and efficiency of the use of resources and personnel.*



**TRANSPARENCY:** *Substantiating achievements by evidence, clear reporting on activities, as well as financial proof that would reflect on implementation of strategies; adherence to mandates; advancing the practice of downward accountability to beneficiaries; and upholding the democratic traditions in the processes of governance.*



**STEWARDSHIP:** *Responsible management of that which has been entrusted to PPAF in the ecosystems and communities it serves. PPAF commits to fulfil its shared responsibility to our planet, our children, and our future.*

## 1.2. Balochistan – Geopolitical Context

Balochistan, Pakistan's western province, borders eastern Iran and southern Afghanistan. It is the largest of the country's four provinces in terms of area (347,190 km<sup>2</sup>; 44 percent of the country's geographical area), but smallest in terms of population (6 percent of the country's total). As per 2017 population census, the total population of the province is 12,344,408 people, of which 72.45 percent lives in rural areas. Administratively, Balochistan is divided into seven divisions and 33 districts. Quetta is the most populated district with 2,275,699 people with a growth rate of 5.83 percent. Quetta city, the provincial capital, is home to 1,001,205 people. Due to better educational and health facilities, and economic opportunities Quetta has become an urban magnet experiencing high levels of in-migration. Kech is the second most populated district with 909,116 people, followed by Khuzdar having 802,207 people<sup>3</sup>. The major road and railway network map of Balochistan is shown in Figure 1 while demographics of Balochistan are given at Annex 1.

The multi-ethnic population comprises people whose first language—an important marker of ethnic distinction in Pakistan—is Balochi, Brahvi, Pashto, Sindhi, Seraiki, Punjabi and Urdu<sup>4</sup>. There is a sizable population of Afghan refugees in the province particularly in Quetta and the (North-Eastern) Pashtun regions.

Balochistan has a number of distinct geographic regions. The belt comprising Lasbela, and Khuzdar districts in the south is influenced by proximity to the vast metropolis of Karachi—Pakistan's economic centre. These districts are connected onwards to Kalat and Mastung districts. The highway (N-25) linking Quetta with Karachi plays an important role in the economy of the districts. The coastal belt comprising Makran (Gwadar, Kech and Panjgur districts) is sparsely populated and has scarce water resources. Dasht is the major river of this region. Makran is endowed with marine fishery resources. Gwadar is the chief port of Makran.

<sup>3</sup> Government of Pakistan. 2018. Block Wise Provisional Summary Results of 6<sup>th</sup> Population & Housing Census 2017. Islamabad: Pakistan Bureau of Statistics, GoP. Available at <http://www.pbscensus.gov.pk/>. Accessed 18 Mar 2018.

<sup>4</sup> Government of Balochistan. 2008. *Pakistan – Balochistan Economic Report: From Periphery to Core*. Quetta: GoB, World Bank & Asian Development Bank

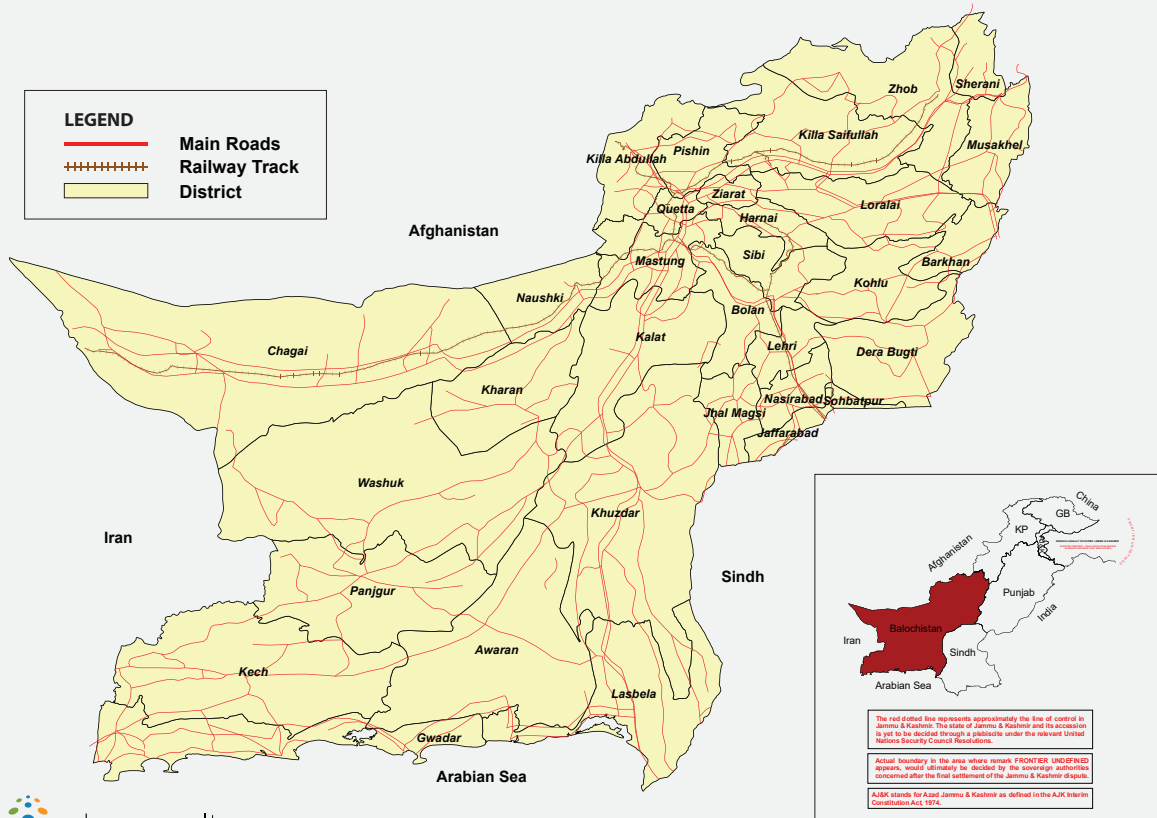


Eastern Balochistan (Loralai, Kohlu, Dera Bugti, Musakhel and Barkhan districts) is the most remote part of the province. This sparsely populated region is home to the richest deposits of mineral resources in Pakistan including oil, gas, copper and gold, much of which have not yet been put to economic use. The north-western part (Pishin, Killa Abdullah, Killa Saifullah, Sheerani, Zhob, Ziarat, Harnai, Nushki, Chagai and Quetta districts) of the province is characterised with mountains and rugged terrain, bordering Afghanistan. The districts of Kharan and Washuk are mostly desert. The central Balochistan (Sibi, Jhal Magsi, Jaffarabad, Nasirabad and Kachhi districts) comprises plains and is partly irrigated by perennial waters.

Any strategy for social, political and economic development of the province will need to pay attention to its geological, environmental and demographic factors and sources of conflict. Indeed,

remoteness and environmental diversity might be viewed as defining the context of development in the province. But Balochistan's geography and locality are also its main economic resource. Over the last six decades, it has supplied cheap natural gas to Pakistan's economic centres, supporting the country's industrialisation. Its vast though often overgrazed rangelands have been used to support goats, sheep, cattle and camels. The long coastline is a possible axis of trade as well as a repository for rich marine resources. As a border province, it is ideally situated for trade with Iran, Afghanistan, Central Asia and the Persian Gulf countries and could be developed into a strategic space that can support and shorten trade and travel costs between emerging economic regions. It is also home to Pakistan's only port alternative to Karachi, i.e., Gwadar as well as an alternate route from the coast to upcountry regions.

**Figure 1:**  
Districts, major roads and railway network of Balochistan



Economic geography offers two concepts that are important in understanding the 'lagging regions'<sup>5</sup>. First, differences in economic development across locations can emerge from underlying, inherent differences in those locations, such as climate, environmental profiles, sea access and geography. Second, such initial disadvantages can be further fuelled by political and policy biases/neglect, cumulative outcomes of historic accidents, which along with political and social unrest can lead to regions failing to develop a self-enforcing economic dynamism<sup>6</sup>. Thin markets with few backward and forward linkages, low purchasing power amongst the population, weak skills of the labour force and weak local administrations do not create a conducive environment for business. The challenge for Balochistan is to grow and converge with the other regions in the country. Unfortunately, for Balochistan, these challenges combined with political neglect, have resulted in its current status as an economic

backwater on the periphery of the national economic and institutional development.

### 1.2.1. Geography-Strategic Location

Surrounded by Afghanistan, Iran and Arabian Sea, Balochistan has a unique geo-strategic position. Its connections extend even beyond its immediate neighbours, e.g., the central Asian states, countries in the Persian Gulf and Saudi Arabia. The conflicts across the border also affected the socioeconomic fabric of Balochistan. Following the Soviet-Afghan war, many Afghan refugees settled in Balochistan.

Nevertheless, the same geography offers huge locational advantages to Balochistan, if there is a vision and concerted planning to take advantage of its location. Around 10,256 km border with neighbouring Afghanistan and Iran and over 750 km coastline can make Balochistan an ideal candidate for a regional hub in terms of transportation and trade.<sup>7</sup>



*A recurring sight of nomadic families who move during the season*

<sup>5</sup> Krugman, Paul. 1995. *Development, Geography and Economic Theory*. Cambridge, MA: The MIT Press.

<sup>6</sup> Government of Balochistan. 2008. *Pakistan – Balochistan Economic Report: From Periphery to Core*. Quetta: GoB, World Bank & Asian Development Bank.

<sup>7</sup> Government of Balochistan. 2013. *Balochistan Comprehensive Development Strategy (Draft)*. Quetta: GoB.



### 1.2.2. Culture and Politics

Tribes and tribal networks dominate social organisation among the main ethnic groups of Balochistan – Baloch, Brahvi and Pashtun. The tribal identity is one part of a more intricate kinship-based system of social affiliation extending from families to entire ethnic groups. The tribal system has active functions and roles in the management of collective action. There are clear structures of leadership, and established informal norms concerning the conduct of leadership, dispute resolution, management of common property resources, and leadership transition. The tribal code among the Baloch, known as *rivaaj* or *mayaar*, and that among the Pashtuns known as *pashtunwali* is sometimes referred to as the very basis of the tribal identities<sup>8</sup>. However, there are some differences between Pashtun and Balochi/Brahvi tribal codes such as the role of the Sardar, i.e., tribal chief, is more prominent in the latter tradition than the former.

Tribal structures greatly influence political processes in Balochistan, resulting in the prevalence of patron-client networks. Among most Baloch tribes there is a well-defined hierarchy, with sardars being both traditional and often political leaders as well. The ethnic diversity of the province, with Baloch being the largest group and other groups dominating certain geographical areas, adds to its political fragmentation. The province is also home to competing political ideologies – such as various brands of ethnic nationalism as well as Islamic traditionalism- which stand apart from the Pakistani mainstream while also appearing to be at odds with one another.<sup>9</sup>

Institutional strengthening has to be grounded into the local culture and politics to be effective. It is useful to note the possible ways in which the predominance of tribal social organisation impacts development outcomes.<sup>10</sup>



*The members of a UC based organisation in Musakhel*

<sup>8</sup> Gazdar, Haris. 2007. *Background Paper on Social Structures and Migration*. Quetta: Government of Balochistan.

<sup>9</sup> Gazdar, Haris. 2007. *Balochistan Economic Report: Background Paper on Social Structures and Migration*. Karachi: Collective for Social Science Research.

<sup>10</sup> These 4 points are taken from Gazdar, Haris. 2007. *Background Paper on Social Structures and Migration*. Quetta: Government of Balochistan.



*The president of Baloch Khustag Community Organisation motivates his community on water management in UC Khustag, Musakhel*

First, kinship groups, sub-tribes and tribes constitute vertically aligned social networks that act as important domains of political mobilisation and action. The presumed division between the social, economic and political domains that allows for the development of institutions such as anonymous markets, civil society and political representation; therefore, cannot be expected to work in the same way in tribal societies. Tribal leaders are quite often political leaders as well as channels for accessing economic resources. The Baloch-Brahvi tribal sardars in particular are thought to enjoy positions of pre-eminence in multiple domains.

Second, tribal social organisation tends to favour vertically-aligned cooperative behaviour, often at the expense of consensus building, or even horizontal class-based mobilisation. Conflicts between tribes and kinship groups and cooperation within these

groups can make it costly to obtain agreement on issues that affect people across kinship and tribal lines. The Balochi-speaking Makran – comprising the districts of Panjgur, Kech and Gwadar – stands out in Balochistan as a region where the tribal social organisation is relatively weak.

Ethnic identity can create greater divides and can prevent the identification of collective provincial priorities concerning development. In extreme cases there might be open disputes and conflicts along ethnic lines. Ethnic identity can be seen as a continuum of kinship and tribal structures in Balochistan. The identification of specific sub-regions with particular ethnic groups implies that many resource allocation decisions need to pay attention to “even-handedness” between regions (or ethnic groups) regardless of the technical merits of the case.



This means that working purely on the basis of poverty rankings or development 'needs' may not be the sole criterion for development over the longer term.

In principle, ethnic identity can be expected to magnify the effects of tribal social organisation on development outcomes. The two points noted above with respect to tribal organisation – absence of a separation between economic, social and political domains, and the pre-eminence of vertical alignments – means that our strategy must identify ways of working through these systems and structures so that benefits to ultra-poor and poor communities are realised.

### 1.2.3. Land Tenure

Tribal conventions in some ethnic groups do not allow property ownership by the women. Entitlements to common property resources in these ethnic groups are also regulated and measured with reference to male family members. Even among highly egalitarian tribes—those where 'all' tribe members have equal shares in common property resources which they exercise and enforce – the

privilege does not extend to women. Yet it is women who contribute to much of the economic value of common property resources. Women's labour – such as grassing animals, fetching water, gathering herbs and firewood besides undertaking other tasks – often remains unacknowledged and unpaid. Almost one in three rural households had neither land, nor crops or livestock. Landless families are considered to be much poorer than those that own some land. Tenancy is widespread only in the canal commanded areas of Nasirabad, where close to two-fifth of the farmers rent land. In addition, much of the land in non-settled areas is under the discretion of tribal chiefs, but there are no official statistics detailing ownership patterns. According to the Agricultural Census 2010 more than one-third (37%) farms in Balochistan have an area of less than two hectares with only eight percent of the cultivated area, while 85 percent of the farms are of less than 10 hectares area constituting only 48 percent of the cultivated area<sup>11</sup>. Improvements in agricultural practices, land administration and titling could facilitate efficient use of land. It can also increase security of tenure, thus enabling tenant farmers to have improved security and sustainability of income.



DG Agriculture hands over tractor trolley to agri-common interest group formed under Programme for Poverty Reduction in Union Council Shabzai, Zhob

<sup>11</sup> Government of Pakistan. 2010. *Agricultural Census 2010: Pakistan Report*. Islamabad: Agricultural Census Organization, Statistics Division, GoP.

<sup>12</sup> Scholtz, F. 2002. *Nomadism and Colonialism in Balochistan 1872–1972*. Karachi: Oxford University Press.

<sup>13</sup> Government of Balochistan. 2013. *Balochistan Comprehensive Development Strategy (Draft)*. Quetta: GoB.

<sup>14</sup> Kundi, Mansoor Akbar. "Insurgency Factors in Balochistan." In *Central Asia Journal* # 64. Accessible at [http://www.asc-centralasia.edu.pk/Issue\\_64/07\\_Insurgency\\_Factors\\_in\\_Balochistan.html](http://www.asc-centralasia.edu.pk/Issue_64/07_Insurgency_Factors_in_Balochistan.html).

### 1.2.4. Governance Crisis

Balochistan has experienced multiple forms of governance, unparalleled to other provinces. It was integrated into British India and that too partially at the end of the nineteenth century<sup>12</sup>. Since the British interest in Balochistan was primarily to secure India's western frontier against Russian expansionism, they gradually fostered feudal order (alien to Balochistan's historical traditions) in order to strengthen dependence of local chieftains on the colonial administration. Hence, in 1947 Balochistan lacked representative institutions to which power could be transferred as in other parts of India<sup>13</sup>.

Even after its accession with Pakistan in 1948, Balochistan continued to be ruled by tribal leaders, Khans, Mirs and Jams. It attained the provincial status in 1970 and its first provincial assembly became functional in 1972. Thereafter, the democratically elected governments had very short stints and the perceived oppression further deepened the sense of deprivation leading to insurgencies. The root causes of unrest lie primarily in lack of power sharing, Baloch nationalism, overbearing centre, and financial and political grievances<sup>14</sup>.

The sketchy governance has led to non-existence and poor performance of governance institutions, lack of competence and misplaced priorities. The emergence of required institutions, and their capacity building is sub-optimal and at low priority. The strong ethnic boundaries, leading to nepotism and cronyism have also hampered the strengthening of institutions.

### 1.2.5. The Public Sector

The role of government, both at federal and provincial level, has been pivotal in development of Balochistan. Whereas fiscal transfers from the federal government to the province have been limited (though in line with the NFC formula), Balochistan's own revenue generation capacity has been deeply underexploited, resulting in deficit budgets in most

of the years. This resource gap, coupled with poor governance, need to provide resources for law and order, food subsidies, and climate vulnerabilities, has resulted in reducing fiscal space for development (Figure 2). Even within the development expenditure—an average of PKR 189 million per UC in 2019-20—little is earmarked for human development and more is spent on construction and infrastructure. This fiscal policy, over the decades, has resulted in lowest human development indicators for Balochistan.

### 1.2.6. Non-Governmental Sector

The Soviet invasion in Afghanistan kicked in proliferation of international as well as local non-governmental organisations in the province to provide a wide range of services to refugees displaced from Afghanistan. Later on, professionals from these NGOs, who were well trained over the time, got engaged in socio-economic development activities in Balochistan. In year 2000, there were around 5,000 NGOs in Balochistan. However, with stringent regulation by the government, the number of NGOs dropped drastically.<sup>15</sup>

Despite its weaknesses and constraints, the non-governmental sector has played a pivotal role in poverty alleviation and socioeconomic development of the people of Balochistan. Their efforts have resulted in enhanced awareness, improved capacity, community driven development and provision of basic infrastructure which the government has failed to provide in most cases. The NGO movement has also developed a cadre of trained professionals who could be channelled for successful implementation of large-scale public-sector programmes.

### 1.2.7. Private Sector

As per an estimate, Balochistan has more than 150,000 enterprises, most of which are small and informal service providers catering to local needs. These include confectionaries, restaurants, small traders, auto parts vendors, processed/dry fruit

<sup>12</sup> Scholtz, F. 2002. *Nomadism and Colonialism in Balochistan 1872–1972*. Karachi: Oxford University Press.

<sup>13</sup> Government of Balochistan. 2013. *Balochistan Comprehensive Development Strategy* (Draft). Quetta: GoB.

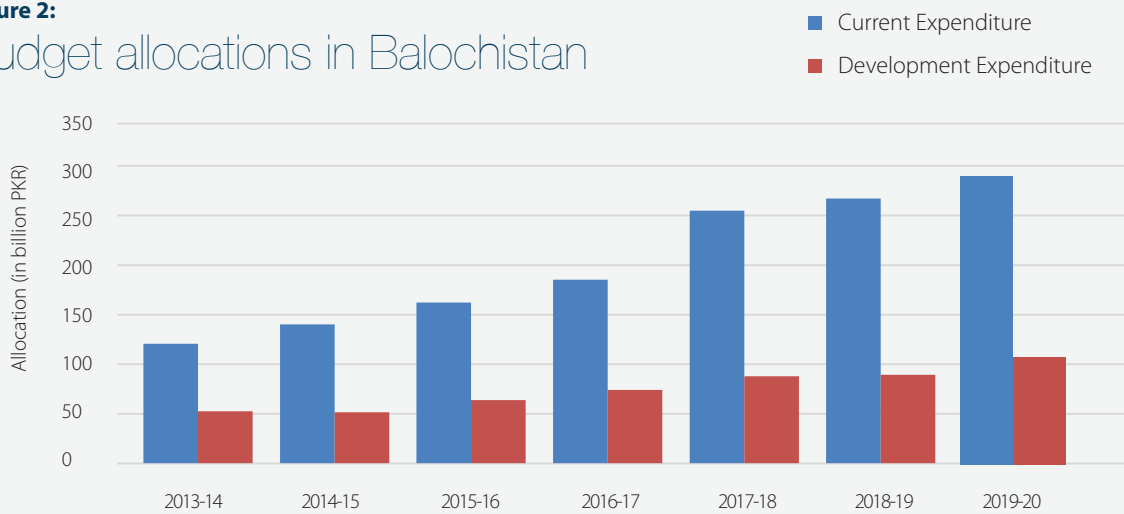
<sup>14</sup> Kundi, Mansoor Akbar. "Insurgency Factors in Balochistan." In *Central Asia Journal* # 64. Accessible at [http://www.asc-centralasia.edu.pk/Issue\\_64/07\\_Insurgency\\_Factors\\_in\\_Balochistan.html](http://www.asc-centralasia.edu.pk/Issue_64/07_Insurgency_Factors_in_Balochistan.html).

<sup>15</sup> Just in January 2018, registration of 800 NGOs was cancelled by the Government of Balochistan.



Figure 2:

## Budget allocations in Balochistan



Source: Government of Balochistan. Annual Budget Statements 2013-14—2019-20. Quetta: Planning & Development Department, GoB

merchants, and transporters. Despite enormous potential of extractive natural resources, Hub region is the only industrial hub in the province, primarily due to its proximity to Karachi. There are some rice mills and brick kilns in Jaffarabad District. Due to sparse population, physical fragmentation and unavailability of skilled labour, Balochistan's private sector has remained underdeveloped. The cost of doing business in the province is high and the ease of doing business is at the lowest. Insufficient business support in terms of financial services and lack of connectivity are other limiting factor in suboptimal growth of the private sector in Balochistan.<sup>16</sup>

### 1.2.8. Academia and Research Sector

Academically, Balochistan has become quite vibrant in terms of general as well as specialised higher education. Currently, there are five general universities, three technical universities and one medical college, with a number of out posted campuses across Balochistan.<sup>17</sup> There are institutions dedicated to agricultural and geological research as well. Though not at the desired level, these academic institutions provide opportunity for basic research and serve as nursery for young scientists. However, there is a need to link these research institutions with the market based economic dynamism so that the research is focused and results-oriented.



Naukri-ya-Karobar training held in BUIEMS Quetta raised potential of men and women for employment and enterprise opportunities

<sup>16</sup> World Bank. 2013. *Balochistan: Development Issues and Prospects*. Islamabad: WB/Multi Donor Trust Fund.

<sup>17</sup> University of Balochistan; Balochistan University of Engineering and Technology; Al-Hamd Islamic University; Balochistan University of Information Technology, Engineering and Management Sciences; Sardar Bahadur Khan Women's University; Lasbela University of Agriculture; Water and Marine Sciences; University of Turbat; University of Loralai; and Bolan Medical College.



*Kund Malir beach — Balochistan*



CHAPTER 2

# PPAF AND BALOCHISTAN



PPAF's foot prints in Balochistan date back to the year 2000. Starting with the social mobilisation and microfinance under the World Bank supported Pakistan Poverty Alleviation Fund project, its work expanded into education, health, infrastructure, water, energy, credit and enterprise, human and institutional development. Despite the difficulties of working in Balochistan, PPAF together with its POs has solid achievements to its credit. The focus on Balochistan as a key province for PPAF solidified in the form of Balochistan Strategy in 2011. Categorising districts by poverty headcount ratio shows that districts of Balochistan fall in the top two poverty bands<sup>18</sup>. Hence, a special cohesive strategy would be required which could allow PPAF to synchronise interventions, work with current and new partners, and develop a more detailed thematic focus on identified areas of significance – youth; private-public partnerships; access to quality public goods and services; and livelihood enhancement using environmentally responsible and sustainable strategies to alleviate poverty. This was

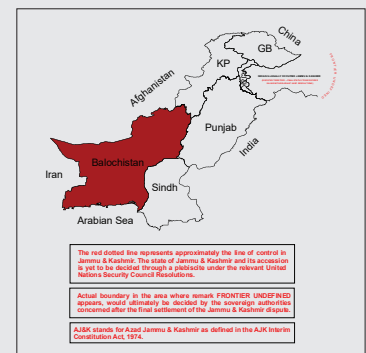
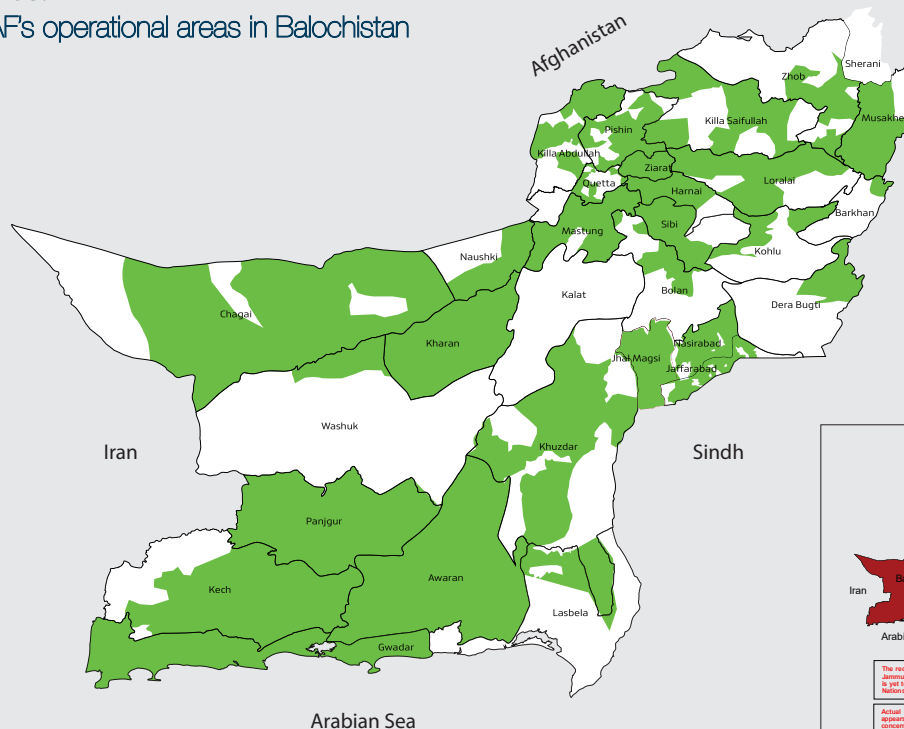
substantiated by a number of consultations with partner organisations both national and local CSOs that have worked with PPAF in Balochistan over the last decade.

## 2.1. PPAF's Interventions so far

Since 2000, PPAF has been able to reach out to 30 (out of 33) districts of Balochistan, fully or partially covering 375 (out of 572) union councils, and disbursing PKR ≈6.81 billion in grants and PKR ≈2.24 billion in microcredit. The operational areas of PPAF in Balochistan are shown in Figure 3.

In order to make its interventions more targeted, PPAF has divided Pakistan into 5 zones according to multidimensional poverty status i.e., headcount ratio: (i) extreme poverty zone 1, (ii) extreme poverty zone 2, (iii) high poverty zone 1, (iv) high poverty zone 2, and (v) low poverty zone. Accordingly, the districts of Balochistan falling in these zones are shown in Figure 4 and Figure 5.

**Figure 3:**  
PPAF's operational areas in Balochistan



Processed and prepared by the PPAF GIS Laboratory

<sup>18</sup> Naveed, A. Wood, G. and Ghaus, M. U. (2016). 'Geography of Poverty in Pakistan 2008-09 to 2012-13: Distribution, trends and explanations'. Pakistan Poverty Alleviation Fund and Sustainable Development Policy Institute, Islamabad



The areas of intervention supported by PPAF included health, education, community physical infrastructure (CPI), livelihood enhancement programme (LEP), microfinance, interest free lending, human and institutional development. This support has been operationalised through 25 partner organisations, who in turn supported 16,525 community organisations—clustered into 127 union council-based organisations (UCBOs). Through this support, 293 health and 821 educational institutions were upgraded and provided missing facilities (Box 2). After the community mobilisation, 1,165 common interest groups were formed to undertake activities under LEP. Under the capacity building programme, 109,121 (comprising 51,358 females) persons were trained in 16 districts of Balochistan. PPAF also transferred productive assets to 21,273 ultra-poor community members while 20,736 interest free loans were also disbursed. Given that many areas of Balochistan are remote and devoid of electricity connections, 68 renewable energy schemes were completed while 6,830 CPI schemes were also completed in selected districts of the province.

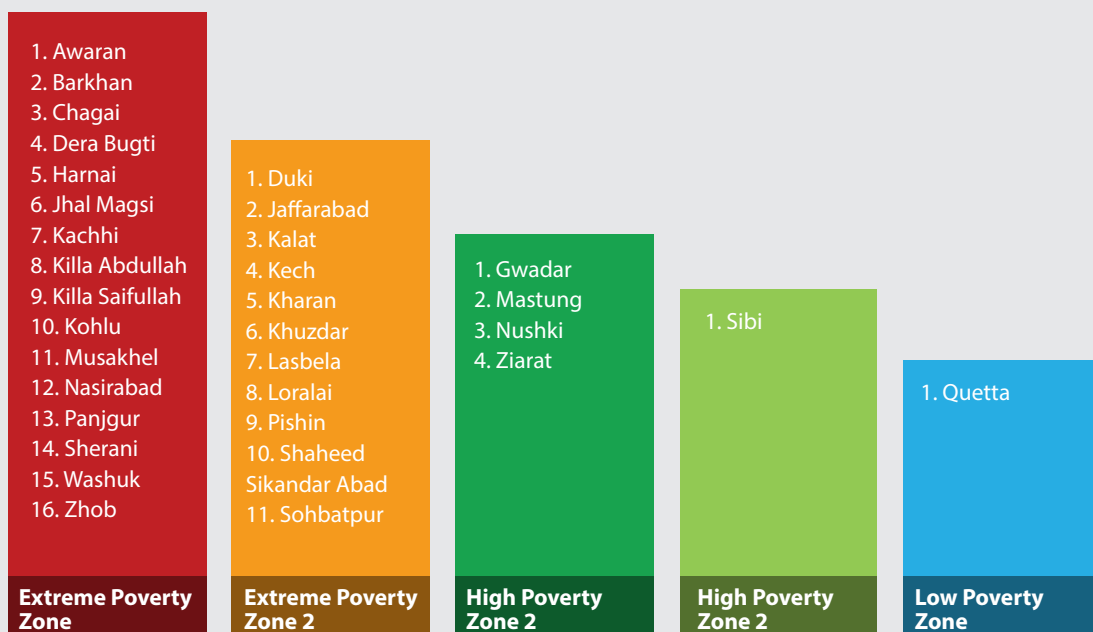
Almost half of the CPI schemes were water related to ameliorate drought like situation in Balochistan.

PPAF has tried to maximise opportunities for livelihood, employment and enterprise development through establishment of livelihood platforms including:

- Digital Hubs (10) which act as rural connectivity networks and provide e-learning on issues such as health and education (Box 3).
- *Naukri-ya-Karobar* (employment or enterprise) Centres (17) that act as placement centres for potential employment opportunities.
- Loan Centres (23) and Production Centres (8) which enhance market linkages, engage the private sector and create synergies not only to improve peoples' livelihood initiatives but to strengthen their business operations whilst engaging with the private sector, ensuring long term sustainability of project interventions and community development.

**Figure 4:**

Categorisation of districts of Balochistan by poverty headcount ratio



## Box 2: School improvement programme and technology based solutions

In 2016, Mari Petroleum Company Limited (MPCL) and PPAF implemented a School Improvement Programme at the Government Girls and Boys School Astangi, Margat Quetta; Government Girls High School, Harnai; and Government Primary School, Ziarat Kach, UC Khost.

In the schools at Quetta and Ziarat, additional classrooms, latrines, water tank, septic tank and pavement were constructed besides carrying out repair and maintenance work. At the Government Girls High School, Harnai a well-equipped computer lab and a home economics lab have been set up. A baking instructor has also been provided for the home economics lab. Also, at this school, with services of Tele Taleem, a teaching platform has been setup for direct online teaching support for science, mathematics, physics, chemistry, biology and English for grades 9 and 10. The teaching staff also gets support on content and teaching methodology for these subjects. Thus, the technology-based solution is addressing the education gap in the school in Harnai and freeing up the students and teacher from geographical dependency.

PPAF has continued layering upon success stories in these sectors and will continue to invest more horizontally as well vertically to benefit the communities in Balochistan. PPAF's past, ongoing and planned interventions in the selected districts of Balochistan are shown in Table 1.

## Box 3: Digital Hubs

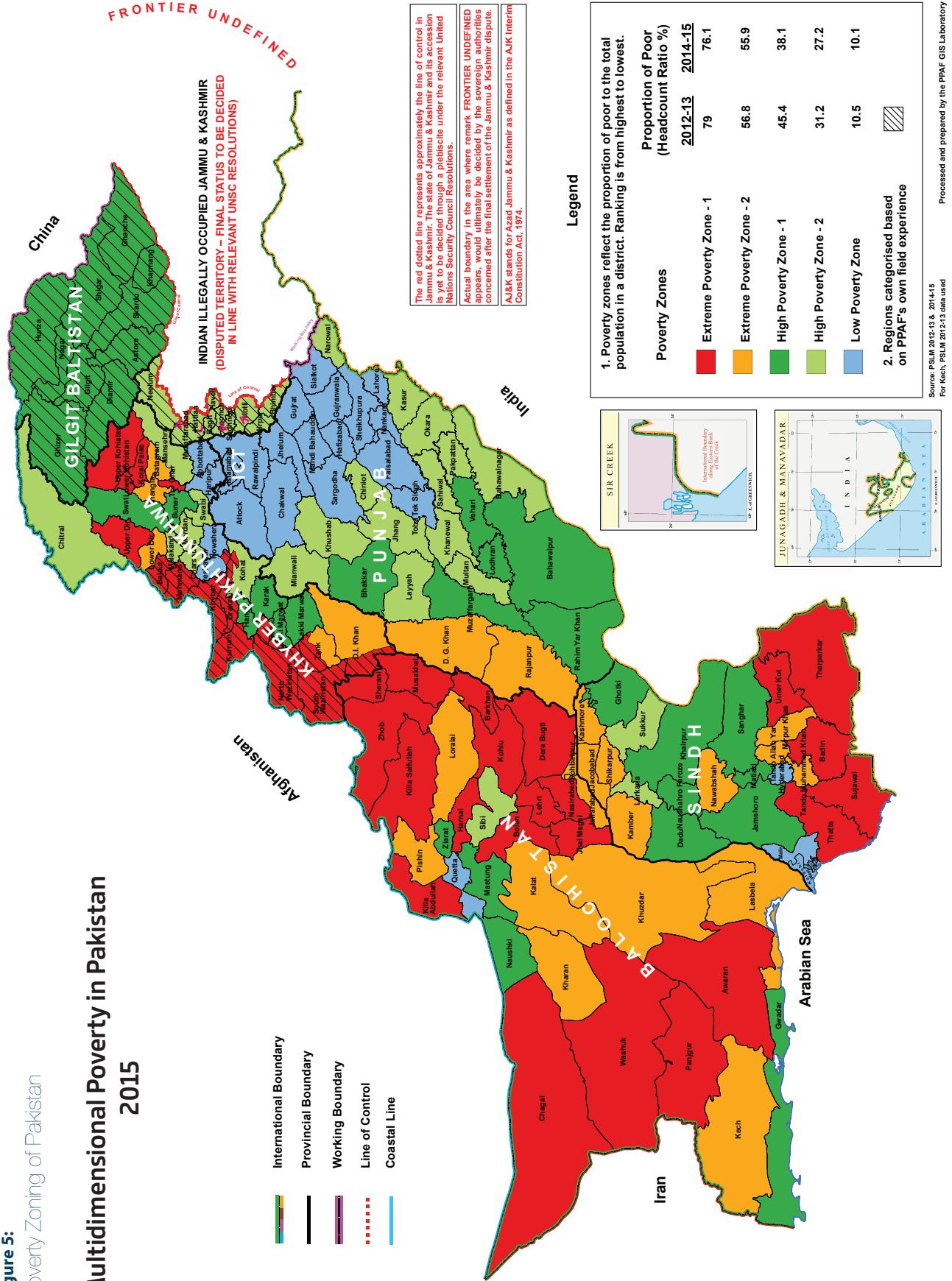
For rural connectivity and creating specialised economic platforms, in 2016, PPAF piloted establishing 80 Digital Hubs (DH) across Pakistan. Under the supervision of the UCBO, the DHs provide photocopying, printing, typing and scanning services. Some centres also offer facility of Easypaisa and online bill payment. The most demanded service is digital camera for photography and videography of private functions and coverage of political meetings and elections.

In 2019, a DH at UC Kawas, District Ziarat is maintaining data for the PO on surveys on polio, measles and out of school children. The Manager is ambitious to expand the service to Ziarat Town soon. The nearby girls' schools use the Kawas Digital Hub for computer skills training. The Hub charges a fee and makes money. Two other Digital Hubs, one in Jamak, District Kharan and another in Rodh Mullazai in District Pishin also show cricket matches on multimedia projectors generating healthy excitement besides creating a sense of unity.



**Figure 5:**  
Poverty Zoning of Pakistan

**Multidimensional Poverty in Pakistan  
2015**



... a road map to inclusive socio-economic development for the province

**Table 1: PPAF's footprint in Balochistan**<sup>19</sup>

DISTRICT	TOTAL UCS	PPAF PRESENCE IN UCS	PAST INTERVENTIONS	ONGOING INTERVENTIONS	PROPOSED INTERVENTIONS	INTERVENTIONS AND BENEFICIARIES							
						HEALTH FACILITIES	EDUCATIONAL FACILITIES	CIGS FORMED	TRAINEES	ASSET TRANSFERS	CPI SCHEMES	PMIFL BORROWERS	RE SCHEMES
Awaran	10	5	PPAF III, II, USDA	PPR	Small POs	11	84	206	6,826	1,305	301	-	-
Barkhan	8	1	PPAF III		Small POs	-	-	-	-	-	20	-	2
Chagai	10	8	PPAF I & II		Small POs	-	-	-	-	-	94	-	31
Dera Bugti	12	4		Own Resources	Own Resources	2	2	5	2,264	717	102	-	-
Duki	9	5	PPAF II			-	-	-	-	-	31	-	-
Gwadar	13	13	PPAF I, II & III	PPR	PMIFL	7	75	20	14,743	1,236	121	-	-
Harnai	6	6	PPAF I, II & III & MPCL			-	-	-	-	-	53	-	-
Jaffarabad	46	36	PPAF I, II & III			31	-	-	-	-	116	-	-
Jhal Magsi	9	9	PPAF II & III	PMIFL	NPGP	17	102	-	-	-	177	1,502	-
Kachhi	27	15	PPAF I, II & USDA			-	-	-	-	-	2019	-	-
Kalat	18	0	PPAF-II & USDA			-	-	-	-	-	82	-	-
Kech	38	26	PPAF I, II & III	PPR	Small POs	10	50	78	7,549	1,093	449	-	-
Kharan	7	7	PPAF I, II, III	PMIFL		9	32	66	11,444	2,823	289	1,732	19
Khuzdar	35	28	PPAF II, III	PMIFL	Small POs	16	58	19	2,241	736	89	1,020	-
Killa Abdullah	25	17	PPAF II, III	PPR & PMIFL		8	55	15	11,850	1,496	646	1,076	2
Killa Saifullah	15	8	PPAF I, II, III & USDA	PPR	Small POs, PMIFL	6	27	18	3,857	618	157	-	-
Kohlu	8	5	PPAF II, III & Own Res			60	70	-	-	-	243	-	-
Lasbela	22	13	PPAF II, III & USDA	PPR & PMIFL		11	70	105	11,464	1,787	101	3,124	1
Loralai	11	11	PPAF II, III, Own Res, USDA	PMIFL		6	14	34	1,456	652	860	1,737	-

<sup>19</sup> As of 30 June 2018.



*Continued*  
**Table 1: PPAF's footprint in Balochistan**

DISTRICT	TOTAL UCS	PPAF PRESENCE IN UCS	PAST INTERVENTIONS	ONGOING INTERVENTIONS	PROPOSED INTERVENTIONS	INTERVENTIONS AND BENEFICIARIES								
						HEALTH FACILITIES	EDUCATIONAL FACILITIES	CIGS FORMED	TRAINEES	ASSET TRANSFERS	CPI SCHEMES	PMIFL BORROWERS	RE SCHEMES	
Mastung	13	15	PPAF I, II			-	-	-	-	-	481	-	-	-
Musakhel	10	9	PPAF II, III			28	35	71	2,828	2,022	241	-	-	1
Nasirabad	24	23	PPAF I, II & III			12	-	-	-	-	56	-	-	-
Nushki	10	8	PPAF III			-	30	-	-	-	-	-	-	-
Panjgur	16	14	PPAF II & III	PPR	Small POs	14	49	190	6,849	1,631	220	-	-	-
Pishin	38	17	PPAF I, II, III & USDA	PPR, UNHCR &		19	30	91	11,968	2,459	587	1,441	-	-
Quetta	67	36	PPAF I, II, III & MPCL	PMIFL		14	-	-	-	-	146	3,207	-	-
Shaheed Sikandar-Abad	0	0	PPAF-II & USDA	PMIFL		-	-	-	-	-	6	-	-	-
Sherani	7	0	PPAF II		NPGP	-	-	-	-	-	-	-	-	3
Sibi	15	9	PPAF I, II & III		PMIFL	-	-	10	2,241	605	90	-	-	-
Sohbatpur	0	5	PPAF I & II			-	-	-	-	-	-	-	-	-
Washuk	9	2	PPAF I & II		PMIFL	-	-	-	-	-	-	-	-	8
Zhob	24	11	PPAF I, II & III		Small POs, NPGP	8	28	10	4,579	351	312	2,296	1	1
Ziarat	10	9	PPAF II & III	PPR & PMIFL		4	10	227	6,692	1,742	541	3,601	-	-
<b>TOTAL</b>	<b>572</b>	<b>375</b>		<b>PMIFL</b>		<b>293</b>	<b>821</b>	<b>1,165</b>	<b>109,121</b>	<b>21,273</b>	<b>6,830</b>	<b>20,736</b>	<b>68</b>	<b>68</b>

**Source:** PPAF database.  
 List of Districts, Tehsils and Union Councils  
[http://www.balochistan.gov.pk/index.php?option=com\\_docman&task=doc\\_download&gid=272&Itemid=677](http://www.balochistan.gov.pk/index.php?option=com_docman&task=doc_download&gid=272&Itemid=677)

Although, availability of adequate financial support from donors has been a limiting factor in expanding PPAF's support to all districts in the extreme poverty zones, PPAF has tried to overcome this constraint using its own resources. One such illustration is of supporting education in one of the most neglected, but mineral rich, area of Chamalang where PPAF has financially supported boys and girls to get education in various schools across the country (Box 4).

## 2.2 Learning from Past Experiences

The Pakistan Poverty Alleviation Fund has been supporting local, national and some international CSOs in Balochistan. This support has brought noticeable improvement in the development of the province. These organisations are running programmes in specific districts of Balochistan—a full list of PPAF partner organisations (POs) in Balochistan is given at Annex 2.

Although the development efforts have accomplished certain achievements, the POs working in the province face formidable challenges. The ethnic diversity and varying cultural dynamics sometimes within the same area means that approaches and entry points to working with communities have to be carefully gauged and refined. POs have not always managed to do this; hence interventions have often been piecemeal rather than integrated and long-term lacking sustainable benefits to communities except in certain cases of community physical infrastructure support. Furthermore, the system of tribal and political hierarchies has kept organisations outside of particular areas. POs have found it difficult to enter these areas or to work in these communities. Additionally, the increasing breakdown in security has also prevented many organisations from undertaking work they have previously committed to.

For its part, PPAF has not reviewed the work of partner organisations as closely as it might have. A greater degree of rapport and a better quantum of support and capacity building are required to

### Box 4: Chamalang Balochistan Education Project

Chamalang Balochistan Education Program (CBEP) was initiated by Chamalang Tribal Education Committee supported from the funds generated through tax levied on Chamalang Coal Mines at the rate PKR 410 per ton in Kohlu and Loralai districts. The funds were placed at the disposal of the Mineral Development Department in a separate account specifically for the welfare of the target beneficiaries. Pakistan Army took the responsibility of designing and launching of the CBEP in 2007. In 2010, Pakistan Army approached PPAF for financial support. PPAF through its two POs (PIDS and TF) provided PKR 134 million over the period of three years to support 3,742 students (including 480 female students) in terms of providing tuition fee, transportation, books and uniform. All these students are enrolled in best private institutions within Balochistan and Punjab.

PPAF was approached by the communities for additional funds for provision of tuition fee and other support for the enrolled students. PPAF has allocated PKR 35.11 million from its own resources to support 932 students (including 98 female students) in 15 schools of district Kohlu and Loralai from October 2017 to September 2020. Significant outcomes of PPAF's interventions include:

- The out of school children from militancy hit areas of Kohlu and Loralai were enrolled in reputable private schools where they are getting quality education services without any financial burden.
- The children have got an opportunity to excel in their lives through employment in Army and other relevant departments.
- The cognitive horizon of these students has broadened due to exposure to different parts of the country and interacting with other children from the country. Hence, they have a positive perspective of life than they thought of it previously. In addition to this a sense of unity prevails among them.



ensure that POs are able to reach their full potential. This requires high-quality and appropriate organisational systems and operating procedures to be established. At the same time, appropriate systems and structures are a pre-requisite for PO effectiveness and accountability.

PPAF encountered its own challenges while operating in Balochistan. A review of perceptions of non-PO stakeholders reveals that many do not view PPAF as an all-round partner in development. Rather, these stakeholders perceive PPAF as purely a funding body that focuses specifically on community physical infrastructure (CPI) projects; they are not aware of PPAF's vision of integrated development for the province.

The piecemeal strategy referred to above has restricted both the outreach of POs and limited their involvement in building the capacity and strengthening the sustainability of local grassroots level organisations. This in turn limits possible achievements in significant developmental outcomes as well as progress towards the achievement of poverty alleviation in general or the Sustainable Development Goals in particular.

The revised PPAF Balochistan Strategy aims to change our working methods in tandem with all our partners and thus to dispel these perceptions. Over time, PPAF ambitions to lay the foundations for its change, growth and transformation in order to excel as an all-round development partner for communities and POs alike. The Strategy primarily follows the recently approved Results Framework of PPAF; hence creating programmatic harmony across the country by taking into consideration the provincial and regional peculiarities.

PPAF is engaged in learning and transforming based on the feedback received from the stakeholders in Balochistan. In addition to this PPAF has developed insights through studying the

successful (or unsuccessful) programmes and interventions by other international and national organisations, such as World Wide Fund for Nature (WWF) and IUCN. Learning from other programmes has been very useful in providing evidence of how traditional and historical practices in relation to habitat and ecosystem management have been revived and supported by modern technology, leading to significant gains for communities, including improvements in agriculture yields, livestock management and income levels. Some lessons have been learnt from PPAF's programmes in other parts of Pakistan, where collaboration and synergetic work with both government and non-government stakeholders from the onset of the planning process has paid dividends.

The vast experience of programmes implemented in Balochistan and other provinces suggests that project driven community organisations, i.e., first or second tier institutions created for specific interventions have often been unsustainable. Hence, clustering these organisations at the third tier is important and has shown positive results. This experience has shaped the PPAF's Lifeline Fund to support the community institutions, social mobilisation, operational cost of UCBO offices and PO operations.

What has been found necessary for sustainable gains in poverty reduction is a strong social mobilisation component in any programme that helps to focus community efforts over a variety of priorities concentrating on the ones internally identified as most important and to refocus as necessary from time to time. Social mobilisation must be augmented with information and knowledge sharing, engaging with community members on rights-based approaches, providing relevant skill development and linking this to community works that benefit poor and ultra-poor households. Only then can sustainable and engaged community institutions form the basis for a successful programme of poverty reduction.

## 2.3. Balochistan Water Engagement

Pakistan Poverty Alleviation Fund undertook a Balochistan Water Engagement initiative to identify water-related needs of Balochistan and then develop PPAF's water programme for Balochistan. The guiding vision for this is to help the Government of Balochistan in developing an evidence-based provincial water policy and identifying priority interventions.

As part of this engagement, a field data gathering and interaction exercise was carried out during 10<sup>th</sup> -16<sup>th</sup> April 2019 with the purpose to collect first-hand information on water resources in the four agroecological zones of Balochistan and Quetta city. This cross-sector analysis will help to identify key interventions for managing water resource and developing an evidence-based water action plan for the province. The plan will factor in the needs of the most vulnerable populations to access water and to withstand water related hazards.

### 2.3.1. Methodology

Adopting an anchor methodology, PPAF brought in the knowledge of academia<sup>20</sup>, operational experience of government, local knowledge and expertise of partner organisations<sup>21</sup>, civil society organisations<sup>22</sup>, as well as pragmatic and technical guidance of water experts. Seven teams of over 80 researchers and professionals in 19 districts

covering four agroecological zones and Quetta city were deployed. The teams gained knowledge and gathered insights from 412 women and 742 men of 61 community organisations, and 130 public officials<sup>23</sup> (the composition of the participants is shown in Figure 6). The research teams also visited 20 water infrastructure projects supported by PPAF, government and other donors which included karezes, perennial irrigation schemes, dams, and tube wells. Water samples from 97 sources were collected for quality testing to be done by the Quaid-e-Azam University.

The field visits culminated in a two-day consultative workshop at the Lasbela University of Agriculture, Water and Marine Sciences. The zone-wise participant groups presented key challenges and situation of drinking water, sanitation, water for irrigation, agriculture, livestock, drought and floods. Each zone presented a unique set of challenges specific to that zone. Domestic water supply as a signature priority was a common thread running across all zones. As a result of this workshop conference, eight recurring themes emerged reflecting on water issues in the province: (1) Drinking Water for All (2) Ground Water Management (3) Surface Water Storage and Management (4) Limited Agriculture with Efficiency and Value Chain (5) Water for Livestock and Rangeland Management (6) Women and Water, (7) Marine Ecology and Coastal Waters (8) Water and CEPC. These themes cover the entire range of water related themes in Balochistan.

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<sup>22</sup>Lasbela University of Agriculture, Water and Marine Sciences; Balochistan University of Information Technology, Engineering and Management Sciences, Quetta; University of Balochistan, Quetta; University of Turbat; Sardar Bahadur Khan Women's University, Quetta; Agriculture College, Quetta; Mehran University of Engineering & Technology, Jamshoro; NED University of Engineering & Technology, Karachi; Karachi University; Quaid e Azam University, Islamabad; National Defence University, Islamabad.

<sup>23</sup>National Rural Support Programme (NRSP); Balochistan Rural Support Programme (BRSP); Human Development Foundation (HDF); Participatory Integrated Development Society (PIDS); and Balochistan Rural Development Society (BRDS).

<sup>24</sup>Advocacy and Social Advancement Society, ASAS- PK; Muslim Aid; Leadership for Environment and Development (LEAD), Pakistan; Hum News; Vash News; journalists; and social activists

<sup>25</sup>Public Health Engineering Department; Environmental Protection Agency; Irrigation; PDMA; PCRWR; Climate Change; Agriculture; Wildlife; Forest; Livestock; Fisheries; Health; Education; Local Government and Rural Development; Social Welfare; Communication and Works Department; WASA; Water Resource Management; Construction of 100 Dams in Balochistan Package - III Project; Turbat City Project; Gwadar Development Authority; District Administrations and their teams; and Public Health Engineering Department, Sindh.



### 2.3.2. Reaching the Widest Audience

Drawing on the field findings, review of existing strategy and policy documents, a group of water sector experts is working on zonal reports and thematic areas to present recommendations for the government and other stakeholders.

### 2.3.3. Avenue for Action

The briefing papers on seven themes and action papers on four agroecological zones and Quetta city will guide PPAF to develop PPAF's water strategy for Balochistan in addition to local water action plans. The plans will include measures not only to improve access to water but also to enhance livelihoods framed in the context of PPAF's present range of interventions, such as asset transfer, interest free loans, community infrastructure, and microcredit offered by the Pakistan Microfinance Investment Company.

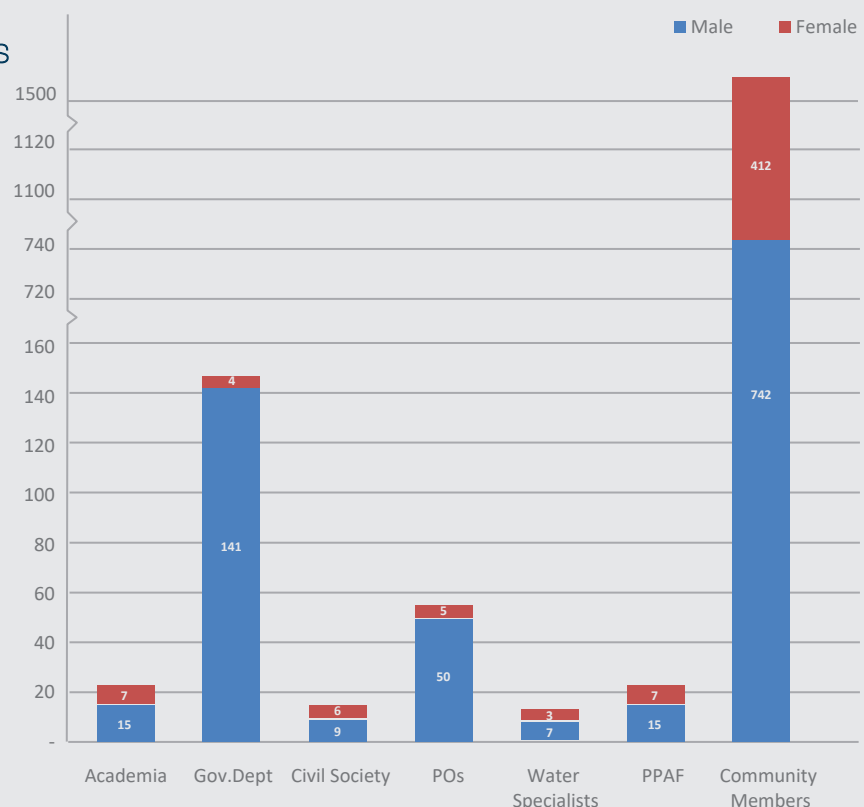
PPAF has linked up with six specialised academic institutions—Balochistan University of Engineering & Technology, Khuzdar; Sardar Bahadur Khan

Women University, Quetta; Lasbela University of Agriculture, Water and Marine Sciences; Balochistan University of Information Technology, Engineering and Management Sciences (BUIITEMS); University of Balochistan; and University of Turbat—to obtain intellectual inputs. This will also enhance academic proficiency to undertake further work on key research streams, come up with innovations, and support action on the ground.

### 2.3.4. On the Policy Horizon

From a learning perspective, the Balochistan Water Engagement has fostered a new beginning for improved access to water in Balochistan. This comprehensive programme of support for the poorest and the most water stressed regions of the province fits into PPAF's overall strategy of tackling poverty. The exercise has created pathways to engage with the Government of Balochistan and support development of government's water policy for long term management of water resources in the province.

**Figure 6:**  
Composition of men and women participants in the Balochistan Water Engagement



... a road map to inclusive socio-economic development for the province



(a) The Balochistan Water Engagement field team for Nauski and Kharan Desert zone visits Nauski

(b) The field team observes the water source of Murda Karez that PPAF has rehabilitated in UC Purana Chaman in Killa Abdullah

(c) The field team examines a government water supply scheme in Quetta

(d) PPAF recognizes the role of Lasbela University of Agriculture, Water and Marine Sciences in the Balochistan Water Engagement

(e) The members of the Water Engagement team at the consultative workshop held at Lasbela University of Agriculture, Water and Marine Sciences



These are some of the successful water projects that PPAF has done in Balochistan and now would like to do more of these in the future.



*Irrigation channel, UC Sordo, Panjgoor*



*Weir construction for irrigation, UC Baiker, Dera Bugti*





*Incredible and multifaceted landscape along Makran Coastal Highway*





CHAPTER 3

# CHALLENGES AND OPPORTUNITIES

CHALLENGES AND OPPORTUNITIES



Balochistan is a province having a wide array of challenges ranging from poor governance to physical fragmentation. Though number of efforts have been made in the past to ameliorate the situation by experimenting with governance structures and pumping in special funds. Optimal results could not be achieved primarily due to absence of clear vision, compartmentalisation of development planning and lack of capacity to materialise the dreams. There have always been emerging opportunities but missed, and challenges giving chance to ameliorative measures. As a result, Balochistan has seen many stints of hope and despair, and is still struggling to provide basic amenities to its citizens.

### 3.1. Challenges

Balochistan's development ecosystem is full of challenges, ranging from governance to law and order to burgeoning youth segment of the society. Some of these are mentioned here.

#### 3.1.1. Poor Governance

Governance, being function of policy and legal framework, institutions and capacities, has never been high on performance curve in Balochistan. There has been some improvement on policy and legal fronts coupled with setting up institutions required to run the system smoothly, but capacity is the major roadblock in realising the true potential of Balochistan. Carrying colonial legacy, the administrative structure continues to underperform, and the state of development and participation remains much below the national averages.<sup>24</sup>

The ethnocentric and tribal society in Balochistan prefers nepotism over meritocracy, resulting in sub-optimal performance by those who are at the helm of affairs. Lack of accountability has given rise to corrupt practices in both monetary and non-monetary terms. There is also brain drain to some extent as the capable individuals prefer to moveout and work in other parts of the country where they can better use their capacities to realise

their potential. There is a generalised sense of adhocism which hinders the long-term integrated development planning. Despite having enormous economic potential owing to its geological assets, the province has never been self-sufficient in revenue generation. It leads to short-term planning, usually in the form of annual development plan, resulting in short-pitched benefits. This is evidenced by lowest human development indicators in Balochistan, as compared to the national averages.

There are three areas of governance that require particular focus. First, political alignments around tribal structures, competing interest groups, and conflicting demands. These configurations make it more difficult to create horizontal structures through social mobilisation processes. Such coalitions would be important not only for systematising class-based issues such as land ownership distribution, tenancy rights, and wages, but also for resisting elite capture of public goods and services. Non-elite groups are often disproportionately dependent on public goods and services such as rural health centres, government schools, and water supply schemes. The elite have greater possibilities of access to the private sector, and hence of exit.<sup>25</sup>

The governance of public goods and services (both in terms of the natural resources environment, as well as social and economic development) then becomes the second area of focus. Government systems that benefit the ultra-poor can only become a reality if the public sector can be strengthened and payoffs to political factions reduced or eliminated.

Strengthening the accountability and responsiveness of government entities at union council, district and provincial levels requires a strong and effective civil society, a mobilised public and improved capacity and capability of the public sector to respond to demand driven development. The institutional strengthening of civil society organisations thus also becomes a key focus of governance in the province. Until the civil society organisations are accountable and transparent

<sup>24</sup> Government of Balochistan. 2013. *Balochistan Comprehensive Development Strategy (Draft)*. Quetta: GoB.

<sup>25</sup> Gazdar, Haris. 2007. *Balochistan Economic Report: Background Paper on Social Structures and Migration*. Karachi: Collective for Social Science Research.

institutionally as well as operationally, and are able to mobilise communities through effective strategies, the pressure on government to respond will remain limited and patchy.

The Capability Accountability Responsiveness (CAR) Framework (Figure 7) provides insight into strengthening governance for improving outcomes for poor people.

By supporting the formation and building the capacity of both community and apex organisations as well as POs, PPAF strengthens civil society and hence “the ability of citizens to hold leaders, governments and public organisations to account.”<sup>26</sup> By posing these demands on an on-going basis, civil society organisations in turn place the onus for responsiveness on leaders, governments, public organisations and for that matter on donors as well who are also active players in development at present. The need to respond to public demands

creates pressure to strengthen state’s capability to deliver.

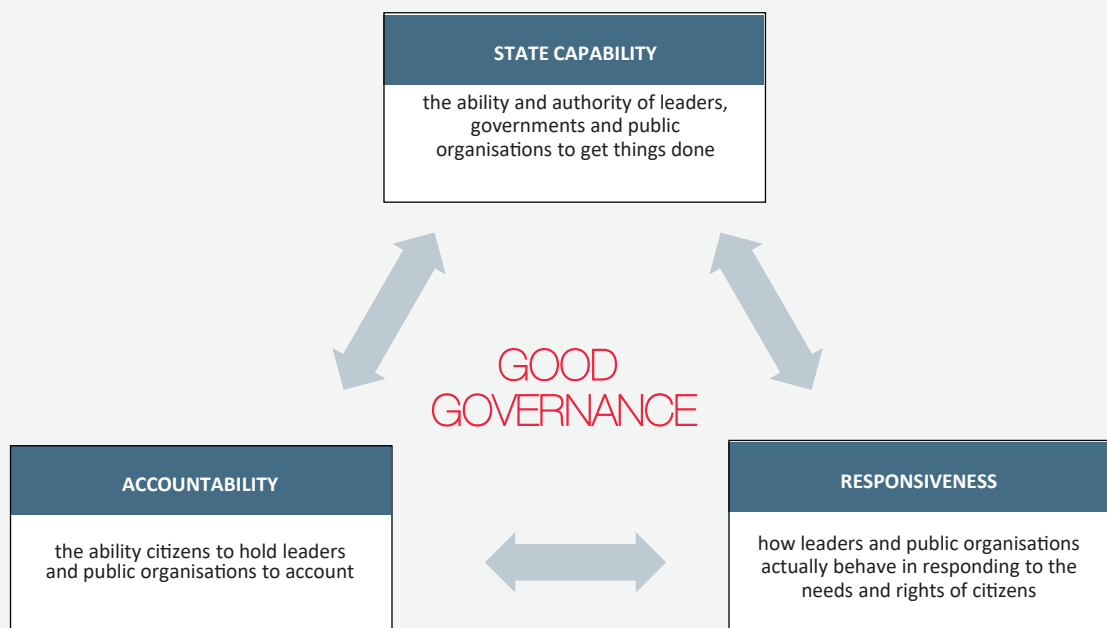
There is an urgent need to uphold meritocracy and invest into capacity building at all levels of the society.

### 3.1.2. Struggling Economy

There are important contrasts between Balochistan and the rest of Pakistan in terms of comparative advantage and potential sectors of economic growth. While the rest of Pakistan is a labour-abundant economy with potential growth nodes in agriculture, manufacturing as well as labour-intensive service sectors, Balochistan is relatively scarce in its endowments of human capital, agricultural growth and industrial investments. For the last 15 years, the overall share of Balochistan in the national GDP has remained constant at ≈3 percent. It is unfortunate that with a little less than half of the geographical area and six percent

**Figure 7:**

#### Capability Accountability Responsiveness Framework



Source: DFID. 2011.  
Governance Portfolio Review Summary

<sup>26</sup> Gazdar, Haris. 2007. *Balochistan Economic Report: Background Paper on Social Structures and Migration*. Karachi: Collective for Social Science Research.

population of Pakistan, the GDP contribution by Balochistan is only three percent (Figure 8). It shows a striking under-exploitation of the economic growth potential of Balochistan. In the service sectors Balochistan's growth potential appears to be closely connected to its integration with the national economy and other regional economies. Any growth strategy for Balochistan would need to take these differences as a point of departure.

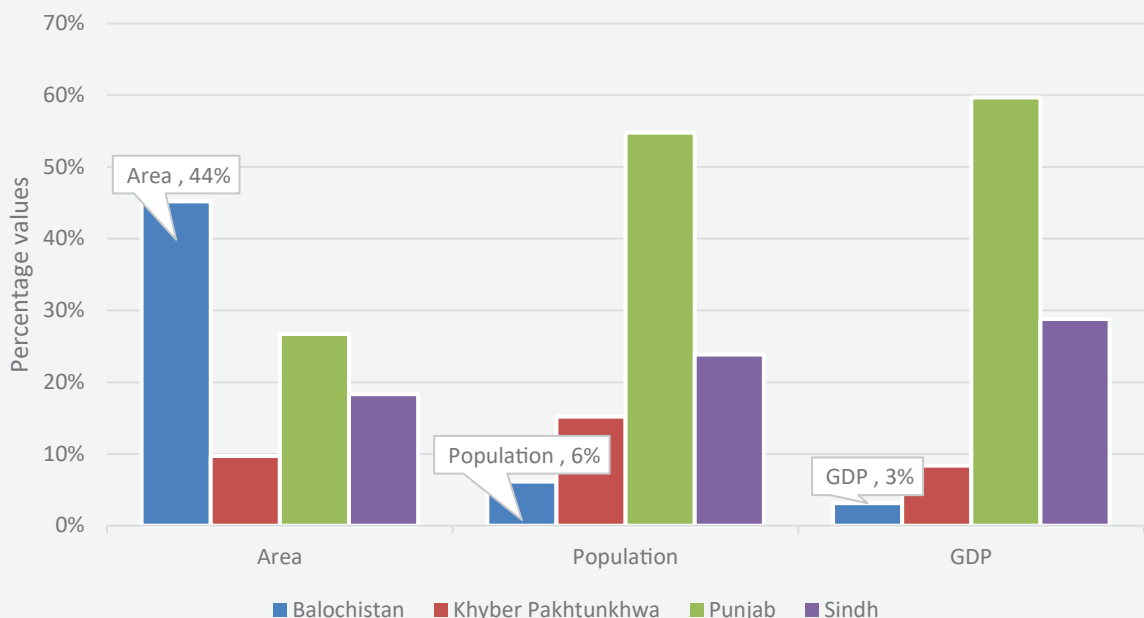
The macroeconomic framework adopted by the country during most of its history has accentuated income and asset distributional inequalities both, within Balochistan and between the province and the rest of the country.<sup>27</sup>

*Balochistan has the weakest growth performance over the last decades and the lowest per capita income of all the provinces. Between 1972/73 and 2004/05, Balochistan's GDP is estimated to have grown at an average rate of 4.1 percent a year in real terms... The growth rate of per capita GDP followed a similar*

*pattern. In per capita terms, Balochistan's growth rate averaged 2.1 percent since 1980/81... The growth path of Balochistan's GDP has been erratic, with high and low growth episodes... Partly because of a severe drought, GDP growth lagged by 2.5 percent compared to Pakistan from 1995/96 to 2002/03, and per capita GDP growth even turned negative... As a result of the differing provincial trends, Balochistan's contribution to national value added in 2004/05 fell to less than 3.5 percent, compared with 4.2 percent in the mid-1990s... Over the 11-year period, Balochistan GDP increased by about 50 percent while that of Pakistan as a whole rose by 67 percent (and that of the other three provinces taken together increased by around 72 percent). A reason for Balochistan's greater vulnerability to fluctuations in its GDP is that its economy remains more dependent on agriculture [more than 30%] than that of the other provinces... Given the importance of crop agriculture and livestock in Balochistan's agricultural sector, it is evident that the fluctuations in water availability would affect output in a major way.<sup>28</sup>*

**Figure 8:**

### Provincial share in national area, population and GDP<sup>29</sup>



**Source:**

Government of Pakistan. 2018. Block Wise Provisional Summary Results of 6<sup>th</sup> Pakistan & Housing Census 2017. Islamabad: Pakistan Bureau of Statistics, GoP. Available at <http://www.pbscensus.gov.pk/>. Accessed 18 Mar 2018.  
[https://en.wikipedia.org/wiki/Administrative\\_units\\_of\\_Pakistan](https://en.wikipedia.org/wiki/Administrative_units_of_Pakistan)  
[https://en.wikipedia.org/wiki/List\\_of\\_Pakistani\\_provinces\\_by\\_gross\\_domestic\\_product](https://en.wikipedia.org/wiki/List_of_Pakistani_provinces_by_gross_domestic_product)

<sup>27</sup> Government of Balochistan. 2013. *Balochistan Comprehensive Development Strategy* (Draft). Quetta: GoB  
<sup>28</sup> World Bank. 2013. *Balochistan: Development Issues and Prospects*. Islamabad: WB/Multi Donor Trust Fund  
<sup>29</sup> Nominal GDP



The Labour Force Survey 2014-15 reveals that around a quarter (27.6%) of the provincial population participates in labour force while women's participation in the labour force stands at only 11.3 percent. At the same time, around 80,000 men and 50,000 women were estimated to be unemployed.<sup>30</sup> More significantly the quality of employment is worse in Balochistan both in terms of productivity as well as types of jobs available. The projected increase of population from 12.3 million in 2017 to 19 million by 2030 poses a major challenge for policy makers in terms of improving educational attainments for better employability.

The quality of employment is worse in Balochistan than in other provinces. Workers produce about one quarter less than workers in Khyber Pakhtunkhwa and Punjab, and over one third less than workers in Sindh. The labour market is marked with duality, as less than one in five workers holds a regularly salaried job, of which the private sector supplies just one in four. This makes government-provided employment even more important in Balochistan than elsewhere in the country. While the job quality is worse than elsewhere, workers in Balochistan do not prefer to migrate. The projected increase of Balochistan's population from 12.3 million in 2017 to 19 million in 2030 poses major challenges for policymakers in terms of providing education and employment opportunities. The demographics suggest that the labour force (27.6% in 2014-15) could also increase with the same ratio.

### 3.1.3. High Incidence of Poverty

Among Pakistan's provinces, multidimensional poverty is highest in Balochistan with MPI score of 0.394—overall headcount ratio of 71.2 percent with 84.6 percent in rural areas.<sup>31</sup> Unfortunately, years of schooling remains the main contributor (28.3%) towards this low score. Balochistan experienced the slowest progress in reducing multidimensional poverty during 2004-05 and 2014-15, with a relative change of only 17.7 percent. Regrettably, this represents a potentially polarising case of horizontal

inequality in which the gap between Balochistan and other provinces is increasing.<sup>32</sup>

In Balochistan, poverty is lowest for crop and fruit farmers, and highest for livestock herders. In addition, among the group of households without crops and livestock, landless families are much poorer than landowning families. More generally, poverty is linked to rural incomes and assets, but it declines noticeably only at relatively high levels of production and ownership. Strikingly, the differences in poverty across agro-ecological zones are larger than across livelihood groups. Poverty was lowest in the cool temperate highlands, where most of the orchards are located, and highest in the coastal subtropical zone.<sup>33</sup>

### 3.1.4. Pervasive Sense of Deprivation

Continued policy and fiscal neglect by the state, an extended non-representational governance structure, lack of control over natural resources, low socioeconomic indicators, and lack of genuine participation of local stakeholders in the national development discourse, have caused a deeper sense of deprivation which is shared very widely.

*Political fragmentation, ethnic division and isolation, lack of synergy between state and community decision making institutions, growing economic inequalities and abject poverty have fuelled popular resentment, alienation in a wider section of the society. The security situation in certain pockets of the province has deteriorated and this has been a major hurdle both with respect to political institution building as well as growth.*<sup>34</sup>

It is important to note that various conflicts in Balochistan, between groups and involving the military, stem from a long-term and pervasive sense of neglect by the state, a sense by no means confined to the ethnic Baloch. While conflict persists, efforts to bring about positive change (social and economic) may be severely constrained—there are instances of staff of civil society organisations being

<sup>30</sup> Government of Pakistan. 2015. *Labour Force Survey 2014-15*. Islamabad: Pakistan Bureau of Statistics, Statistics Division, GoP

<sup>31</sup> Compared with national MPI score of 0.197 and overall headcount ratio of 38.8%.

<sup>32</sup> Government of Pakistan. 2015. *Multidimensional Poverty in Pakistan*. Islamabad: Planning Commission of Pakistan, GoP, UNDP and Oxford Poverty & Human Development Initiative.

<sup>33</sup> Government of Balochistan. 2008. *Pakistan – Balochistan Economic Report: From Periphery to Core*. Quetta: GoB, World Bank & Asian Development Bank.

<sup>34</sup> Government of Balochistan. 2013. *Balochistan Comprehensive Development Strategy (Draft)*. Quetta: GoB.

threatened and even killed in the line of work. The conflict and development paradox needs to be explored in full when planning and implementing projects, so as to protect communities and partners from unintended negative consequences.

### 3.1.5. Low Social Capital

Balochistan's long-term problems of governance have deepened a general perception in the province of neglect, discrimination, and denial of rights. These are exacerbated by the continuing tribal system and its archaic social structures, the influence of the tribal chief on the justice system and police, and the consequent denial of citizens' fundamental rights under the Constitution.

Although men, women and children are all affected by the lack of development and neglect, women's experience of poverty and neglect differs from that of men and has a great impact at the domestic and economic level. Women are adversely affected by traditional forms of dispute resolution and lack of access to other redress mechanisms. They lack assets

and opportunities, have no social safety net, and are bound by practices that affect their welfare. The customary marriage contract demonstrates, amongst other things, the level to which decision-making within the family lies in the male domain. It is not surprising that in the patriarchal setup of Pakistan, women do not have a strong presence in the public realm. What is interesting, however, is the considerably low level of influence they have in the private realm also. A young woman is excluded from decision-making, even if the decision has a direct correlation with her well-being.<sup>35</sup> In such conditions, no wonder Balochistan has the lowest Human Development Index of 0.421, falling in the category of low human development. Only one district (Quetta) falls under medium human development, two (Pishin and Mastung) under medium-low human development, and rest of the districts fall under low and very low human development strata. Just to compare, only three other districts from rest of the country falls in very low human development stratum.<sup>36</sup>



*A community in Kostaq receives mobilisation training to enhance its participation in local governance in Musakhel*

<sup>35</sup> Gazdar, Haris. 2007. *Balochistan Economic Report: Background Paper on Social Structures and Migration*. Karachi: Collective for Social Science Research.

<sup>36</sup> UNDP. 2017. *Pakistan National Human Development Report: Unleashing the Potential of a Young Pakistan*. Islamabad: United National Development Programme.



Ethnic and religious minorities and vulnerable populations also suffer from a systematic lack of access to fundamental rights and freedom. There are frequent reports of both state law enforcement agencies and local power-brokers committing abuses against marginalised populations. Labour conditions are exceedingly poor and there is no single system of justice despite a uniform civil and criminal code. The widespread use of tribal *jirgas* (councils) and other informal forums of justice increase the difficulty of seeking redress and obtaining justice, devaluing its quality.

There have been limited efforts to build the social capital in Balochistan using rights-based approach. Some fragmented efforts aimed at building skills have failed in the face of limited opportunities, restricted environment for external investments and a culture of nepotism. This has given rise to brain drain, nationally as well as internationally.

In sum, the reality and perceptions of neglect, deprivation and lack of empowerment must be engaged with if a basis is to be laid for socioeconomic change. This requires a powerful, inclusive, equitable and above all generous political approach. Beyond this, the vision for an empowered and integrated province lies in addressing harmful social traditions and practices and whilst providing solutions and opportunities for ways forward for all concerned. A focus on the SDGs provides a starting point from where social change can be initiated. The key elements of tracking and benchmarking progress reside in the goals, target and indicators that have been provided for the SDGs.

### 3.1.6. Gender Inequality

Cultural practices in Balochistan limit women's presence and activities in public space. The higher sex ratio in Balochistan (110.63) in comparison with Pakistan (105.07) clearly shows the extent of neglect towards women, as they are not even counted

fairly.<sup>37</sup> The literacy rate for women stands at 33 percent as compared to 72 percent for men. Balochistan stands at 71.8 in terms of gender parity score in education.<sup>38</sup> Similarly, Balochistan ranks lowest (from 0.288 to 0.321) on the Youth Gender Inequality Index.<sup>39</sup> Of the population 10 years of age and above, only 18.3 percent of the women participate in labour force as compared to 65.1 percent of the men.<sup>40</sup> However, given women's active role in agriculture and livestock rearing activities, there is significant undercounting of women labour force participation. In the political arena, out of 4,302,304 registered voters, only 42.18 percent are women. However, in the 2018 elections, only 40.4 percent of the women voters polled their votes. Against 16 national assembly seats, only eight women candidates contested elections and only one could win the elections. Against 51 provincial assembly seats, only 31 women candidates contested elections and none of them could win the elections.<sup>41</sup> This shows extremely limited space for women's contribution into policy and decision-making arena.

### 3.1.7. Disenfranchised Youth<sup>42</sup>

Around 14.2 percent of the Balochistan population is between ages 15-24 years.<sup>43</sup> This is the most energetic segment of population, mostly equipped with at least some level of education and exposure to modern world; hence, has great potential to play an effective role in development of Balochistan. Unfortunately, there is a common perception that a majority of Balochistan's youth is disenfranchised because of government's ineptness to channel this potential. This is further substantiated by the fact that Balochistan ranks lowest on the Youth Gender Inequality Index. Balochistan is also the lowest on gender equality among youth and female youth literacy rates. The National Human Development Report has captured hopes and fears expressed by youth of Balochistan in 16 youth consultative sessions in Balochistan (Table 2). Having a look at the

<sup>37</sup> Government of Pakistan. 2018. Block Wise Provisional Summary Results of 6th Population & Housing Census 2017. Islamabad: Pakistan Bureau of Statistics, GoP. Available at <http://www.pbscensus.gov.pk/>. Accessed 18 Mar 2018.

<sup>38</sup> Alif Ailaan 2017. *Pakistan District Education Rankings 2017*. Islamabad: Alif Ailaan.

<sup>39</sup> UNDP. 2017. *Pakistan National Human Development Report: Unleashing the Potential of a Young Pakistan*. Islamabad: United National Development Programme.

<sup>40</sup> Government of Pakistan. 2015. *Labour Force Survey 2014-15*. Islamabad: Pakistan Bureau of Statistics, Statistics Division, GoP.

<sup>41</sup> Election Commission of Pakistan ([www.ecp.gov.pk](http://www.ecp.gov.pk)). Accessed 29 Sep 2018.

<sup>42</sup> "The UN, for statistical consistency across regions, defines 'youth', as those persons between the ages of 15 and 24 years, without prejudice to other definitions by Member States." UNESCO <http://www.unesco.org/new/en/social-and-human-sciences/themes/youth/youth-definition/>

<sup>43</sup> Government of Pakistan. 2015. *Labour Force Survey 2014-15*. Islamabad: Pakistan Bureau of Statistics, Statistics Division, GoP.

**Table 2 : Hopes and fears expressed by youth of Balochistan**

HOPES	FEARS
Better education opportunities	CPEC opportunities and benefits will not flow to local youth
Community development and more recreational opportunities	Lack of jobs for the educated
Improved law and order situation	Lack of employment and skills training
Democracy and political participation	High crime rate
High spirit of volunteerism amongst youth	Local workers ignored, not promoted, and never trained
CPEC and improved law and order situation	Jobs being taken away by non-local workers
Growth of private sector and job opportunities	Corruption
Increased opportunities for all Pakistanis including minorities	Discrimination against minorities
Increased political participation	Lack of sports opportunities
Induction tests will bring in more competent teachers	Lack of security and difficulty for women to work
Desire to educate children, both girls and boys	Education not preparing young people for jobs
Growth of entrepreneurship opportunities	Limited job opportunities for women
Growing acceptance of women's employment	Nepotism (sifarish) and corruption
Increased sense of social responsibility	Poor quality of education in schools
Realization of the benefits of education	Securitization and lack of trust in the state
Improved law and order situation	Poverty and lack of quality education facilities

Source: UNDP. 2017. Pakistan National Human Development Report: Unleashing the Potential of a Young Pakistan. Islamabad: United National Development Programme.

hopes and fears, it can be concluded that most of the hopes are pinned upon development of social sector (education, health, emancipation) which are marred with fear about worsening law and order and losing opportunities because of poor governance.<sup>44</sup>

The suboptimal utilisation of this great potential attracts PPAF's attention to work with this segment of society, making it a powerhouse of community development and social change. Building the desired capacities of youth, PPAF will take advantage of this population dividend for alleviating poverty and sustainable development in Balochistan.

### 3.1.8. Water Scarcity – an Economic and Environmental Challenge

Livestock rearing, crop and fruit farming are extremely important occupations in rural Balochistan, and key sectors of the economy, but both are facing with one major challenge – access to water. Balochistan is the most water-scarce of all provinces and the eight-year (1998-2005) drought

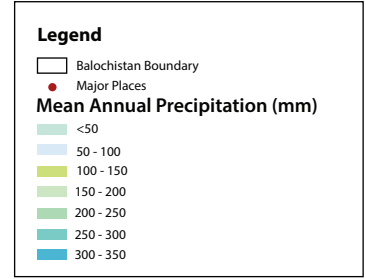
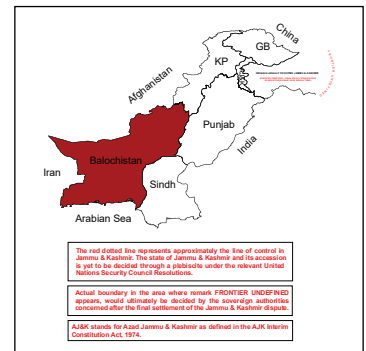
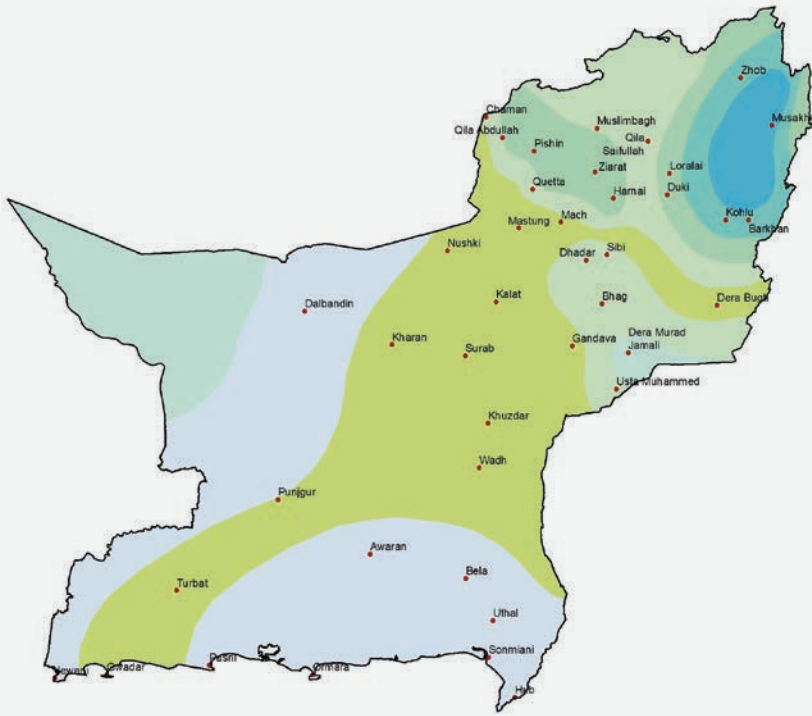
along with inefficient water management practices and excessive groundwater usage created severe environmental challenges for the province. Water scarcity is a constant reality, both for the relatively small proportion of the plains covered by the Pat Feeder Canal System as well as for all other areas whether rain-fed or well or flood dependent. Sustainable water usage and the safeguarding of groundwater resources thus becomes a core feature of any programme linked to rural livelihood enhancement and protection.

The drought resulted in significantly reduced fruit and crop farming hence current yields for major crops and fruit are still well below pre-drought levels. There are a number of other encumbrances related to agriculture which include inefficient use of water, lack of infrastructure, lack of certified and uncontaminated seeds, slow adoption of technology, market development and climate change. Women's contribution towards agriculture is not acknowledged, and in many districts, women are unable to own land, thus limiting their options further.

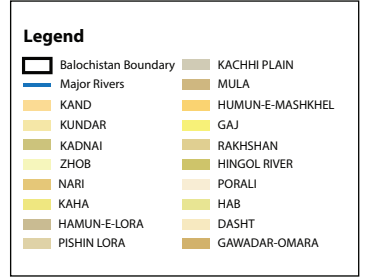
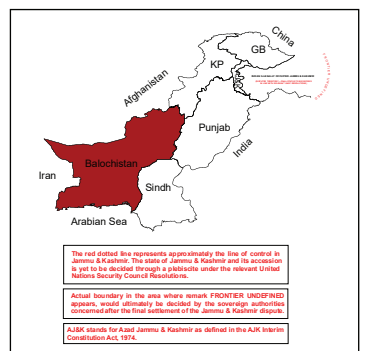
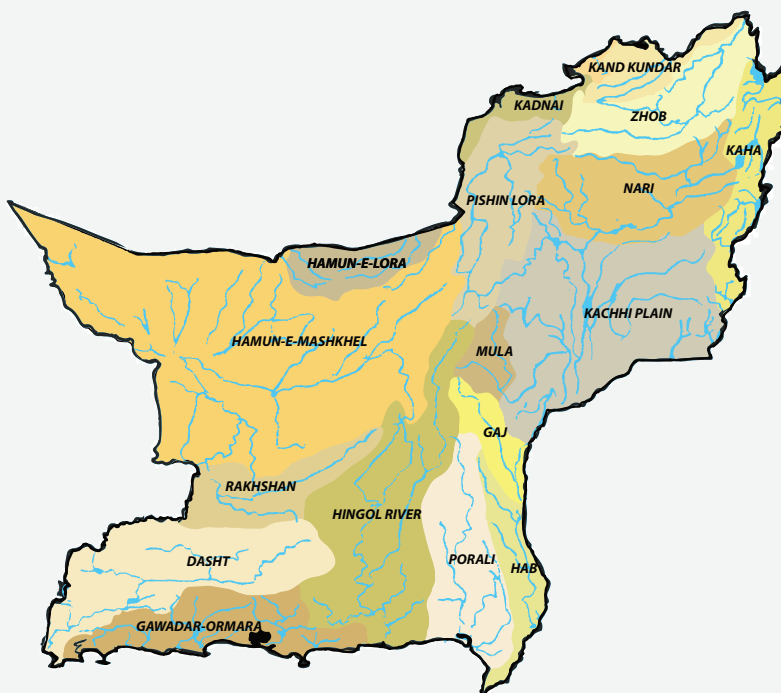
<sup>44</sup> UNDP. 2017. Pakistan National Human Development Report: Unleashing the Potential of a Young Pakistan. Islamabad: United National Development Programme.



**Figure 9:**  
Balochistan Precipitation



**Figure 10:**  
Balochistan River Basins



Balochistan, being largely an arid region, gets very scanty rains, ranging between 50 mm to 250 mm at a few locations with the major part of the province receiving less than 100 mm (Figure 9). Balochistan, at an average, has only 556 m<sup>3</sup>/ha/year of water for irrigation, compared to the national average of 2,453 m<sup>3</sup>/ha/year. Even this meagre amount of water is very thinly distributed over the vast area of the province. Moreover, Balochistan's water system is highly segmented into at least 13 separate and disconnected river basins (Figure 9), which makes the risk-pooling extremely difficult. The irrigation infrastructure is insufficient and developed in a skewed manner benefiting only one percent of the province's area, while the remaining 99 percent faces acute water shortage. Thus, only ≈2.1 million hectares (≈6% of Balochistan's geographical area) are cultivated<sup>45</sup>.

Groundwater continues to be used for agriculture even though depletion is quite severe in some districts—as much as 10 feet per annum in some areas.<sup>46</sup> The preference for tube-well irrigated agriculture, which is often inefficient and unsustainable, severely depletes the groundwater. The uneconomic subsidy on electricity to run tube wells has in fact not only incentivised the indiscriminate exploitation of groundwater but is also intensifying water scarcity—number of tube wells has increased from 750 in 1970/71 to around 20,000 in 2010/11. Much of the water from floods and runoffs is also not harnessed.<sup>47</sup> Simultaneously, inadequate management of land resources causes loss of topsoil, declining fertility and deteriorating soil structure.

While data are deficient in many respects, the basic facts about freshwater resources are fairly well known. Balochistan, arid by climate, has limited supply of surface and groundwater, while the demand for it is ever increasing. Surface water sources are limited in the shape of karezes, springs, rod-kohis and rivulets. According to the Balochistan Conservation Strategy (2000)<sup>48</sup>, within the next 50 years, over 90 percent of all available sources of

water in the province will be fully used, with 86 percent of this dedicated to agriculture. Analysis of precipitation data from 1878 to 1960 tells that mild drought (precipitation deficiency @ 20-29% of average) in Balochistan recurs every seven years, moderate drought (precipitation deficiency @ 30-39% of average) every 10 years, and severe drought (precipitation deficiency @ 40% of average) every 14 years. However, the 1998-2005 experience indicates that the frequency of drought in the province may actually be higher than the projected one using historical data.<sup>49</sup>

### 3.1.9. Highly Underutilised Land Resources and Insufficient Market Linkages

Out of 34,719,000 ha of land in Balochistan, only 3,190,652 ha (14.5%) are cultivated.<sup>50</sup> Except very little quantities of cotton and tobacco, rest of the crops are just at the subsistence level. Land development has not been accorded a priority in the past, primarily due to lack of access to water, but even the per hectare yield from the cultivated land is the lowest in Pakistan. Agricultural research, despite presence of some agricultural research institutions in Balochistan, is in abysmal state and the extension work is even worst. The farmers are left to their own experiences and experimentation to face the climate change challenges.

In terms of sales and distribution of the produce, local markets are negligible. Fruits and crops have to be sold to larger markets, involving the use of middlemen which results in reduced bargaining power over prices thus constraining incomes. There are extremely few small or medium enterprises that produce value added products or support services linked to improving market access and/or creating local markets for such goods.

Evidence from various economic approaches to rangeland, forest and fisheries management is that the root cause of poverty on the rangelands is land degradation and overstocking. Economic security

<sup>45</sup> World Bank. 2013. *Balochistan: Development Issues and Prospects*. Islamabad: WB/Multi Donor Trust Fund.

<sup>46</sup> Yousafzai, Fawad. 2016. "Balochistan water level depleting fast." *The Nation*, 2 Jul 2016.

<sup>47</sup> World Bank. 2013. *Balochistan: Development Issues and Prospects*. Islamabad: WB/Multi Donor Trust Fund.

<sup>48</sup> Government of Balochistan. 2000. *Balochistan Conservation Strategy*. Quetta: GoB and IUCN.

<sup>49</sup> World Bank. 2013. *Balochistan: Development Issues and Prospects*. Islamabad: WB/Multi Donor Trust Fund.

<sup>50</sup> Government of Balochistan. 2017. *DISTRICT WISE (IMPORTANT) SOCIO-ECONOMIC INDICATORS OF BALOCHISTAN 2016-17*. Quetta:

<sup>51</sup> Government of Balochistan. 2008. *Pakistan – Balochistan Economic Report: From Periphery to Core*. Quetta: GoB, World Bank & Asian Development Bank.



can only be enhanced in volatile environments by paying close attention to ecosystem productivity and sustainability.<sup>51</sup> The responsibility for rangeland management is spread across several departments. The low funding and dispersion of responsibilities, in a system where institutional coordination is weak, have hindered developing a comprehensive and integrated range management system. Market conditions also play a key role in shaping incomes and livelihoods on the rangelands.

Distance from market hubs, high transport costs, absence of processing capacity, and lack of information on market prices remain the major obstacles that have limited product markets to being small, volatile and sensitive to the frequent supply shocks. Any reforms or policy shifts around market access need to be accompanied by complementary supply side measures that consider ecosystem productivity, sustainability and improved livestock management techniques.

### 3.1.10. Geographic Vastness and Infrastructure Deficit

Balochistan's geography and demography has dictated its development history to a significant extent. The defining contrasts of stupendous land mass nearly half of the country's area inhabited by only six percent of the country's population is what underlies the pattern of thinly populated remote settlements having low access to services. The provincial governments in Balochistan have been pleading for reversing the decades old population-based revenue distribution formula amongst the provinces for distribution of divisible pool resources citing high cost of providing per unit of services to such demographics. The relatively sparse population of the province—around 12.34 million; 35.5 persons per km<sup>2</sup>—is concentrated regionally and there are vast areas of unpopulated wilderness. Population is mainly concentrated in the northeast in a narrow corridor linking the Quetta–Pishin region extending to the border of Punjab and the southeast bordering Karachi.

*Connectivity has strategic dimensions for Balochistan; given its distance both from river Indus, a lifeline for the country and the national trade corridor which runs parallel to the Indus, Balochistan is thus disconnected from the two major factors of growth in the country. So much so that the province could not reap the benefits of its hydrocarbon resources due to distances and now these factors are posing similar challenges for the take-off of Gwadar port and the mineral wealth of the province. While the road network has been slightly extended in recent past; however, the road density is still just 0.15 km per km<sup>2</sup> which is less than half the national average and lowest among Pakistan's four provinces. Lack of connectivity within the province as well as between the most populated areas of Balochistan and growth poles surrounding Balochistan remains a major development challenge. This lack of connectivity is also derived from the British administrative system's establishment of a rail network system which principally catered to Britain's colonial interest in the north western border areas of the sub-continent.*<sup>52</sup>

Geographical vastness and very thin connectivity have badly affected the social and economic activity in the province. The low population density, resulting in low cost-benefit ratio, has always provided an excuse to the policy makers for ignoring the infrastructure needs of the province. Despite some sporadic special investment packages, the province has the least developed infrastructure and civic amenities amongst the provinces, depriving the people of Balochistan their due right to the socioeconomic development. Not only the farmers are unable to market their produce on profitable margins but also the people have been fragmented into ethnic pockets.

<sup>52</sup> Government of Balochistan. 2013. *Balochistan Comprehensive Development Strategy* (Draft). Quetta: GoB.

Although Balochistan still remains largely rural and remote, past decade has seen some mega infrastructure projects in the province. These included development projects such as the Coastal Highway, Kachhi Canal, Gwadar Deep Sea Port, Meerani Dam, Sabakzai Dam, Gwadar-Khuzdar Highway with an extension to Rato Dero linking it with Indus Highway, Quetta's water supply scheme, a railway line from Gwadar to Kandahar, and now China Pakistan Economic Corridor. Apart from these, many inter-district roads in the northern part were reconstructed and improved. These helped shorten the distances across the province and improved logistical manoeuvres. However, southern Balochistan still lacks such investments. The province still lags way behind in terms of rural electrification and gas supplies. Such lack of infrastructure inhibits large scale economic activity in mining and industrial sectors, for which the province has a high potential.

### 3.1.11. Burden of Refugees

Since the start of Afghan war in 1979, millions of Afghan refugees thronged to Balochistan (in addition to Khyber Pakhtunkhwa). At least nine districts of Balochistan<sup>53</sup> were highly affected by Afghan refugees who were initially settled in the refugee camps but later spread all across the province (more in Pashtun districts). The presence of Afghan refugees posed number of problems for the local communities. "The refugees competed with local population in trade, transport services, labour market and other economic activities which resulted in the shrinking of business of the local entrepreneurs, increased unemployment and lowered wage rate of the local workers. The natural capital of these provinces was adversely affected resulting in livelihoods constraints. Similarly, already scarce water resources particularly in Balochistan were over exploited."<sup>54</sup> These conditions posed major challenge for the livelihoods in Balochistan where the local communities were already struggling for sustainability of their livelihoods due to limited cultivable land and water scarcity.

### 3.1.12. Lack of Security

Balochistan has a long history of tribal disputes, ethnic rivalries, sectarian tension and militancy sprung from deep sense of deprivation. Time and again, there have been political as well as militarised efforts to improve the law and order situation; however, most have proved to be temporary without lasting results. The killing of Nawab Akbar Bugti in 2006 gave rise to a new wave of armed resistance, and target killing of a segment of population based on their ethnic identity. This trend gravely affected the community development work as the NGO staff was targeted and most of the Baloch areas in Balochistan became no-go areas for the civil society organisations. The security agencies were also targeted with deadly attacks; hence, became ineffective in providing security to the life and property of common citizens as well as development workers. Many international and national organisation closed their operations in Balochistan, while the rest limited themselves to the Pashtun areas.

In 2017 alone, more than 58 terror attacks have claimed 155 lives and fatally injured 188 others. However, these numbers represent 79 percent decrease in casualties and 88 percent decrease in injured victims. This indicates marked improvement in the security as well as law and order in the province.<sup>55</sup> Over the last few years, there have been some improvement in the security situation as the political dispensation has provided avenues for mutual trust but still the sporadic events stir the apparent calmness. Nevertheless, PPAF continued its efforts through its partner organisation to use development as vehicle for peace. This has singled out PPAF as a trusted development partner in the province. However, security measures are not the only avenue through which peace and justice can be promoted; due engagement of the people of Balochistan in decision-making and strengthening of institutions is key to restore citizens' confidence in the state.

<sup>53</sup> Chagai, Killa Abdullah, Killa Saifullah, Loralai, Mastung, Pishin, Quetta, Zhob and Ziarat.

<sup>54</sup> Government of Pakistan. 2007. *Needs Assessment for Refugee Affected Areas-Phase II: Final Report*. Islamabad: UNDP, UNHCR and GoP.

<sup>55</sup> Nabeel, Fahad. 2017. "Restoration of Peace in Balochistan." Centre for Strategic and Contemporary Research (<https://cscr.pk/explore/themes/politics-governance/restoration-peace-balochistan/>), (Online).

## 3.2. Opportunities

Balochistan, owing to its rich natural resource base and geostrategic location, offers great opportunities for development. However, realisation of this potential not only requires a consistent policy support from the federal and provincial governments but also fiscal space beyond simple cost-benefit analysis. Some of the regional developments around Balochistan can catalyse the efforts to harness Balochistan's development potential. However, economic development will only be meaningful if it leads to substantial reductions in poverty, rise in literacy levels, improvements in health outcomes, and eradication of gender inequalities. Nevertheless, successful social and economic development must necessarily include the underlying qualitative dimensions of improved governance, accountability and inclusive and visionary policy-making. This implies greater autonomy for individuals to participate in markets, as well as in civil and political life, regardless of prior kinship, tribal or ethnic association. It implies the empowerment of women and elimination of discriminatory traditional practices against them. Specifically, development will require widening access to economic opportunities, expanding the domain of competitive politics, reducing the reliance of people on traditional social organisation, and challenging patriarchal norms and practices.

### 3.2.1. Resilient Communities

Though not at par with other parts of the country in terms of education, resources and opportunities, the communities in Balochistan are very resilient towards natural, unnatural and harsh climatic disasters. Having faced recurring droughts, the farmers and livestock herders have developed their own solutions to cope with this natural calamity. Suboptimal provision of health and education facilities by the state has taught them self-reliance which gave rise to civil society organisations helping the communities in self-help solutions. Communal ownership and collective-action were never alien ideas. These were further strengthened through social mobilisation and organisation efforts by NGOs. Now communities across the province are ready to take advantage of the support provided by

NGOs and the government. Presently, the benefit to cost ratio is much higher as compared to other parts of the country.

### 3.2.2. Public Sector Investments

The 18<sup>th</sup> Constitutional Amendment, together with the adoption of the 7<sup>th</sup> National Finance Commission Award (NFC), 2010 has been a major step towards fiscal decentralisation. Provincial governments now also have access to direct borrowing from multi-lateral donor agencies.

The 18<sup>th</sup> Constitutional Amendment also allows for decentralised control over decision-making on important development issues. All departments (such as of health, education, planning and development) at the provincial level are now in charge of developing their own vision and plan for the province, and many see this as an opportunity to address local needs more effectively and efficiently. However, there is a need for caution as the institutional capacity, at district and provincial levels, to handle the new responsibilities that the 18<sup>th</sup> Amendment inevitably brings is weak.

In December 2009, the federal government, in an effort to bring about political reconciliation in the province, passed the Aghaz-e-Haqooq-e-Balochistan (Beginning of Rights in Balochistan) package of constitutional, political, administrative and economic reforms. It noted the province's sense of deprivation in the political and economic structures of the federation and past failure to implement provisions of the 1973 Pakistan Constitution that sought to empower the provinces. The package aimed, among other things, to delegate a range of federal areas of authority to the Balochistan government. It also required federal authorities to obtain provincial government consent with respect to major projects. It sought to redress the province's socioeconomic disparity compared to rest of the country by increasing employment of the people of Balochistan in the civil service, giving provincial and local government authorities a greater share of resource industry revenues, and compensating communities displaced by violence.



The package also called for restructuring of the NFC Award criteria. In the past, the formula was based on population. This was changed and other criteria such as inverse population ratio, backwardness, poverty and resource generation needs were taken into consideration. As a result, the federal government released PKR 12 billion to the Balochistan government in 2010 as outstanding debts owed to it with respect to natural gas revenues and announced a PKR 152 billion budget for the province, double that of 2009. The fiscal equalisation, resulted from the 7<sup>th</sup> NFC Award, has substantially raised Balochistan's share in divisible pool—from 5.11 to 9.09 percent. Thereafter, the transfers have reached PKR 1,862 billion by 2015-16, with an annual growth rate of 12.5 percent. For 2019-20, the total transfers from the divisible pool will be PKR 295 billion. It needs to be recognised, however, that the level of grants has fallen in relation to those provided for in the Presidential Order 2006.

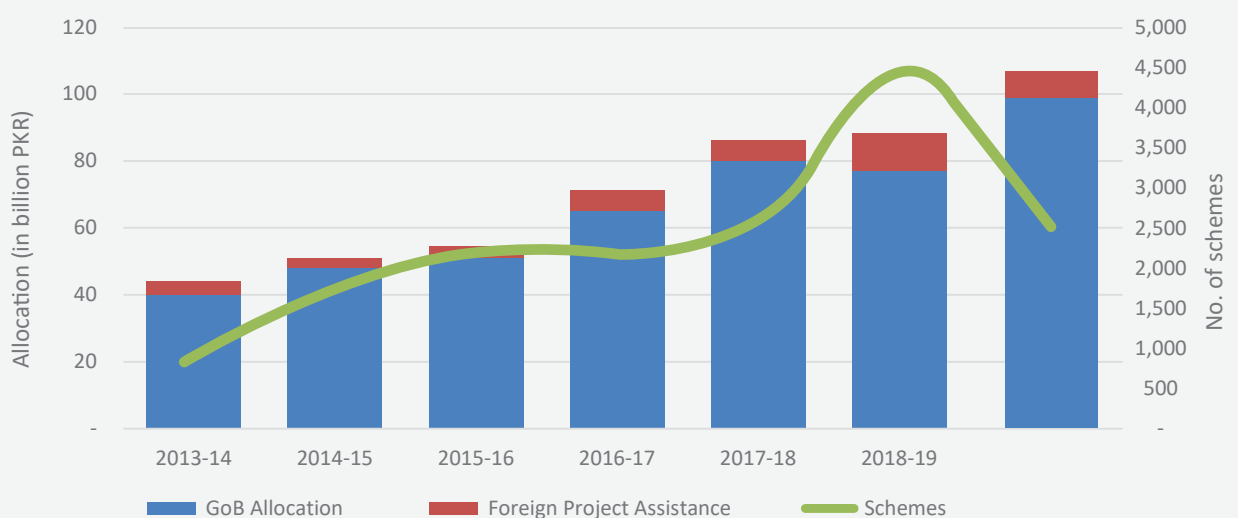
In November 2017, the Prime Minister of Pakistan announced a 10-year development package for Balochistan to bring cities and towns of the province at par with other developed areas of the country. Under the equalisation development package, the people in every union council of the province would

be provided all basic facilities, including education, drinking water and gas.<sup>57</sup> This was followed by another announcement of development package for Balochistan in January 2018.

There has also been a consistent increase in public sector development programme (PSDP) in terms of schemes as well as allocations by the Government of Balochistan and foreign project assistance (Figure 11). The current PSDP (2019-20) is highest in the history of Balochistan but constitutes only a quarter (26.92%) of the total budget. The foreign project assistance is ≈7 percent of the PSDP with a total outlay of PKR 108.133 billion. Notwithstanding the fact that geographical expanse of the province requires much higher allocation, this summary gives a fair idea what size of public sector investment is being made in Balochistan.

Despite these attempted reforms and development packages, doubts persist within the people of Balochistan towards levels of accountability and sincerity of the decision makers. Many local and national political parties and leaders reject such packages, claiming these do not adequately address core grievances or genuinely enable greater provincial autonomy. “The biggest problem with the

**Figure 11:**  
Public Sector Development Programme



**Source:**

Government of Balochistan. 2019. White Paper on Budget 2019-20. Quetta: Planning and Development Department, GoB  
 Government of Balochistan. 2019. Public Sector Development Programme 2019-20. Quetta: Planning and Development Department, GoB

<sup>56</sup> Government of Pakistan. 2009. *Aghaaz-e-Huqoq Balochistan Package*. Islamabad: GoP.

<sup>57</sup> PM unveils 10-year uplift package for Balochistan." *Daily Dawn*, 15 Nov 2017.

economic packages announced for Balochistan is that they end up pushing development projects in a void. This approach fails to recognise that such projects are opposed by the long-standing feeling that they will not benefit locals.<sup>58</sup> Moreover, Public Sector Development Program (PSDP) flows through the locally elected representatives (members of the provincial assembly) who often spend these funds whimsically, without focusing on development priorities of their respective constituencies. This apathy adds to the hopelessness of the common people of Balochistan. Even where funds are allocated, inefficiency, mismanagement and/or corruption have ensured that the impact on ground is minimal. Vulnerable and marginalised poor communities remain as they were, with political-economic elite gaining the most from such public expenditures. The challenge is to bring these poor communities into the development process in a manner through which their demands are heard and met.

### 3.2.3. China Pakistan Economic Corridor

The China Pakistan Economic Corridor (CPEC) is a growth axis and a development belt featuring complementary advantages, collaboration, mutual benefits and common prosperity. The comprehensive transportation corridor and industrial cooperation between China and Pakistan as the main axis. Also, concrete economic and trade cooperation, people-to-people exchange and cultural communications as the engine, CPEC is based on major collaborative projects for infrastructure construction, industrial development and livelihood improvement, aimed at socio economic development, prosperity and security in regions along it.

The CPEC covers China's Xinjiang Uygur Autonomous Region and the whole territory of Pakistan. The node cities that the corridor passes through in Pakistan include Gilgit, Peshawar, Dera Ismail Khan, Islamabad, Lahore, Multan, Quetta, Sukkur, Hyderabad, Karachi and Gwadar. The CPEC is

divided into five key functional zones: (1) from north to south: Xinjiang foreign economic zone, (2) northern border trade logistics and business corridor & ecological reserve, (3) eastern and central plain economic zone, (4) western logistics corridor business zone, and (5) southern coastal logistics business zone. Most of the node cities, transportation corridors and industrial clusters are concentrated in these zones.<sup>59</sup>

For Pakistan, the CPEC envisions “to fully harness the demographic and natural endowment of the country by enhancing its industrial capacity through creation of new industrial clusters, while balancing the regional socioeconomic development, enhancing people's wellbeing, and promoting domestic peace and stability.”<sup>60</sup> The CPEC encompasses various infrastructural projects including roads, railways, economic zones and energy generation units. Spanning across four provinces of Pakistan—Balochistan, Khyber Pakhtunkhwa, Punjab and Sindh—it links ports of Gwadar and Karachi to the Chinese province of Xinjiang. Within Balochistan, the areas influenced by CPEC are varied and diverse. Initiating from Pishukan in southmost Gwadar, moving across Khuzdar and Kalat further north, and finally extending towards Zhob and Musakhel in the northmost of the province. The road network under CPEC is going to significantly enhance the province's connectivity (Figure 12). This will be further augmented by the extension of the current railways network (Figure 14). Due to this wide geographic span, the consequences and implications of the corridor will be for the entire province.

As guided by the ‘Human Development Index’ and ‘Food Security’, Balochistan is the least developed province of the country, entailing 15 of PPAF's high priority districts.<sup>61</sup> PPAF's core principles of social inclusion, good governance and accountability can show their true colours through the changes it drives and implements in this province. Incidentally, the western route passes through areas where PPAF has already made significant investment in terms of

<sup>58</sup> Balochistan package.” Editorial, *Dawn*, 1 Feb 2018

<sup>59</sup> Government of Pakistan and People's Republic of China. 2017. Long Term Plan for China-Pakistan Economic Corridor (2017-2030). Islamabad: Ministry of Planning, Development and Reform, GoP, and National Development & Reform Commission, PRC.

<sup>60</sup> Government of Pakistan and People's Republic of China. 2017. *Long Term Plan for China-Pakistan Economic Corridor (2017-2030)*. Islamabad: Ministry of Planning, Development and Reform, GoP, and National Development & Reform Commission, PRC.

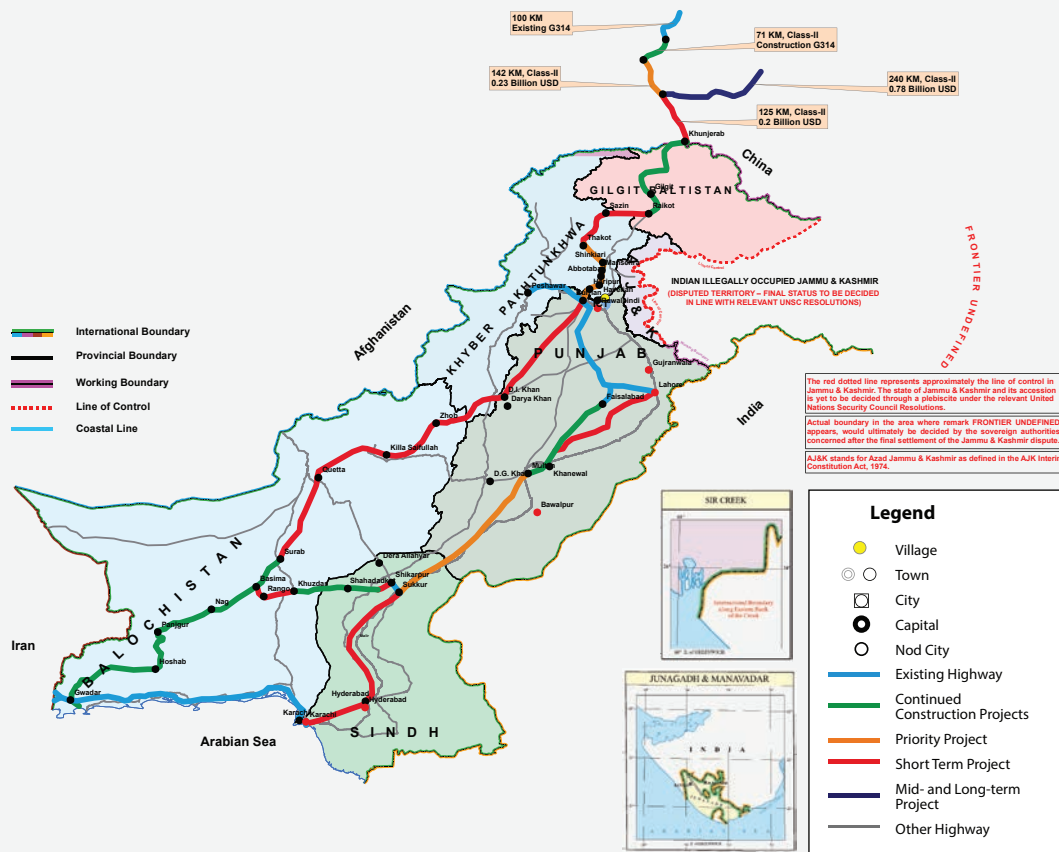
<sup>61</sup> PPAF. 2016. *Balochistan Strategy*. Islamabad: Pakistan Poverty Alleviation Fund.

... a road map to inclusive socio-economic development for the province

human capital building (Figure 13). CPEC can accrue its real benefits for the people of Balochistan, if a portion of funds is directed towards connecting people and enhancing their capabilities, skills and education. These are in line with the PPAF's goal of empowering and increasing their access to income generating opportunities.

The CPEC objectives are not far from what PPAF envisions to achieve for Balochistan through its sustained investment. To reiterate this, PPAF's vision for Balochistan is 'a peaceful, prosperous and economically strengthened province with strong ties to the federation, where security, justice, equity and enlightenment prevail, and empowered

**Figure 12:**  
Highways Network under CPEC



Source:  
Adapted from CPEC Maps: Highways Network of CPEC (<http://cpec.gov.pk/map-single/1>).

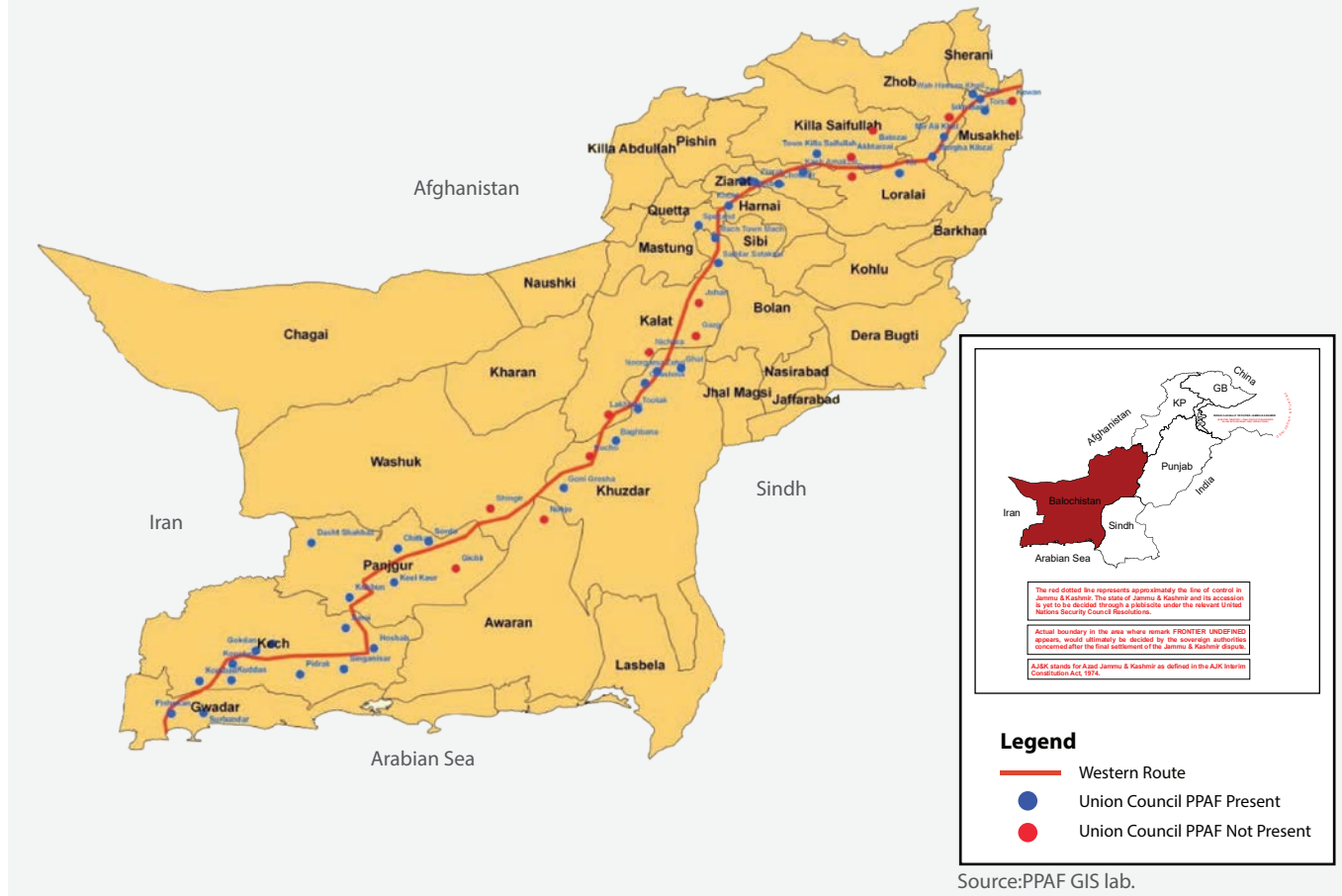
### Box 5: Youth Centres

As part of the World Bank supported third PPAF, 208 Youth Centres were established in Balochistan under the Livelihoods, Employment and Enterprise Development initiative. These Centres stimulated the young population and acted as catalysts for change by enabling young men and women to actively participate in the avenues of culture, health, education and economic opportunities, alongside involvement in community institutions. Moreover, such Centres were linked to PPAF supported Naukri ya Karobar (employment or enterprise) Centres which are essentially placement centres for accessing employment and livelihood opportunities.



**Figure 13:**

## CPEC western route and PPAF's presence in Balochistan



communities lead their own development in a sustainable way.<sup>62</sup> The remunerative and practical approach of the CPEC, if linked with the societal yet sustainable objectives of the PPAF, can go a long way in benefitting the province and people of Balochistan.

PPAF can strengthen its networking and influence in Balochistan through the CPEC. As the trade route passes through a number of districts where PPAF has its footprint, it has great potential for coordination, linkages and collaboration. The CPEC presents employment opportunities in Balochistan which can be supported through *Naukri-ya-Karobar* Centres and Youth Centres (Box 5) located across the province. Ultimately, this will address the problem of

marginalisation of the local people of the province who are unable to avail local employment opportunities. PPAF has already supported over 1,000 skill development and managerial training events for more than 71,000 individuals.

The CPEC project will not operate in isolation. Rather, it will be interactive and ensure that all provinces and districts within those provinces, work together in order to make the enterprise successful at a macro level. "The sheer scope of the CPEC means that decisions made now will have consequences in the long term."<sup>63</sup> So this is the moment to connect development planned at the provincial and district levels with the people at the Union Council level and

<sup>62</sup> PPAF. 2016. *Balochistan Strategy*. Islamabad: Pakistan Poverty Alleviation Fund.

<sup>63</sup> Chaudhry, Azam Amjad. 2017. "CPEC and Industrial Policy." In *Dawn*, 28 Feb 2017. Accessible at <https://www.dawn.com/news/print/1317392>.

make them a part of the process.

Balochistan which is the largest province in terms of area and poverty, but smallest in terms of population is heading towards strong economic footings with the unfolding of CPEC. This will be manifested via improved infrastructure (e.g. the Gwadar East Bay Expressway and the Gwadar International Airport), foreign direct investment, trading opportunities and improved livelihood; ultimately resulting in reduction of poverty. The province will also see improved contribution to the GDP, which currently stands at around 3 percent. The Chinese Ambassador to Pakistan, Sun Weidong, vouched that the CPEC would bring an end to unemployment in Balochistan and make the province a major beneficiary of the project.<sup>64</sup> The advantages which the CPEC will bring to Pakistan, are clearly manifested in the plans for Balochistan.

Within Balochistan, the strategically situated city of Gwadar, is considered the 'lynchpin for the overall success of the CPEC'.<sup>65</sup> As Gwadar is the originating point of the CPEC in Balochistan, the opportunities here will stem off to the rest of the province, thus creating a domino effect in favour of the province. As the Prime Minister Nawaz Sharif put it, "Gwadar alone has the potential to change the lives of the people of Balochistan and the region."<sup>66</sup> The economic zones that have also been planned such as, the 'Gwadar Free Zone', will create an environment exceptionally conducive to economic activity. For a province with the worst poverty figures in the country, this can indeed be a game changer for the economy.<sup>67</sup> The following sections elaborate the ways the CPEC will affect Balochistan and how people of Balochistan can benefit from this opportunity.

### 3.2.3.1. Transport and Communication

As part of the project and also in order to drive it to success, an up-to-date system of transport i.e. road and rail linkage is being developed in Balochistan. Apart from improving inter-province connectivity, it will also increase integration and communication within the province (Figure 12). For example, the Turbat region with its traditionally rugged and extremely inhospitable terrain has witnessed a significant increase in property value after the plans for western route of the CPEC. Apart from this, cities like Zhob, Quetta and Kalat are set to see an increase in life and enterprise via the construction of this planned road network (Figure 12).<sup>68</sup> The proposed rail links (Figure 14) from Gwadar to Jacobabad and Mastung-Quetta via Besima (1328 km), and then from Quetta to Kotla Jam via Bostan and Zhob (560 km) will provide extremely viable transportation routes for the agricultural and industrial produce from Balochistan.

CPEC Long Term Plan<sup>69</sup> includes construction of Sukkur-Gwadar Port and Dera Ismail Khan-Quetta-Sorab-Gwadar road infrastructure to enhance road safety and service levels and expand traffic capacity. In order to make Gwadar an economic hub, the construction and development of Gwadar city and port, building a consolidation and distribution transport system, implementing Gwadar City Master Plan, continuously improving the port infrastructure, accelerating the construction of East Bay Expressway and the new international airport and enhancing the competitiveness of the Free Zone to promote the social progress and economic development of the region are also part of the Plan. This will be augmented by strengthening China-Pakistan cooperation in conducting technical training in construction and management of transport infrastructure. Hence, areas to which conventional wisdom seems insipid, in reality do

<sup>64</sup> Jamal, Umair. 2015. "Can CPEC become a reconciliation force in Balochistan." In *The Diplomat*, 29 Nov 2015. Accessible at <https://thediplomat.com/2015/11/can-cpec-become-a-reconciliation-force-in-balochistan/>.

<sup>65</sup> CPEC success hinges on Gwadar port: navy chief." *The Express Tribune*, 2 Jul 2016.

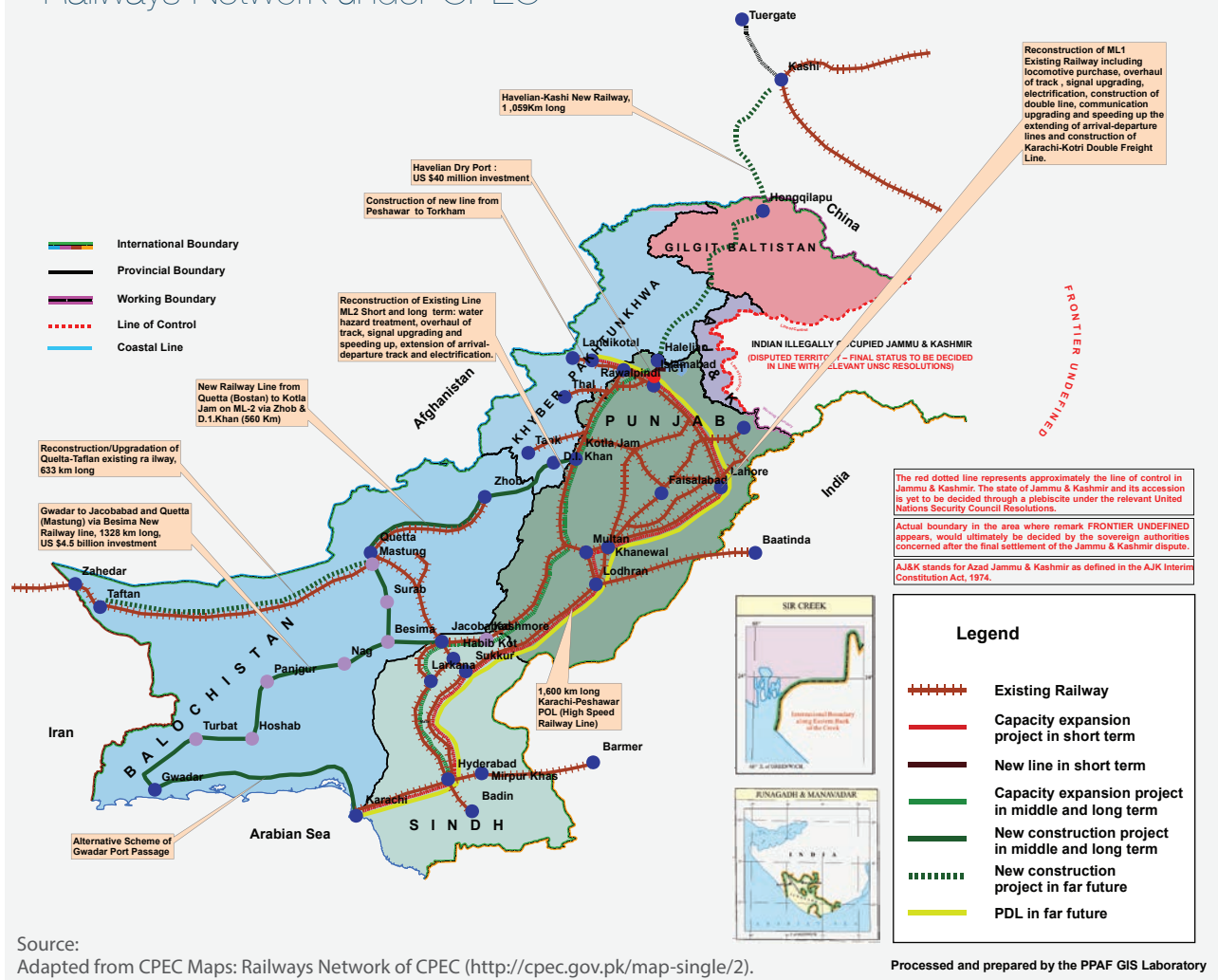
<sup>66</sup> Gwadar will change face of Balochistan: PM." *The Express Tribune*, 5 Mar 2017.

<sup>67</sup> Deloitte. n.d. "How will CPEC boost Pakistan economy?" Accessible at <https://www2.deloitte.com/content/dam/Deloitte/pk/Documents/risk/pak-china-eco-corridor-deloittepk-noexp.pdf>.

<sup>68</sup> Khetran, Mir Sherbaz. 2016. *CPEC Benefits for Balochistan*. Islamabad: Institute of Strategic Studies.

<sup>69</sup> Government of Pakistan and People's Republic of China. 2017. *Long Term Plan for China-Pakistan Economic Corridor (2017-2030)*. Islamabad: Ministry of Planning, Development and Reform, GoP, and National Development & Reform Commission, PRC.

**Figure 14:**  
Railways Network under CPEC



hold the ability to prove their worth, as they have started, under the necessary facilities provided by the CPEC.

However, it is vital to note that in order to hone such talent, skills training of indigenous people needs to be given priority, e.g., skills to operate heavy machinery need to be imparted. Of the provinces, Balochistan has the fewest TVET institutions—only 135, enrolling around 3,760 students.<sup>70</sup> If skills development is not taken care of, people from other regions will fill the vacancies, leaving the

unemployment rate in Balochistan stagnant and unchanged, giving rise to feelings of deprivation.<sup>71</sup>

Gwadar port may bring 20,000 jobs to the local people,<sup>72</sup> but these positions would be filled by locals only if they have the capacity. Sending local people to Port Qasim for training and then hiring them to work at Gwadar port will make a local footprint. PPAF realises advantages in terms of economic betterment of its communities and a direct impact via the creation of jobs which will come with numerous projects that have been

<sup>71</sup> Abdul Wahood, CEO, Seher. Jan 2017.

<sup>72</sup> "Gwadar Port brings 20,000 jobs to locals." *The Nation*, 17 Apr 2017.



planned under the CPEC. The industry and transport networks will prove most beneficial if contractors hire local labour leading to better employment opportunities.

### 3.2.3.2. Energy

Pakistan has been facing an acute shortage of energy resulting frequent black outs and regular load shedding. As of June 2016, some areas in Balochistan were 'facing up to 22 hours of load shedding'.<sup>73</sup> Although Balochistan is endowed with variety of natural resources which can help it overcome these shortages, there has been a 'resource curse' as the exploitation of these resources has not yet impacted upon poverty in these regions. With 12.5 trillion cubic feet, Dera Bugti alone had 46.7 percent of the total gas reserves in Pakistan in 2012.<sup>74</sup> In complete contrast to its resource richness, Dera Bugti falls in the Extreme Poverty Zone-1.<sup>75</sup>

The planned projects under CPEC for development of natural gas, oil and coal industries can help to mitigate the energy crisis. The CPEC energy map (Figure 15) shows how the CPEC will impact the energy situation in Balochistan as well as throughout the country.

In Balochistan, a 1,320 MW coal-fired power plant at Hub is expected to be operational by Dec 2018. In the long-term, a 300 MW imported coal-based power project has been planned for Gwadar. These power plants will offer several job opportunities of technicians, operators, and managers – these positions can be filled if local human resource is available. These are the areas of trainings that PPAF will include in its programmes. At the same time, PPAF will establish mini grids in off-grid communities to make use of renewable energy sources such as wind and solar power. PPAF has successfully completed solar energy based mini grids in Thatta and Laki Marwat. Financial models on a 20 years operational life of solar generation and distribution were prepared for the villages in Thatta



*A solar water pump developed by a UC based organisation, Area Development Society, in UC Khushab, Pishin*

to assess financial returns and sustainability. On similar lines, and as per demand, alternate energy projects will be replicated in Balochistan.

### 3.2.3.3. Industrial Development

In order to reap the maximum benefits of CPEC, Balochistan should encourage industries for catering to the development needs of the province. Balochistan needs agglomeration of industries rather than isolated industries to enhance the ability of individual actors, be it producers or workers, to improve livelihoods and wellbeing of the local population. Hub and Uthal tehsils of Lasbela District serve as the industrial hubs of the province. Being at a close distance to the business capital of Pakistan—Karachi—a lot of manufacturing activity takes place here. These activities create a lot of economic activity in the shape of employment generation but have been benefiting migrant workers from Karachi and other areas of the country.

Prime reason for this remained the low skill levels of the local populace, with low rates of education and vocational training.

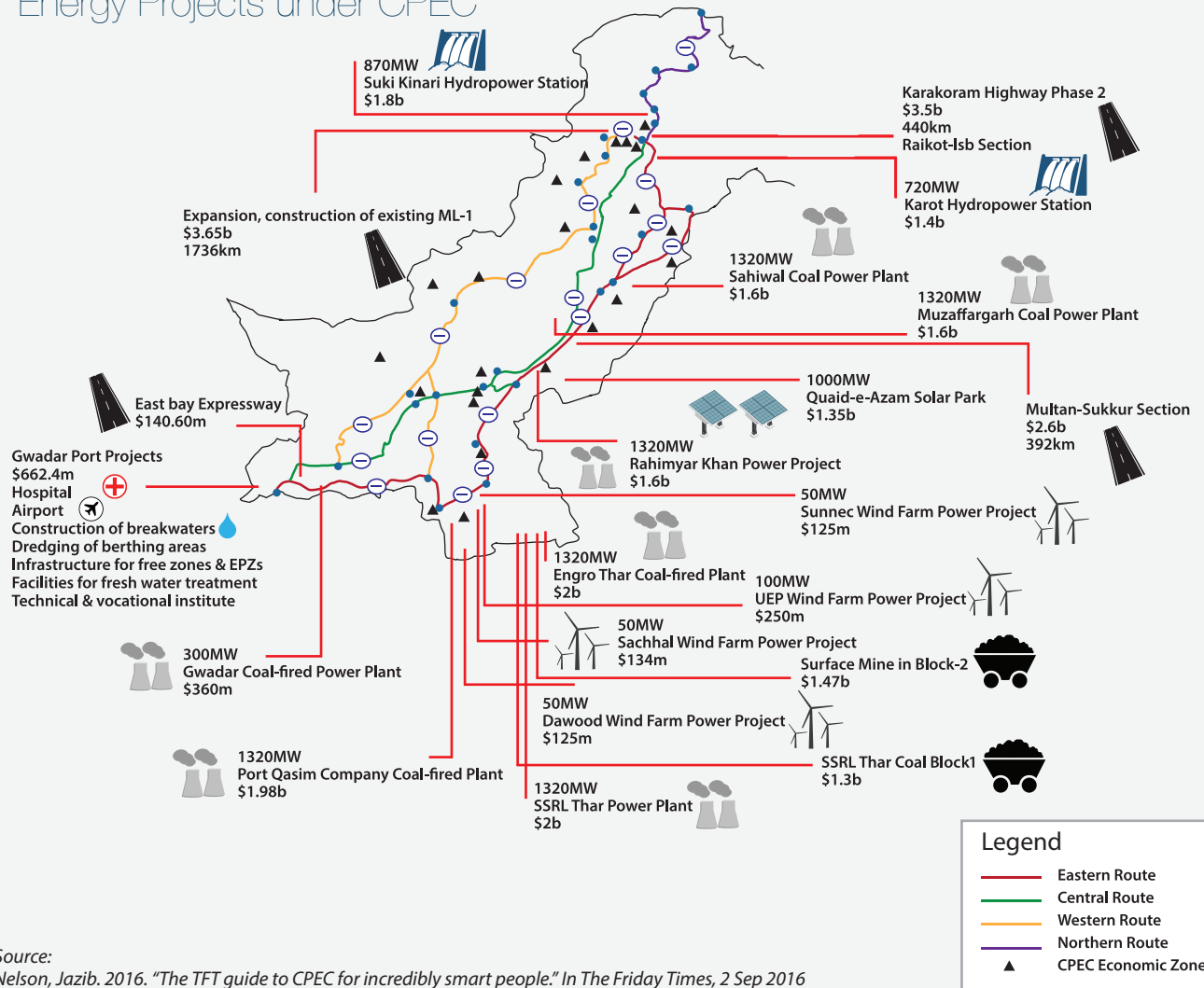
There is a strong relationship between industrial clustering and poverty reduction in Pakistan as the least poor districts have agglomeration of multiple industries, and the two industrial clusters—the

<sup>73</sup> "Balochistan Energy Crisis." Dawn, 28 Jun 2016.

<sup>74</sup> Government of Pakistan. 2012. *Pakistan Energy Yearbook*. Islamabad: Ministry of Petroleum and Natural Resources.

<sup>75</sup> Naveed, Arif, Geof Wood and Muhammad Usman Ghaus. 2016. *Geography of Poverty in Pakistan – 2008-09 to 2012-13: Distribution, Trends and Explanations*. Islamabad: Pakistan Poverty Alleviation Fund, and Sustainable Development Policy Institute.

**Figure 15:**  
Energy Projects under CPEC



Source:

Nelson, Jazib. 2016. "The TFT guide to CPEC for incredibly smart people." In *The Friday Times*, 2 Sep 2016

coastal strip around Karachi-Winder-Hub and Hyderabad-Dhabeji-Nooriabad, and Northern Corridor from Lahore-Faisalabad to Peshawar—are home to thousands of cottage industries. The clusters should be dynamic and introduce new and better products, and processes should be based on technological innovation. The cottage industry, small traders, agro-processing and services should be encouraged involving those who are vulnerable such as women, intervening into marginalised and poor localities.<sup>76</sup>

Focusing on Balochistan, small industries particularly the cottage industries provide an entry point for the poverty reduction programme. PPAF's

livelihood initiatives will help develop family-run enterprises. This will offer skills training to the workers, trigger supply chains by using local raw materials, develop rural-urban linkages, promote region specific specialisation, and offer an important opportunity for reducing poverty and regional inequality.

Improved technology means technological innovation coupled with enhanced skill set. The CPEC in its plans has outlined the development of a Technical and Vocational Institute at Gwadar. PPAF will also map training institutes along the CPEC route to consequently link communities with these training facilities. Training of this nature can include

<sup>76</sup> Wadho, Waqar Ali and Arif Naveed. 2017. "Geography of Poverty and Industrial Clusters in Pakistan: Some Policy Implications." Islamabad: Pakistan Poverty Alleviation Fund. (Unpublished).

a variety of elements, especially worker proficiency in technology application and operation of advanced machinery. This will enhance the skill set of the otherwise industrially inept population of Balochistan, rendering them more proficient and capable. They will hence not only be able to find jobs in their vicinities but gain from countrywide employment opportunities as well.

The proposed development of the University of Gwadar aims to identify a leading Chinese university to link it with the University of Gwadar for higher study in marine sciences, maritime, and other disciplines for enhancing the local talent pool.

### 3.2.3.4. Water

Geographically, Balochistan is a dry and arid place with low levels of precipitation (Figure 9); hence is prone to droughts—such as the one in 1998–2005. The CPEC has outlined a project for provision of ‘The Necessary Facilities of Fresh Treatment Water, Water Supply and Distribution’. In addition to benefiting industries, this project may provide a long-term solution to safe water for people in the region. This opportunity may also cater to the agricultural needs, as traditionally, livestock and orchards have shaped economic activity in Balochistan. Hence, with availability of water, local peoples’ livelihood can also be boosted.

Given that the groundwater level is depleting at a fast pace in Balochistan, as much as 10 feet per annum in some areas.<sup>77</sup> As CPEC will turn Gwadar into an economic hub not only for the country, but also for the entire region, serious efforts are required to address the water shortage. With construction activities gaining momentum, the demand for water in water-stressed Gwadar will go further high. The sources of water to Gwadar have already dried up. Akra Kaur Dam which supplies water to Gwadar has reached its dead level because of low rains, overuse of water for industrial consumption, and decreasing storage capacity due to siltation. Likewise, Shadi Kaur Dam has been washed away. It is now being reconstructed and is expected to be functional by 2019.<sup>78</sup> PPAF in its Disaster Management Strategy

has proposed delay action dams in Balochistan. Based on the community needs, PPAF will carry out its drought mitigation and preparedness programme in Balochistan to address the immediate need of drinking water by recharging groundwater aquifers. Tree plantation in the watershed will help replenish groundwater as well as prevent siltation of water bodies.

In the absence of a regular water supply from dams, desalination plants seem to be the only solution in coastal areas of Balochistan. However, experience has been that only privately run desalination plants are working well, such as the desalination plant of the Pearl Continent Hotel in Gwadar is functional and selling 100,000 gallons of drinking water a day to the public health engineering department.<sup>79</sup> The small-sized desalination plant set up at the port by Chinese company provides one million gallons of water every day.<sup>80</sup> The Public Health Engineering Department in Gwadar and elsewhere in Balochistan always faces operation and maintenance problems as well as energy shortage to keep these plants running. PPAF’s experience of working in remote areas shows that sustainability can be achieved if the basic services are community managed. PPAF may partner with the relevant government department in Gwadar and other parts of the province to build local community’s capacity to run desalination plants as well as solar or even hybrid mini grids.

### 3.2.3.5. Agriculture

The China-Pakistan Economic Corridor is expected to give a tremendous boost to agriculture in the country. Farmers find it difficult to sell their produce in the market due to variety of problems. After launching of the CPEC, growers in Balochistan and other parts of the country will be able to sell their produce at better prices. The Pakistan Agricultural Research Council is reaching out to the farmers to equip them with value addition trainings.<sup>81</sup> The CPEC will impact agriculture in the province via broadening and opening various market bases through the planned transport routes. Agricultural development is one of the seven areas of

<sup>77</sup> Yousafzai, Fawad. 2016. “Balochistan water level depleting fast.” *The Nation*, 2 Jul 2016.

<sup>78</sup> Notezai, Muhammad Akbar. 2017. “Thirsty in Gwadar.” *Dawn*, 10 Sep 2017

<sup>79</sup> Baloch, Shezad. 2017. “CPEC promises the moon but Gwadar just wants water.” *The Express Tribune*, 13 Apr 2.17.

<sup>80</sup> Notezai, Muhammad Akbar. 2017. “Thirsty in Gwadar.” *Dawn*, 10 Sep 2017.





*A solar irrigation system developed by Jalwala Village Organisation at Killi Jalwala, UC Phelawagh, Tehsil Phelawagh, Dera Bugti*

cooperation under CPEC, wherein China is specifically interested to explore areas like cotton productivity, efficient irrigation and post-harvest infrastructure along the CPEC route, a gateway for enhancing agriculture exports to China. However, to realise this potential to its fullest, the government should consider removing tariff and non-tariff barriers for agricultural trade with China, renegotiating the Pak-China Free Trade Agreement for better returns on its agricultural exports.<sup>82</sup> Balochistan, also known as the fruit-basket of Pakistan, can consequently export volumes to China and central Asian states. As the majority of the people of Balochistan rely on agriculture and livestock for their livelihood—Balochistan producing 66 percent of the meat in Pakistan—advancements in this regard will improve peoples' source of income and ultimately quality of life.

### 3.2.3.6. Healthcare

Balochistan, in general, lacks health services infrastructure. CPEC is a right move in this direction as the 'Pak China Friendship Hospital' at Gwadar will be a state-of-the-art medical facility which will be equipped with laboratory, medical paraphernalia and nursing facilities. The transport network will also allow people near Gwadar to have easy access to the medical facility.

However, it will have to be ensured that this 50-bed hospital is equally accessible to the general public. PPAF can encourage referral linkages with the existing basic healthcare centres so that people, especially women, can benefit from this investment. However, considering the high cost of curative treatment, PPAF will continue its focus on preventive healthcare and improved nutrition so that fragile supply of resources in our rural communities are optimally used while improving the overall quality of life.



*A doctor examines a patient at the PPAF supported health centre, UC Surbandar– Gwadar*

<sup>81</sup> "CPEC to boost agriculture sector, says PARC chief." *Dawn*, 22 Feb 2016.

<sup>82</sup> "CPEC and Agriculture." *The Nation*, 6 Apr 2018

<sup>83</sup> World Travel and Tourism Council. 2018. *Travel & Tourism Economic Impact 2018: Pakistan*. London: WTTC.

### 3.2.3.7. Tourism

Currently, contribution of tourism to the national economy is reasonable—around 2.9 percent as direct and 7.4 percent as total contribution to GDP in 2017.<sup>83</sup> However, the deteriorating law and order situation in Balochistan has been a major impediment in fully realising this potential in Balochistan. With CPEC, not only providing the communication infrastructure but also the political leverage as well, this sector can get a boost. The province has natural avenues of attracting domestic as well as international tourists. Locations such as Pir Ghaib Waterfall, Astola Island of Gwadar and Hannah Jheel (Lake) of Quetta can be crown jewels, in driving the tourism industry of Balochistan forward.<sup>84</sup>

The transport routes opened up in Balochistan under CPEC will connect the province to rest of the Pakistan. CPEC Long Term Plan<sup>85</sup> is already actively considering a tour route connecting coastal cities of Pakistan and themed on coastal leisure and vacationing, and the initial suggested route is Keti Bander-Karachi-Sonmiani-Ormara-Jhal Jhao-Gwadar-Jiwani. Enabling tourists to travel across the province, the initiative can turn Balochistan into tourism powerhouse if law and order situation improves, and a conducive policy ecosystem is provided to facilitate tourism. The tourist influx will create livelihood opportunities—in terms of hoteling, eateries, service areas, automobiles support and local guidance—for the communities. This will also make the local people key stakeholders in ensuring safety and security of movement along the corridor.

There are a number of tourist attractions—forts, shrines and rock shelters—along the CPEC route in Zhob, Khuzdar, Kalat, Panjgur, Kech and Gwadar. The rock paintings in Zhob and engravings in caves and rock shelters belong to the cultures of upper Palaeolithic, range from 22,000–18,000 BC.<sup>86</sup> Kan Mehtarzai railway station—the highest in Pakistan at 2,224 meters above sea level—is another tourist attraction which can be operationalised under the proposed new railways.

PPAF will support the communities to take care of their heritage and establish community managed art and culture galleries that would excite

imagination, encourage discovery and learning. With the Tourism Department, the communities can hold visitor programmes offering temporary stay for sponsored groups, as well as conference and training facilities. Households in PPAF's communities can rent out rooms through online platform, following example of PPAF's Tourism Assistance Programme in Gilgit-Baltistan. PPAF will also advise and train the communities in developing self-sustaining enterprises in these areas, such as arranging guided tours, developing fruits, spice and medicinal plants gardens, cafés serving the local produce and food, shops selling local handicrafts, and kitchen catering for stay-in visitors and participants of conferences. This will lead towards self-reliant community empowerment. In addition, PPAF will also link them up with its corporate partners working in Balochistan to jointly design tourism products as reinvesting back into the communities they make profits from. However, at the same time environmental sustainability will have to be ensured through enacting legislation, strengthening institutional arrangements and making the communities aware of ecological considerations. Not limited to, but such efforts may include community plantations, avoiding pollution of water bodies and littering, and strictly controlling poaching of wildlife.

### 3.2.4. TAPI Gas Pipeline

The Turkmenistan-Afghanistan-Pakistan-India (TAPI) pipeline is an 1,814 km trans-country natural gas pipeline running between the four countries; 826 km of this will run through Pakistan. Started in December 2015, the USD 10 billion project is expected to commence operations in 2020. Out of estimated 33 billion cubic meters (bcm) a year of natural gas, Pakistan will get approximately 14 bcm per annum. The pipeline will be of 56-inch diameter with a working pressure of approximately 10,000 kilopascals (kPa). In addition to improving the gas supplies, the pipeline is also expected to bring regional stability and support peace and security between the four nations.

The pipeline will enter into Pakistan at Chaman border and pass through Killa Abdullah, Pishin, Ziarat, Loralai and Musakhel in Balochistan. It is expected that the project will plant at least 100

<sup>83</sup> World Travel and Tourism Council. 2018. *Travel & Tourism Economic Impact 2018: Pakistan*. London: WTTC.

<sup>84</sup> "Plan to be made for boosting tourism in Balochistan: Zehri." *Dawn*, 16 Jul 2016.

<sup>85</sup> Government of Pakistan and People's Republic of China. 2017. Long Term Plan for China-Pakistan Economic Corridor (2017-2030). Islamabad: Ministry of Planning, Development and Reform, GoP, and National Development & Reform Commission, PRC.

<sup>86</sup> Government of Balochistan. 2000. *Balochistan Conservation Strategy*. Quetta: GoB and IUCN.

million trees on the route of gas pipeline as a gift for the people of Balochistan. The project will bring numerous employment opportunities for the local people in terms of skilled and unskilled labour. However, it is important that the employable population is equipped with necessary skill sets. PPAF can play an important role in this regard through its partner organisations.

### 3.2.5. Extractive Opportunities

Balochistan alone has an estimated USD 3 trillion in mineral resources.<sup>87</sup> Apart from the Saindak and Reko Diq copper and gold mines in the Chagai district, most of the minerals potential of the province remains unexplored. Saindak Copper-Gold Project is in a more advanced stage, where mining is being carried out by a Chinese company, taking 50 percent of the revenues, while 48 percent goes to the Government of Pakistan and 2 percent to the Government of Balochistan. The Reko Diq project—worth USD 3.3 billion with an expected mine-life of 56 years—got jeopardised after the Tethyan Copper Company moved to the International Court of Justice against the Government of Balochistan.

Apart from these, Balochistan has not yet been able to exploit adequately its geological potential. Balochistan has more than half of the national prospective geology for minerals, yet it contributes just over one-fifth to national mining GDP and leads only in the production of coal. The mining sector is held back by lack of funds and low productivity. Overcoming these deficiencies requires Balochistan to respond to an array of complex issues facing global mineral industries. Clearly, there has to be an enabling environment to attract and retain private investments. But in addition to investor-friendly regulations, a modern minerals sector requires good governance and transparency to ensure that poor people benefit from extractive industries, environmental and social risks are mitigated, and the rights of people affected by sector activities are protected. The sector should not only provide substantial tax and royalty revenues, but also create direct and indirect jobs, stimulate spin-off industries, contribute to local infrastructure and other development needs in mining areas.

To shape a mining sector of this kind, mining sector growth should be guided by two objectives. First, the people of Balochistan, and local communities in particular, should benefit from extractive industries that impact them. Second, federal and provincial governments should develop sufficient capacity for promotion, fiscal and regulatory enforcement, and overall good governance of the sector to ensure a sustained economic expansion.<sup>88</sup>

The Government of Balochistan plans to develop the institutional framework; take actions for greater involvement of local population in the development; undertake legal frameworks, geological surveys, and master plans for future mining leases; prepare projects which protect the public sector stakes in the mining leases; establish coal washing plants, a ferrochrome plant; desulphurisation plant and a mini steel mill at strategic locations.<sup>89</sup>

### 3.2.6. Coastal and Marine Resources

Balochistan's coastal and marine resources remain largely untapped and contribute only one sixth of the national fisheries value added. Most of the catch comes from what has been delineated as zone 1 (12 miles out from the coastline). However, low productivity is rooted in the many problems experienced by poor fishermen – for example, small and dilapidated vessels are unable to reach many fishing grounds and yield low catch; harbours and auction halls are below standard, congested and fail international health and safety standards. Fish is a highly perishable commodity and there is little provided in terms of modern processing and packaging units that can observe international export quality standards.

So far, fisheries have been the most noticeable resource being exploited in Balochistan while other coastal resources, especially its natural geography to serve as regional economic hub and suitability for serving as a deep seaport, have not been fully exploited. With the interventions under CPEC, the coastline in Balochistan is expected to become a land of opportunities for which the local populations need to be equipped with the required skill sets and linked with these emerging opportunities.

<sup>87</sup> World Bank. 2014. *Country Partnership Strategy for the Islamic Republic of Pakistan for the Period FY2015–19*. Islamabad: The World Bank Group

<sup>88</sup> Government of Balochistan. 2008. *Pakistan – Balochistan Economic Report: From Periphery to Core*. Quetta: GoB, The World Bank & Asian Development Bank.

<sup>89</sup> Government of Balochistan. 2013. *Balochistan Comprehensive Development Strategy (Draft)*. Quetta: GoB.





*Dragon-like landscape along Makran Coastal Highway*



CHAPTER 4

# THE STRATEGY

THE STRATEGY



Anchored in its core values—inclusion, participation, accountability, transparency and stewardship (Box 1)—PPAF's Balochistan Strategy stems from its Results Framework (Annex 3) which is fully aligned with the Sustainable Development Goals. Hence, implementation of this Balochistan Strategy will not only contribute towards overall results anticipated by PPAF but will also contribute towards achievement of SDGs by the province.

Following its graduation philosophy, PPAF intends to consolidate its programme support in the geographical areas it has worked earlier. This will be undertaken both horizontally by expanding thematic coverage within the same union councils of the selected districts and vertically enhancing geographical coverage to more union councils in the same districts. However, it does not exclude the new deserving territories to be made part of the programme support.

PPAF envisions **Balochistan as a peaceful, prosperous, and economically strengthened province with strong ties to the federation, where, security, justice, equity and enlightenment are predominant, and communities have been empowered to lead their own development in a sustainable fashion.** This vision is further elaborated through the following strategic objectives:

- Ultra-poor and vulnerable communities move out of acute poverty and have significantly improved human development levels as measured by the poverty head count, SDGs, social and environmental indicators.
- Significantly increased access to financial services and strengthened linkages to provincial, national and international markets for communities across Balochistan
- Empowerment of local communities through strengthening of effective and sustainable institutions for and of the poor which are based on a set of core values emanating from environmental and social responsibility

The PPAF's vision and strategic objectives for Balochistan will be achieved through goals and targets, set out under PPAF's Results Framework, elaborated in Section 4.2.

## 4.1. Approach

### 4.1.1. Partnership with the Government

PPAF strongly believes in scale and capacities of the government; hence, has always worked very closely with the government at large but specifically with the provincial government departments such as planning and development, environment, forest, agriculture, irrigation, livestock, fisheries, education, health, social welfare and public health engineering. Given PPAF's focus on poor, especially in rural areas, the local government institutions are of special relevance for PPAF's work. Experience tells that mass upscaling is possible only through public sector investment in the priorities identified by communities, especially by women and marginalised groups. The village development plans are a realistic input into annual development planning, be it at the union council, tehsil or district level. This approach not only gives weightage to the community's voice in development planning but also paves the way for community-based implementation and monitoring. The recent introduction of community driven local development policy by the Government of Balochistan is a logical progression from the community-based development approach introduced years ago by PPAF. Building on this success, PPAF will work more closely with the local government institutions for channelling public funds into community-driven development agenda and pursue this approach as policy agenda at the provincial level.

Another avenue of collaboration is engaging with the elected representatives from the constituencies in Balochistan (members of the Senate, the National Assembly and the Provincial Assembly) and influence spending of their development funds—an average of PKR 189 million per UC in 2019-20—according to the priorities identified by the communities.



### 4.1.2. Rights-based Approach

In general, PPAF will follow rights-based approach with environmental sustainability and inclusion of marginalised/excluded groups (from within the selected communities) as integral components of the PPAF's approach across all its interventions throughout the province. Hence, blended in the institutional development, a focus on rights, social inclusion and empowerment of women forms a substantive component of this strategy. These crosscutting themes will create an enabling environment that brings together the demands and voices of the most vulnerable and marginalised groups, and allows them to be acknowledged and supported in articulating as well as implementing a vision for their own development.

For this strategy, the human rights-based approach implies

- active and informed participation of the poor in policies and strategies that affect their development;
- accountability of not only policy makers but of

all individuals/organisations whose actions affect the poor (including CSOs, government and community/tribal/religious leaders);

- recognition and enforcement of the principals of equality and non-discrimination;
- empowerment—a process of increasing the capabilities of poor individuals or groups to make informed choices, to transform those choices into desired actions and outcomes, and to participate in, negotiate with, influence, control and hold accountable the institutions that affect their lives; and
- acceptance of international human rights law and standards as the normative framework within which we work.

A key element of social mobilisation will, thus, focus on institutional capacity building. The mapping of civil society in the province has highlighted a number of critical gaps and needs that require to be addressed if civil society is to succeed in taking forward sustainable development. Hence, PPAF will invest in nurturing and strengthening local grassroots organisations in terms of trainings on



*A recipient of community livelihood fund under Programme for Poverty Reduction with his family in Killa Adullah*

organisational development (structures, processes, values) as well as building upon identified needs for thematic and social sector expertise. The areas of work to be focused upon include:

- Social mobilisation;
- Institutional structures and strengthening (inclusion, participation, good governance, accountability and transparency);
- Project planning and management;
- Record keeping and documentation;
- Financial management; and
- Resource mobilisation and management.

In pursuit of the SDGs and the sustainability of community institutions, the PPAF encourages POs to propose practical ways of enforcing their own accountability as well as ensuring transparency and accountability in all decision-making and activities' implementation within the community organisations. This is where the human rights-based approach to poverty reduction is of significance to PPAF's work.

### 4.1.3. Geographic Clustering

PPAF realises that one-size-fits-all strategy is not feasible for Balochistan. Hence, in order to better understand and initiate programmes that reflect specific contexts and environments, PPAF has mapped Balochistan using the criteria of physical / geographical similarity based on environmental allocations, economic activities best suited to certain environments, and rank of districts based on food insecurity and HDI levels (linking into poverty levels). Using geo-economic clustering, four zones were identified:

**i. Highlands and sub-highlands** which have access to groundwater, snowmelt as well as considerable surface water, so these areas support a lot of agricultural activity, livestock rearing and forest-based production (wood and non-wood). Rangelands constitute 79 percent of the total area of Balochistan and provide more than 90 percent of the total feed requirements of sheep and goats, 40



*A variety of fruit grows in Balochistan*





*A farmer irrigates his crop at Killi Haji Molo Khan, UC Baiker, Tehsil Phelawagh, Dera Bugti*

percent of the feed requirement for pack animals and 5 percent of cattle and buffalo requirements. Their watershed and biodiversity value are thus of critical importance. These rangelands vary significantly in their ecological status and livestock carrying capacity. Their proper, sustainable use for grazing requires careful planning and good range management.

The area is also a valuable source of temperate region fruits, e.g., apples. Balochistan is known as the fruit-basket of the country producing 90 percent of grape, cherry and almond; 60 percent of peach, pomegranate and apricot; 34 percent of apple; and 70 percent of date production. Mining is a sizable activity employing both local and immigrant labour. Both activities yield exportable surpluses.

**ii. Deserts** see more of trade than agriculture or livestock, and some mining as well. The Balochistan desert is a habitat of a great variety of flora and fauna species some of which are threatened.

**iii. Plains** have access to the Indus river water; hence, comprise irrigated districts of Balochistan.

Agriculture and livestock rearing are the mainstay here. Balochistan is endowed with a unique environment for the production of a great variety of quality fruits. Natural gas is also present in the plains and the extraction of gas is a critical industry for the province.

**iv. The coastal zone** includes fishing, trade, mining, and perhaps has the highest potential for development with its access to international waters, highways to the economic hub (Karachi) and high tourism potential.

Then, using the HDI and food insecurity filters, initially 15 priority districts were identified within these zones. However, as of now PPAF has covered almost entire province except Kalat, Shaheed Sikandar Abad and Sherani districts. Under this strategy, these districts will also be covered.



#### 4.1.4. Integrated, Innovative and Holistic Development

PPAF's approach to integrated development is based on the amalgamation of five important assets—natural, physical, financial, human and social. For an integrated framework to function effectively it is imperative that the stock of social capital should be high, followed by a conscious investment in human capital, while sustaining the natural capital. This means that building trust and information networks within communities, and between communities, civil society and government is an essential building block in all of PPAF's programmes. Innovative solutions are integral part of PPAF's philosophy of integrated development; hence will be promoted and supported.

#### 4.1.5. Consortia, Linkages and Public-Private Partnerships

PPAF's view of a consortium is intrinsically connected to the need for it to expand its remit to include smaller NGOs and CBOs working in Balochistan that may not, on their own, be able to

access PPAF funding. PPAF is keen that any current and new Partner Organisations identify and create networks/consortia of a variety of organisations working in their target districts. Link up with them to plan integrated development programmes for union councils and districts, with each consortium member providing skills and expertise on what they are best equipped to do, within the programme framework.

Similarly, PPAF is keen to develop public-private partnerships, especially where it comes to building livelihood capacity within communities in addition to identifying social innovation or entrepreneurship that can take a local product and link it up to local and national markets. PPAF's experience in Soon Valley to link up potato-growing farmers directly with a world-renowned potato chips producing company has been encouraging. Similar initiatives may be introduced in Balochistan as well.

PPAF also supported a Health Development Forum for provision of improved healthcare services across Balochistan. The Forum included representatives from the public and private sector, partner



Partner, Balochistan Environmental & Educational Journey, trains members of a UC based organisation in Ziarat

organisations, international organisations and media. The Forum has been instrumental in strengthening collaboration on strategy and implementation to bring about improvement in access to healthcare services for the poor rural communities.

#### 4.1.6. Harnessing Youth Potential

With almost 14.2 percent of its population between 15-24 years of age (Figure 16), Balochistan has a burgeoning segment of population which is grossly underutilised. The population in the younger bracket is going to reach this bracket within few years; hence, it will require rapid creation of jobs and economic opportunities, if they are to have a chance to escape shackles of poverty.

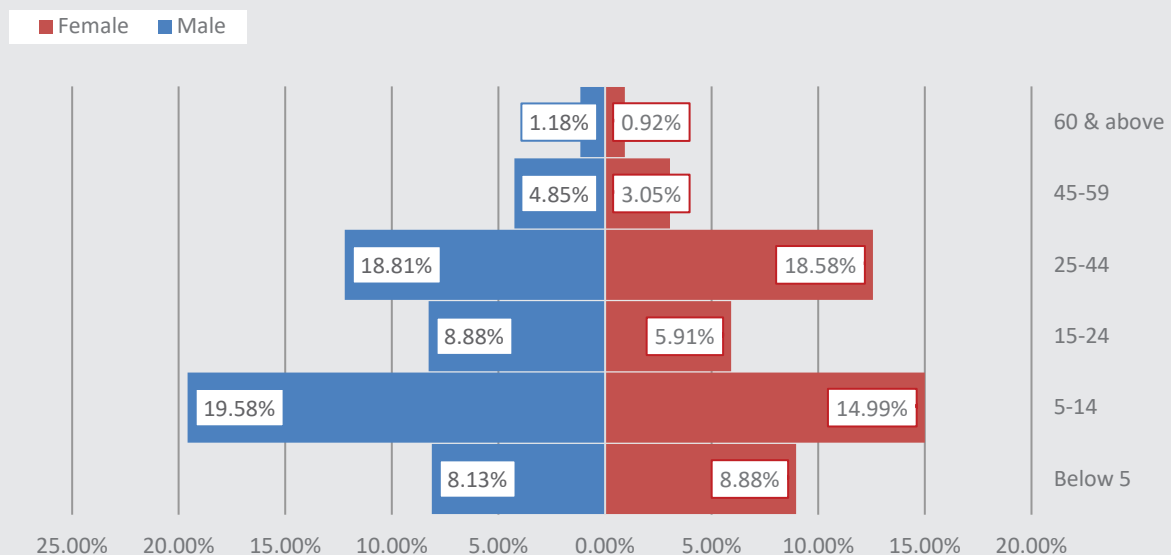
Young people are empowered when their agency is developed. Agency entails that the youth understands and acknowledges that they have or can create choices in life, are aware of the implications of those choices, and can make informed decisions freely. In Balochistan, the economic neglect, security issues and

socio-political context convinces that young people are living in an extremely volatile and insecure situation. Through this strategy, PPAF aims to support youth as active participants in development, empowering them to improve their skills, capabilities towards building an open and progressive society. The following areas of work will form part of our youth strategy:

- Education and training – Out of school youth will be targeted urgently to make them productive members of society. Literacy courses will be offered to this group but linked to skill-development, in order to enhance their productivity potential. PPAF will link up with the Education Department as well as academic institutions and training organisations to develop a focused strategy on youth education and training.
- Economic participation – Encouraging entrepreneurship, developing forward and backward linkages, providing skilled labour to companies that may be interested in investing in Balochistan's rich resource base, will be part of the

**Figure 16:**

#### Age structure of Balochistan's population



Source: Government of Pakistan, 2015. Labour Force Survey 2014-15, Islamabad: Pakistan Bureau of Statistics, Statistics Division, GoP

livelihood and credit programme that PPAF is taking forward in the province. Youth will be targeted for skill development in specific occupations and will be nurtured and mentored to encourage entrepreneurship and contribute to economic progress.

- Inter-provincial youth dialogue and cooperation – PPAF will support bringing youth of Balochistan into contact with youth of other provinces, to debate and discuss issues they face, and to be able to develop innovative solutions to shared problems.

#### 4.1.7. Poverty-Environment Linkages

Balochistan is endowed with a wide range of natural resources, and the people of the province are highly dependent on their surrounding endowments for their livelihoods. Traditionally, livestock grazing, orchard farming and limited mining (stone quarrying in the past, more sophisticated in present) have shaped economic activity in the region. Since the province is at the juncture of three significant trade routes between South Asia, Central Asia and the Middle East, the trade has also been an important source of income for its people. These occupations have been, and continue to be, shaped primarily by access, climate and water resource availability.

The poorer the communities, the greater is their dependence on their surrounding natural resource environment. Taking strong note of these linkages, PPAF will revive, revise and sustain the indigenous production and economic models, through innovation and adaptation, along with developing new opportunities (Box 6). Only schemes that bring about positive long-term results for poorer people will be supported—for example, those which add value to the resource extraction without undermining the future flows resulting from the available natural assets for future generations.

Water conservation and sustainable management is one of the most critical facets of ensuring the physical and economic survival of Balochistan's people. Balochistan has been afflicted by drought

as well as flooding in various regions over the years. Protecting lives and livelihoods, thus, requires a focus on integrated water resource management. In this context, the following types of initiatives will be supported:

- Water conservation, water supply and sanitation, and revival of karez system through modern technology
- Environmentally sustainable water management and dispersing processes
- Disaster preparedness and drought mitigation including bandaat (embankments) development, water ponds, water channels and flood water storage
- Renewable energy products and maintenance
- Sustainability of community physical infrastructure through alignment with the surrounding ecosystem
- Skill development and introduction of sustainable management practices with a focus on knowledge introduction and dissemination

## 4.2. Strategic Results

In line with the recently approved Results Framework (2018) of PPAF, this strategy will aim at achieving strategic results framed in this section.

### 4.2.1. Graduate Poor Households out of their Current Poverty Band and out of the BISP Registry

Closer to its heart, the poverty reduction goal of PPAF is even more relevant to Balochistan, given that 71.2 percent of Balochistan's population lives under multidimensional poverty.<sup>90</sup> So far, PPAF has reached out to 174,867 men and 103,218 women to support them financially as well as technically, enabling them to rise above their poverty scores. In fact, all of PPAF supported interventions—including community mobilisation, institutional development, microfinance, asset transfer, livelihood enhancement, community infrastructure development and skill development—have been directly or indirectly aimed at poverty alleviation. PPAF will continue supporting the same set of interventions through its partner organisations with a manifest approach of graduating the communities out of poverty. In this pursuit, efforts in the existing beneficiary communities in its

<sup>90</sup> Government of Pakistan. 2015. Multidimensional Poverty in Pakistan. Islamabad: Planning Commission of Pakistan, GoP, UNDP and Oxford Poverty & Human Development Initiative.



operational areas will be intensified for achieving composite success in helping at least half of the households to graduate to higher PSC band and ultimately out of poverty stratum. Around three-quarters of the women headed households and those with persons with disabilities will be served. Efforts will also be made to enhance resilience of communities to cope with climate induced disasters which in turn intensify the poverty quagmire.

#### 4.2.2. Establish, Strengthen and Empower Institutions of the Poor and for the Poor

Community institutions provide foundation to the PPAF's poverty alleviation efforts. PPAF supports

formation and strengthening of the institutions of the poor and for the poor which can provide sustainable community structures for the development efforts. Starting from simple community mobilisation to organising these households into community organisations (COs), consolidating the COs into village organisations (VOs) and then clustering VOs into third tier organisations at the valley or Union Council level is a continuum of creating, strengthening and empowering these institutions.

PPAF will continue strengthening the existing community organisations at each level with the objective of turning these into self-sustaining communal structures. PPAF has devised the maturity indices for COs, VOs and UCBOs to gauge

#### Box 6:

### Conservation through sustainable use

The wilderness of northeast Balochistan has long been famous for its abundant and diverse wildlife. Its mountains once housed abundant populations of Sulaiman Markhor, Afghan Urial, Leopard, and, in some places, Black Bear. By early 1980s, populations of Sulaiman Markhor and Afghan Urial drastically reduced, while species like Gazelles and Leopards became extinct. In 1984, Sardar Naseer Tareen along with few tribal elders and community leaders initiated a conservation programme, starting with formation of the Society for Torghar Environmental Protection (STEP) to help the community conserving and managing their resources on sustainable basis. At that time, there were around 200 Urial and less than 100 Markhor in the area. With support from the Global Environment Facility and UNDP, a new approach developed by IUCN was applied. It centred around the concept of protecting the specie to achieve a number when hunting of preselected old age animals becomes sustainable. 80% of the license fee to hunt such animal is given to the protecting community to finance its conservation and development needs. This resulted in reversal of species loss and in June 1997, the Conference of the Parties of CITES approved a quota of six Markhor trophies for Pakistan. The license fee initially fixed at USD 15,000 has gradually increased since then. The conservation efforts also included protection of the habitat for the threatened species.

According to the most recent surveys, the estimated population of Markhor is about 2,540 animals and of Urial around 3,145 animals. In absolute terms, this is the highest concentration of straight horned Markhor in the world, and of Urial in Pakistan. The Torghar conservation programme has won international accolade by environmental organisations and foreign governments. Currently, PPAF and STEP have joined hands to replicate this model to other potential areas of Balochistan.



*A karez cleaned and extended by Pak Village Organisation, in UC Khushab, Pishin*

the maturity level of these organisations; however, the same provide parameters of strengthening these organisations. PPAF aims to support around three-fourth of the community institutions which score more than 80 percent on their relevant maturity index. The rest of the organisations will also be helped in improving on the maturity indices.

#### 4.2.3. Improve Mother and Child Health and Nutrition

According to the Pakistan Demographic and Household Survey 2017-18<sup>91</sup>, in Balochistan, a little less than half (44.5%) of the pregnant women do not receive any antenatal care by a skilled health worker; only 8 percent children are registered at birth and around a quarter (23.8%) of the children under five years of age remain without any vaccination. Around half (47.4%) of the children are

stunted<sup>92</sup>, 18.3 percent are wasted<sup>93</sup> and 38 percent are underweight<sup>94</sup>. In 2014, the maternal mortality ratio (MMR)<sup>95</sup> in Balochistan was 785 (compared to national average of 272), and the infant mortality rate (IMR)<sup>96</sup> was 158 (compared to national average of 272)<sup>97</sup>.

Health and poverty incidence are directly related to food security. Around 73.5 percent of the children under the age of five are severely Vitamin A deficient. Compared to national average of 58 percent, 63 percent of households in Balochistan are food insecure. Out of these, a further 18 percent households are food insecure with hunger. The severity of situation is evinced by the fact that out of 20 worst food insecure districts in Pakistan, half are located in Balochistan<sup>98</sup>.

<sup>91</sup> Government of Pakistan. 2018. Pakistan Demographic and Health Survey 2017-18: Key Indicators Report. Islamabad: National Institute of Population Studies, GoP.

<sup>92</sup> Children are defined as stunted if their height-for-age is more than two standard deviations below the WHO Child Growth Standards median.

<sup>93</sup> Children are defined as wasted if their weight-for-height is more than two standard deviations below the WHO Child Growth Standards median.

<sup>94</sup> Children are defined as underweight if their weight-for-age is more than two standard deviations below the WHO Child Growth Standards median.

<sup>95</sup> Number of deaths of women while pregnant or within 42 days of termination of pregnancy from any cause related to or aggravated by the pregnancy or its management per 100,000 live births.

<sup>96</sup> Number of deaths per 1,000 live births of children under one year of age.

<sup>97</sup> Shah, Syed Ali. 2014. "Maternal and child mortality rate remains high in Balochistan." In Dawn, 5 Mar 2014.

<sup>98</sup> Government of Balochistan. 2013. Nutrition Policy Guidance Note: Balochistan. Quetta: Planning & Development Department, GoB.

This mother and child health emergency necessitates PPAF to focus on supporting mother and childcare services in its operational areas. Through its partner organisations, PPAF will make sure that all pregnant women in its operational areas have access to antenatal and postnatal care provided by skilled healthcare providers or primary healthcare institutions. PPAF will encourage awareness raising about use of nutritious diet for entire family, particularly for mother and children. PPAF will target to eliminate stunting in its operational areas while 100 percent children will be immunised to protect them from infectious diseases.

#### 4.2.4. Ensure Boys and Girls have Access to Quality Education up to at least Lower-Secondary Level

Educational indicators in Balochistan, especially at primary and lower-secondary level, score quite low as compared with the national averages. Balochistan scored just 54.16 on educational ranking—based on learning, retention and gender parity scores.<sup>99</sup> Around 34.8 percent of the children between age 6-16 years are out of school and more than 60 percent of the children below age of five years have never been in pre-primary schools. Around 47 percent of the class five children could not read a class two story in Urdu, 42 percent of the class five children could not read class two level

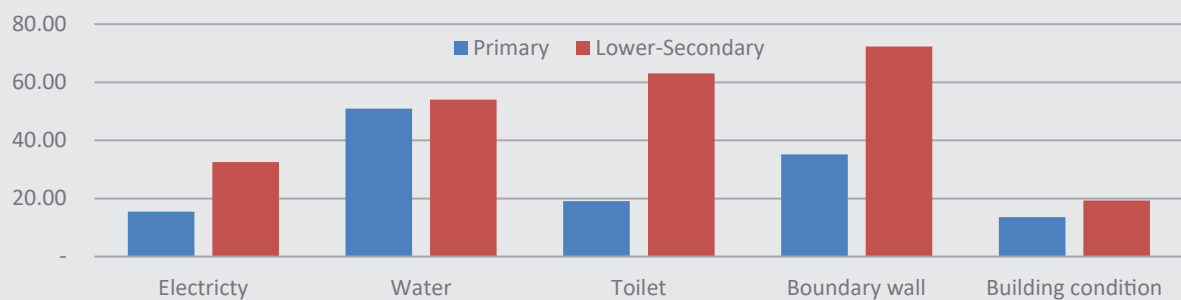
sentences, and 45 percent of the class five children could not do two-digit division.<sup>100</sup> Hence, Balochistan scored just 53.76 on learning scale. Due to high dropout rate, the retention score is merely 36.91. On primary school infrastructure ranking, Balochistan scored miserably—just 26.82; though it improved for the lower-secondary schools, i.e., 48.23. Figure 17 shows the dilapidated status of infrastructure and facilities in the primary schools of the province.

PPAF has so far been focusing on primary education but would now extend its support up to lower-secondary level. The net primary enrolment rate in PPAF's operational areas will be increased to 100 percent by encouraging and incentivising the community and village organisations for taking up this cause. It will be made sure that the parent-teacher committees in all of PPAF supported schools are fully functional and play a critical role in development and operation of the respective schools. Capacity building of the PTCs will also be supported so that these committees perform more effectively.

Since PPAF's interventions in education are driven by its education policy, which emphasises on the learning outcome, it will be ensured that the learning outcomes for children aged 5-16 improve by at least 20 percent. In this regard, teacher

**Figure 17:**

### Infrastructure rankings for primary and lower-secondary schools



Source: Alif Ailaan 2017. Pakistan District Education Rankings 2017, Islamabad

<sup>99</sup> Alif Ailaan 2017. Pakistan District Education Rankings 2017. Islamabad: Alif Ailaan.

<sup>100</sup> South Asian Forum for Education Development. 2017. Annual Status of Education Report: Pakistan – National. Lahore: SAFED.



trainings and educational aids will be provided. PPAF will also support activities which could lead to affirmative actions for improving the gender parity in education. All PPAF supported schools will be mandated to ensure 50 percent of girls' enrolment at primary and 40 percent at the lower-secondary level. The partner organisations will be encouraged to incentivise community and village organisations in PPAF's operational areas to achieve the same target.

As a priority, both policy and practice will be focused on supporting girls to access quality schooling within rural and urban areas of Balochistan. This support will continue beyond primary education, helping girls in continuing their education at least up to lower secondary level.

#### 4.2.5. Support Gender Equality and Empower Women at All Levels

PPAF, strictly believing in inclusive development, intends to mainstream women contribution into economic activities and empower them to actively engage in decision-making process. In order to ensure this, at least 50 percent of PPAF interventions' will be aimed to directly benefit women in its operational areas. It will be ensured that any economic and productive use and benefits of women focused PPAF interventions are managed by women on sustainable basis. This will help in recognition of women's contribution in economic activities and their role in decision-making.

In order to ensure women's active role in development planning and implementation, the PPAF supported community institutions will be mandated to allocate at least 50 percent of the executive body membership in VO/UCBOs to women. Similarly, it will be emphasised that at least 50 percent of the women-identified priorities are included in village development plans (VDPs).

PPAF itself will make sure that its operations are fully inclusive. Not only that its programming will be based on gender disaggregated action plans and budgeting, PPAF will allocate at least 50 percent of its programme budget for women focused interventions.

#### 4.2.6. (a) Ensure Access to Safe Drinking Water and Sanitation (b) Develop Effective Water Conservation and Management Systems at Local Level

Balochistan's economic development is greatly dependent upon sustained supply of water for agriculture as well as domestic uses. Almost 87 percent of Pakistan's water needs are met by the Indus Basin System; however, Balochistan lying at the periphery of IBS, gets little or no perennial water. Balochistan has been allocated 3.87 million-acre-feet (2.85 MAF in kharif and 1.02 MAF in rabi) under the Water Apportionment Accord 1991, but due to lack of adequate conveyance system, is



*A government primary school renovated in Killi Zarghoon, UC Khushab, Pishin*

unable to take advantage of this resource. Hence, most of Balochistan's irrigation needs are fulfilled by tube wells causing rapid groundwater depletion, and rains though erratic.

The water supply and sanitation sector is also on its lowest level as compared to the national averages. Only 83 percent of the urban and 49 percent of the rural population in Balochistan has access to clean drinking water at home. While entire urban population has some type of toilet at home, still 18 percent of the rural population is without any type of toilet.<sup>101</sup> Around 66 percent of the households in urban areas and 99 percent in rural areas are not connected to a public sewer.<sup>102</sup>

In order to sharpen its role, PPAF has prepared a draft Water Strategy which, when finalised, will help PPAF determine the nature of its interventions in access to safe drinking water and sanitation services, in addition to developing effective water conservation and management systems at local level. This strategy will be relevant to address water woes of Balochistan to a great extent. The irrigation schemes, especially of tube wells, supported by PPAF will make sure that the groundwater levels in such areas are not adversely affected. Integrated area upgradation approaches will continue to be used in this regard. Reduced and/or more effective use and management of water resources will be at the heart of all irrigation related schemes.

At the service level, PPAF will make sure that at least 75 percent of the population in its operational areas has access to safe drinking water (if a source is available) while at least 80 percent of this population has access to sustainably managed local sanitation solutions. Emphasis will be made for ensuring not only access to water but safety of the water at the point of consumption, if the water has contaminants that can be locally treated.

Given extreme water scarcity in Balochistan and decrease in per capita water availability with the population growth, PPAF is actively engaging with the relevant water sector stakeholders in Balochistan to come up with PPAF's own water action plan for the province. The Balochistan specific interventions will become part of the PPAF's water strategy and will provide further inputs to the next revision of PPAF's Balochistan Strategy to reflect the importance of water. PPAF will also suggest the Government of Balochistan to develop its own provincial water policy. Overall, this exercise will help in finetuning PPAF's future water interventions in Balochistan.

#### 4.2.7. Enhance Access to Sustainable and Affordable Energy Solutions for Off- Grid Communities

Lack of sustained energy supply is one of the major constraints in development of Balochistan. The total electricity demand of Balochistan is just 1,650 Megawatt but the electricity grid network in the province can distribute up to 650 MW only. Unfortunately, currently Balochistan is supplied only 400 MW.<sup>103</sup> The coastline of Balochistan has enormous potential of wind energy. Similarly, Balochistan offers the highest direct solar radiation potential of 19–20 million joules/m<sup>2</sup> a day with an annual mean daily sunshine duration of up to eight hours.<sup>104</sup> However, these resources are still untapped and need to be developed on priority basis.

At the household level, approximately 41 percent of the households in urban areas and 81 percent in rural areas use coal, charcoal, wood, animal dung and agricultural crop residues. In addition to causing loss of natural resources, this type of fuel increases vulnerability to acute respiratory illness, pneumonia, chronic obstructive pulmonary disease, cancer, tuberculosis, low birth weight, cataract and asthma.<sup>105</sup>

<sup>101</sup> Government of Pakistan. 2016. Pakistan Social and Living Standards Measurement Survey 2014-15. Islamabad: Pakistan Bureau of Statistics, Statistics Division, GoP.

<sup>102</sup> World Bank. 2014. Pakistan Water Supply and Sanitation Sector: Volume III – Executive Summaries. Islamabad: Water and Sanitation Program, The World Bank.

<sup>103</sup> Ahmed, Ayaz. 2016. "Energy crisis in Balochistan." Pakistan Observer, 14 Jun 2016.

<sup>104</sup> Fazl-e-Haider, Syed. 2017. Wind and solar energy potential in Balochistan for sustainable future." Pakistan & Gulf Economist, 9 Jan 2017.

<sup>105</sup> Government of Balochistan. 2010. Multiple Indicator Cluster Survey: Balochistan. Islamabad: UNICEF.

PPAF has already supported off-grid electricity in remote areas of Balochistan. It will continue supporting the community managed alternate energy solutions, be those of solar or wind so that productivity of the communities in its operational areas enhances with sustained supply of electricity. PPAF will welcome and support any public-private partnership or private sector investment in this regard. The communities will be equipped with necessary skills for not only managing such initiatives but also to partner in these ventures on profitable basis.

#### 4.2.8. Enhance Sustainable and Resilient Livelihood Opportunities

In Balochistan, access to employment opportunities is limited for both men and women but women are victims of double jeopardy—limited opportunities and undercounting. The tribal societal landscape and patriarchal norms in Balochistan restrict women's participation in labour markets. While lack of infrastructure is a critical component to start with to address poverty issues, equitable participation of communities in decision-making processes as key stakeholders as well as the responsiveness of government at all levels to support these efforts will be key in creating suitable livelihood opportunities for the people of Balochistan.

Given Balochistan's tremendous natural resource potential, the agricultural productivity in Balochistan can be enhanced through efficiently managing natural resources—water, land, soil, range lands, fish and animals. The province has great potential in vegetable and fruit production, and value addition of medicinal herbs, major crops and livestock production. Encouraging and supporting sustainable and resilient livelihood opportunities at individual and collective levels for the people of Balochistan is the only way to sustainable poverty reduction.

PPAF can contribute towards agricultural development in many ways. PPAF will raise awareness of its communities on protection and improvement of environmental assets to ensure quality of life for generations to come. For conservation of water, a shift to high value low delta crops, such as grape, pistachio, olive, and pomegranate; and employing efficient irrigation techniques will be encouraged. Likewise, to conserve environment and prevent contamination of soil, water, turf and other vegetation, PPAF will increase community knowledge and awareness about the risks of pesticide use.





Taking lead from examples of Zero Kilometre Strategy<sup>106</sup> and *Aik Hunar Aik Nagar (AHAN)* programme, PPAF will support localisation of value chains so that most of the stages of agricultural, livestock, dairy, mining and handicrafts production—yield, processing, value addition and packaging—takes place within the village, cluster of villages or the union council. PPAF will help its communities capture value addition within the village and create multiple types and levels of employment before the value-added product leaves the village/community. Encouraging forward linkages in subsequent stages of production will create and capture value locally. For example, helping farmers to set up units for producing apple juice and then packaging the product, rather than selling apples to factories outside the region, will keep value addition within Balochistan and will circulate money many times before it leaves the province. This will allow for coordinated capacity building, cost advantage for inputs and outputs, and possibilities of business expansion into home-based cottage industries.

Gwadar also offers an opportunity of exporting halal meat to neighbouring countries. However, a large investment is needed to establish the production cold chain. Under PPAF's livelihoods programme, this may entail analysing the produce and products of the communities from the perspective of value addition and integrated cold chain facilities. An integrated infrastructure and training programme will be chalked out to assist farmer communities. All these interventions will also boost and strengthen inclusive community institutions which will in turn help improving sustainable livelihoods of the communities in PPAF's operational areas.

Over one third of Balochistan's rural population, including the rural poor, relies on non-farm activities as their main source of income. The limited size of the agricultural labour market, as well as the experience of other provinces, suggest that

promoting off-farm income generation is an essential aspect of raising rural living standards, ensuring income diversification and reducing poverty. Given this situation, investing in and harnessing the natural resource potential and promoting trade opportunities by creating forward and backward linkages will be the mainstay of PPAF's approach to creating economic development across Balochistan. This will help to develop the capacity, opportunities, assets and productivity of poor communities to reduce their vulnerability to shocks, improve their livelihoods through traditional and new initiatives, thus strengthening their business operations.

Through its interventions, PPAF targets to increase the average family income of PPAF supported households by 10 percent per annum. It will be ensured that there is continuous value addition in the assets being transferred by PPAF. In order to maximise the benefits of PPAF investments, especially in terms of asset transfer, at least 80 percent of men and 50 percent of women in the operational areas will be facilitated to have access to some form of financial services.

Some sector specific livelihood interventions to be supported by PPAF are elaborated in the following subsections.

#### 4.2.8.1. Agriculture

Agriculture is currently the most important sector of Balochistan's economy and contributes more than one-third of the provincial GDP, employs more than 40 percent of the labour force, and provides a livelihood to more than half the population.<sup>107</sup> Balochistan's diverse climate and topography creates some unique opportunities for agriculture (e.g., horticulture) but there are many challenges in achieving breakthroughs in this area, with lack of water being the key constraint.

<sup>104</sup> Fazl-e-Haider, Syed. 2017. Wind and solar energy potential in Balochistan for sustainable future." Pakistan & Gulf Economist, 9 Jan 2017.

<sup>105</sup> Government of Balochistan. 2010. Multiple Indicator Cluster Survey: Balochistan. Islamabad: UNICEF.

<sup>106</sup> Successfully implemented in Southern Italy, in which all stages of agriculture, from production, processing and packaging to selling takes place within one-kilometre radius.

<sup>107</sup> World Bank. 2013. Balochistan: Development Issues and Prospects. Islamabad: WB/Multi Donor Trust Fund.

PPAF will support the relevant stakeholders, especially communities in:

- Identification of new, sustainable and environmentally feasible crops, use of certified seed and efficient uses of fertiliser, creation of seed banks and food banks for periods of drought/hardships, and diversified farming techniques;
- Introduction of alternate fruit trees (almonds, olive) and improved apple and grape varieties, and shifting to alternative cropping patterns, as required;
- Growing on- and off-season vegetables for both home use and as a produce for local markets;
- Development and/or upgradation of water storage, delivery and management facilities;
- Post-harvest technologies related to picking, grading, storage, packaging, marketing and supply chains;
- Market intelligence including market information, training, dissemination and exposure, knowledge creation and sharing; and
- Development of local markets and marketing groups in order to create linkages with big markets and exporters, including supporting specific product focused enterprise development.

#### 4.2.8.2. Livestock

Over 90 percent of the province is classified as rangelands, while the livestock sector contributes about one-third of Balochistan's agricultural GDP and about 8 percent of its total GDP. Over 70 percent of the population derives all or part of its livelihood from this sector. Cattle, buffaloes, pack animals, camels, and poultry all feature significantly in the livestock resources of the province, with dominance of sheep (53.7 million) and goats (26.4 million) which account for 35 percent of the national population of such animals.<sup>108</sup> PPAF will support partner organisations to work on specific aspects of livestock management as part of overall integrated development plans that can create and improve livelihoods for rural households that are most vulnerable to environmental and financial shocks. These may include:

- Improving supply conditions and productivity engaging local communities in evolving solutions suited to specific circumstances;
- Promoting sustainable herd sizes, and grazing restrictions and bans or rotational grazing according to the carrying capacity of their grazing land (and water) that allow pastures to recover;
- Streamlining/upgrading basic infrastructure services (refrigeration, transport, feed and water services) that are needed to integrate the livestock industry into the broader global economy;
- Learning from the success of public-private partnerships in other provinces, and support programmes that develop dairy and agricultural input supply services, livestock health services, livestock breeding services, and technologies on feed processing and wool production; and
- Developing monitoring systems and increasing access to knowledge, innovations and new technologies in the livestock sector so that pastoral communities are enabled to develop economic strategies to build resilience towards drought and promote sustainable livelihood practices.

#### 4.2.8.3. Forests and Protected Areas

Forests are vital for maintaining the ecological balance of the province and play an important role in the supply of wood and non-wood products. Other livelihood sectors are also linked to the products and services that forests provide, especially in terms of grazing lands, wildlife habitats, medicinal and aromatic plants, watershed services, soil-erosion control, recreational and eco-tourism opportunities for locals and tourists. PPAF will work with communities to augment ecologically sustainable and economically productive activities that utilise forest resources. Some of these may include:

- Increasing productivity of forests through replantation and community management;
- Capacity building of forest communities to manage forest resources including techniques for regeneration, management of disease, and protection of wildlife and wildlife habitat;
- Piloting alternative energy sources and alternatives to wood fuel;

<sup>108</sup> World Bank. 2013. Balochistan: Development Issues and Prospects. Islamabad: WB/Multi Donor Trust Fund.

- Encouraging agroforestry for fodder, firewood, timber, soil conservation and watershed management; and
- Supporting nurseries, plantations, sericulture, medicinal and aromatic plants collection and exploring value addition in related products

#### 4.2.8.4. Mining

The mining sector has been identified by the Government of Balochistan and other development partners as a key for economic growth in the province. PPAF and its partners will focus on social and economic mobilisation of the communities living around mining concessions. It is essential that communities are aware of, and have access to, complete information in relation to the short, medium and long-term impact that the industry will have on their life and environment, and to plan for the sustainable uplift of the community. PPAF will also advocate that appropriate environmental and social assessments are carried out and the findings are shared with the affected communities. Community organisations will be supported to engage directly with the counterparts in the government and the mining companies to plan, implement and monitor the recommendations made by the environmental and social management plans. PPAF will also assist in creating backward and forward linkages around the mining industry through:

- Through vocational and skills training, creating skilled workforce from within the local communities that is linked to the processes and/or products which need to be developed around the extractive industry;
- Helping small enterprises for catering to the needs of the mining workforce;
- Supporting improvement of infrastructure around the local community to enhance quality of life and potential opportunities for linkages and trade, where relevant;

- Supporting primary and secondary education as well as extensive vocational and technical training facilities to be developed in the relevant districts; and
- Supporting initiatives that take forward the transparent management of revenues as defined by the Extractive Industries Transparency Initiative (EITI)<sup>109</sup>. It may also include establishing and supporting a sub-national EITI which involves the government, local communities /civil society and the mining companies that have been granted concessions. PPAF will work closely with partners and other stakeholders to take forward this initiative with the aim to ensure that communities are actively participating and benefiting from resource extraction in Balochistan.

#### 4.2.8.5. Fisheries

While Balochistan accounts for two-thirds of Pakistan's coastline, it contributes less than one-third to the country's marine fish production. Small scale fishing and traditional fishing villages fall under the jurisdiction of provincial government fisheries departments and are allowed to fish within 12 nautical miles of the coast (Zone 1). The bulk of the catch in Balochistan comes from the same Zone 1. PPAF encourages the creation of public-private partnerships that can increase private sector investment in fishing off the Balochistan coast and could potentially lead to the development of forward and backward linkages resulting in job creation and enterprise development along the coast.

At a micro level, PPAF will support private sector companies and partner organisations to work with local fishing communities in order to identify areas of economic activity that can be strengthened and brought up to minimum quality standards so that

<sup>109</sup> An international alliance that creates partnerships between international/national civil society, government and industry in countries where mining concessions are granted.





*A fiber glass boat given to fishermen in Gwadar under asset transfer of Programme for Poverty Reduction*

fish and fish-based products can be supplied to cities such as Karachi with the potential of export to neighbouring regions as well. Specifically, PPAF will encourage:

- Sustainable fishing and the creation of environmentally responsible opportunities for increasing catch and aquatic farming processes;
- Skill development for coastal and marine related occupations;
- Creation of small and medium scale enterprises to provide support services to private companies and/or fishing communities, i.e., energy, infrastructure, communications and packaging;
- Creation of opportunities for investment and future markets through linking up with national and multi-national corporations.

#### 4.2.9. Create and Strengthen Partnerships for Innovation and Change

Economic growth in Balochistan depends on building, growing and sustaining healthy partnerships, especially between communities and the public and private sector. Development of a vibrant private sector will not only create jobs and increase incomes but will also have an important spill over impact on social indicators such as health, education and security. Unfortunately, private sector development has not been a key priority of the provincial authorities because of other competing priorities, such as security and water management. The key challenges to the growth of the private sector include limited financial services and low penetration of the banking sector, security situation, weak human resource base, lower productivity of labour compared with other provinces, and non-functional markets. Yet,

Balochistan has a number of promising endowments and pockets of opportunity on which to build. These include dimension stones and minerals, a suitable climate for fruit orchards, the unique craftsmanship of rural women, and possibilities for establishing franchises of private school systems, eateries, medical centres, diagnostic labs, and so on.

Strengthening the foundations of trade leading to increased economic activity, and thereby socioeconomic uplift, will depend upon encouraging the role of private sector in the core economic sectors, and providing subsidiary support. This will include creation of private sector and non-profit/community partnerships leading to improved forward and backward linkages, credit facilities, improved infrastructure and value-addition through supply chain management and innovation. PPAF will encourage its partner organisations to build linkages with local and multinational corporate sector companies based in Pakistan to attract financial participation leveraging upon philosophy of strong corporate social responsibility and development of local economies. The focus will be linking grassroots communities to sustainable livelihoods and enhancing economic value through the provision of skill-building, enterprise development and job placement.

Similarly, the public sector has predominantly been in top-down mode so far. The public sector development planning cycle will have to factor in the voice of communities, directly as well as indirectly. The implementation of development projects, and especially monitoring thereof, will have to be entrusted to the relevant communities, with positive discrimination about women participation. The government's inclination to experience community driven local development is a good beginning in this direction. Local government institutions, especially at the grassroots level, will be strengthened to deliver services to poor communities.

The PPAF partner organisations will play a catalytic role in fostering such engagements, linkages and partnerships. Hence, it is important that these organisations carry the same value ecosystem as that of PPAF, i.e., inclusion, participation, accountability, transparency and stewardship. The PPAF supported union council-based organisations (UCBOs) will specifically be mandated to demonstrate internalisation of PPAF values.

PPAF itself would like to enhance its level of engagement at policy-making forums in order to leverage its experience and strong value-based advocacy for improvement in governance and delivery of services. PPAF will also invest into and catalyse partnerships with the public as well as private sector for innovation and change.

#### 4.2.10. Enhance value driven stewardship towards operations

Enthralled by its value of stewardship, PPAF will practice environmental responsiveness, financial discipline and self-accountability across its operations. PPAF will not only follow is Environmental and Social Management Framework itself throughout the project cycle but will also make sure that all its partners fully internalise the environmental and social safeguards to attain sustainability in PPAF supported interventions. Similarly, technology assisted accounting system and multitiered financial audit system followed by both PPAF and its partners will ensure fiduciary prudence in PPAF operations. This will also ensure operational efficiency in PPAF programme delivering and higher value for money. These two elements of stewardship will be augmented by a system of self-accountability in terms of high standards of corporate governance including public disclosure and grievance redressal.





*A view of the Arabian Sea from the Makran Coastal Highway*



CHAPTER 5

# IMPLEMENTING THE STRATEGY

IMPLEMENTING THE STRATEGY



While applying the approach narrated under section 4.1, poverty graduation will remain the underlying theme for implementing the Balochistan Strategy. It would mean that:

- PPAF will cover at least one Tehsil in each district of Balochistan.
- It will leverage existing investments by revitalising community institutions through *Tabeer-o-Tameer* (realisation and construction) Fund (TTF) and provide missing standard facilities to the institutions.
- Financial inclusion, value chain development and climate change resilience will be the cross-cutting themes running across PPAF's interventions.
- Emerging opportunities, such as CPEC, will be leveraged upon.
- The suitable persons, especially women and youth, will be provided vocational and technical trainings to equip them with the requisite skill sets to take advantage of emerging opportunities.

PPAF intends to implement its Balochistan Strategy in close coordination with the provincial government for provision of basic services (health, education, nutrition and infrastructure), with the State Bank of Pakistan and the banks for financial inclusion, with the private sector for forging public-private partnerships, and with the partner organisation for maximum outreach. PPAF also intends to use its Balochistan office to bridge the physical gap in effective coordination and implementation.

In the short-term, PPAF will adopt three-pronged implementation strategy:

**a. Wherever PPAF has Previous Investments:**

- *Tabeer-o-Tameer* Fund will be launched to strengthen third tier organisations.
- Assessment of the status of health, education and CPI interventions will be undertaken through

union council organisations (UCBOs)/VOs and Balochistan monitors.

- Village Development Plan (VDPs) will take into consideration PPAF's prior investment and how much further investment is required to make VDPs operational/functional.
- Leveraging prior investments, an integrated approach will be followed by providing standard missing interventions.
- Coordination will be fostered with health and education departments.

**b. Wherever PPAF's Ongoing Investment is being made:**

- An integrated approach to implement PPAF's standard interventions will be followed.
- Interest free loan (IFL) and other interventions will be channelled to the same areas.
- Financial inclusion, value chain development & climate change will be cross cutting themes.
- In the areas being covered under the National Poverty Graduation Programme (NPGP), community physical infrastructure for access to water will be provided.

**c. In the Newly Proposed Areas:**

- At least one tehsil will be fully covered in each of the selected districts.
- PPAF's standard menu of interventions will be implemented in integrated manner.

To achieve increased coordination with the provincial government, POs and other stakeholders and increased facilitation to the local staff and POs, PPAF has opened a liaison office in Quetta. The set up includes an office coordinator reporting to General Manager, Institutions. There are two monitors who are responsible for outcomes, outputs and process monitoring of the activities being implemented through POs. The monitors report to Monitoring, Evaluation and Research Unit. A field engineer looks after the integrated Dera Bugti Project and reports to Senior Manager PPAF Projects.



## 5.1. Planning and Implementation

### 5.1.1. Geo-Specific Planning

After the 18<sup>th</sup> Constitutional Amendment, more policy, legislative, administrative and financial powers have been devolved to the provincial and local level. This has paved the way for localised autonomy and responsibility for defining policy and development programming. The key to successful implementation of PPAF plans and programmes will be aligning the development planning with specific needs of the selected geographical and administrative units, such as villages, union councils (UCs), tehsils and districts.

PPAF has realised that choosing union councils and even districts that are geographically distant does not yield desired impact while the operational cost remains high. Hence, in the first three years, PPAF will target UCs where PPAF has already worked and will expand out from there. Simultaneously, wherever a specific programme or project deals with only one sector (i.e., community physical infrastructure, education, livelihoods), PPAF will invest into other sectors to create an integrated impact at the Union Council level. The same package will then be expanded to other geographically proximate UCs. This core-nucleus-periphery approach can be effective, and efficient. It can also support positive changes realised at outcome and impact level.

#### 5.1.1.1. Village Development Plans

To ensure inclusion and active participation of all segments of the target communities in their development planning process, community institutions will be facilitated to develop their village development plans (VDPs) through applying participatory rural appraisal (PRA) tools. The VDPs will also serve as a tool for social mobilisation and empowerment engaging the relevant beneficiaries and communities in their own development planning and implementation process. The VDPs will help the village organisations to advocate for implementation of community level actions by other stakeholders including local governments, local NGOs and PPAF.

#### 5.1.1.2. Union Council Development Plans

The VDPs, prepared by the second-tier organisations (VOs), would then be consolidated at the Union Council level in the form of union council development plans (UCDPs) with the help of union council-based organisations and active participation of all relevant stakeholders and development partners. PPAF is already supporting the communities to prepare union council development plans (UCDPs) for each selected UC to ensure sustainable and people-led development which has an impact on poverty alleviation and creates economic prosperity. The UCDPs will clearly articulate a holistic picture of developmental initiatives to be undertaken in a union council and spell out the components to be covered under project activities as well as the role and responsibility of government and other development partners working in that particular union council. PPAF will work with partners and stakeholders to develop more UCDPs for the remaining union councils to be covered. Where the UCDPs are already prepared, the same will provide basis for partners' future programming at the UC level. The partners must also continue to consult their communities on integrated development needs and solutions to ensure a holistic approach towards long-term sustainability.

Each UCDP will cover at least 60 percent of all households in the UC through a process of social mobilisation and institutional development at the hamlet level (COs), federating up to village (VOs) and finally to UC level (UCBOs). A further institutional requirement is inclusion—60 percent of the member households of the COs should be poor (under 23 on the poverty score card), and 50 percent of the COs members should be women. The sequencing of interventions, other than social mobilisation, should be demand-driven. POs will be encouraged to propose the sequencing of interventions ensuring that demand arises from a participatory process and involves the ultra-poor and marginalised segments.



### 5.1.1.3. Integrated District Development Plans

In the district where PPAF decides to cover the entire district under its investment, the UCDPs of the UCs falling in such district will be consolidated at the district level to serve as an integrated roadmap for the district development.

Earlier, IUCN has developed six district level development strategies<sup>110</sup> following the guiding principles of (a) people-centred, (b) consensus on long-term vision, (c) comprehensive and integrated, (d) targeted with clear budgetary priorities, (e) based on comprehensive and reliable analysis, (f) incorporate monitoring, learning and improvement, (g) high-level government commitment and influential lead institutions, (h) building on existing processes and strategies, (i) effective participation, (j) link national and local levels, and (k) develop and build on existing capacity.<sup>111</sup> Based on these examples and guiding principles, PPAF will encourage the selected districts to develop or update (if an IDDP already exists) integrated district development plans (IDDPs) to provide a roadmap for the medium to long term development of the district.

### 5.1.2. Expansion of Partners' Network

Generally, PPAF works with the national and local NGOs which are selected through an extensive scrutiny process and are helped to strengthen their organisational capacities. However, in case PPAF does not have a partner in a specific territory, or a national partner does not have a local outreach (in UCs and districts), PPAF will select new NGOs and CBOs that are working in that specific area through a well-elaborate process. This not only allows PPAF its expansion into new areas but also ensures that local NGOs and CBOs are strengthened and supported to take forward integrated development agenda. PPAF may also support mid-level organisations that are working to develop the capacities and skills of small local CBOs so that local homegrown community institutions are supported to work within their areas. This will also help to overcome security issues which

prevent larger NGOs from successfully working in certain areas across the province.

PPAF will continue to support improvements and innovations by its partner organisations through catalyst approaches/initiatives fund. In the union councils PPAF is already supporting, the COs and POs will be encouraged to test and pilot innovative models for cooperatives-based innovations, forward and backward linkages development, private-non-profit partnerships and market development. These initiatives will also become training spaces and knowledge banks for CBOs/NGOs from other parts of the province.

### 5.1.3. Access to Affordable Credit

Provision of affordable credit for small and medium enterprises can lead to greater opportunities for trade to develop. Credit access to small, often informal, businesses is essential, especially in an environment like Balochistan where geographical dispersion and remoteness, lack of access to technology, limited market information, poor infrastructure, and security issues combine to create more obstacles for trade than experienced in other parts of the country. PPAF's historical support of microcredit has seen many successes across the country, with a microcredit portfolio of PKR 2.24 billion in Balochistan alone.

One of PPAF's efforts towards enhancing access to affordable credit is through the **Prime Minister's Interest Free Loan (PMIFL) Scheme**, which was initiated by the Government of Pakistan and entrusted to PPAF for implementation. The objective is to keep this scheme transparent, reach out to the poor and institutionalise interest free loans initially through PPAF's partner organisations. Taking it further gradually through the community institutions to ensure sustained and easy accessibility of interest free loans to poor. The PKR 3.5 billion PMIFL Scheme targets areas with low socio-economic indicators, high food insecurity and social sector investment. Accordingly, 10 of Balochistan's districts<sup>112</sup> fall within the Scheme's

<sup>110</sup> Developed for Gwadar, Lasbela, Mastung, Pishin, Qila Saifullah and Quetta, these strategies were called integrated district development visions, as envisaged by the Local Government Order, 2001.

<sup>111</sup> Sarfraz, Hamid. 2009. Integrated Development Vision: Handbook. Quetta: IUCN Pakistan.

priority areas. As of December 2018, 25,071 borrowers—of which 46 percent are women—have been disbursed an amount of PKR 564.7 million.

**The Pakistan Microfinance Investment Company Limited (PMIC)**, another initiative of PPAF, jointly set up with the Department for International Development (DFID) and German Development Bank (KfW), is aimed at promoting growth of microfinance sector in Pakistan, improving financial inclusion, employment and wellbeing of the poor. PMIC is also mandated to build the capacity of microfinance players as well as promoting innovation and responsible financial practices in the sector.

PPAF is keen to use microcredit in Balochistan for bolstering small businesses, and to provide social entrepreneurs with the backing and support they need to start up new businesses that could benefit not only themselves but their communities as well.

However, it is important to link microcredit facilities to poverty alleviation and not only to the gains in trade and enterprise development. Improvements in income levels for poor and ultra-poor households are most beneficial if these are meant to increase spending on health, nutrition (especially for women and girls who are often most deprived) and education. Thus, where credit facilities are extended, it may be useful to identify (through household surveys) how extra money earned is being apportioned.

#### 5.1.4. Product Development

PPAF will support the development of farm and non-farm products, the value addition to products and services by facilitating local resource development, and various facets of product development including processing, quality control, and marketing. Products can be linked to livestock, farming, traditional artisan and handicraft goods. In order to ensure that enterprise and product development is supported from start to finish, rather than providing just one or other support service, PPAF will expect POs to work with community groups, artisan groups and others around one

product, ensuring the following chronological process is complete:

- Skill enhancement and capacity building
- Product development and designing
- Technical up-gradation
- Quality assurance
- Marketing and promotional support
- Financial support through linkages with multilateral financial institutions
- Market development

Improving credit access conditions, promoting forward and backward linkages, and product development are successful to the extent the markets are targeted. The Balochistan Economic Report<sup>113</sup> highlighted the lack of local markets as a key constraint to economic recovery. Developing local markets and increasing access to trade hotspots like the cities of Karachi, Quetta and further afield, will be a major focus within PPAF programmes. Roads, market infrastructure facilities, information on market prices aimed at lowering the costs of market access are important tools that are needed to promote integration into the national and global economy.

Stimulating the development of local markets is as valuable as accessing national markets. There are a couple of ways this can occur. One way is through accessing existing markets with the new or improved product or service that has been developed. As local earning potential increases, the demand for more goods and services will simultaneously rise. Another method is to identify local needs and priorities, and to provide related goods and services locally, thus saving on transport and/or middlemen costs. Market and product demand surveys should thus form a core part of the initial process of market development.

#### 5.1.5. Value-addition Support to Supply-chain Management

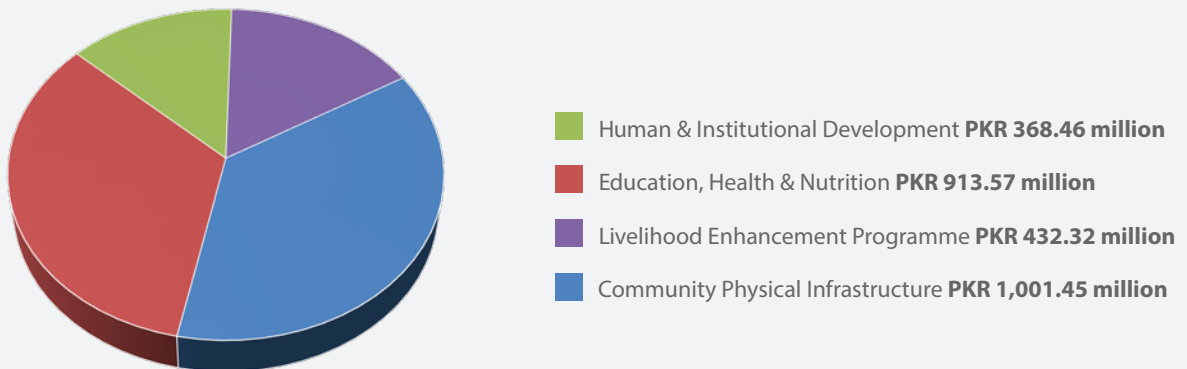
PPAF would like to support a trade expo for Balochistan to bring in national and international corporations to discuss with community organisations and local entrepreneurs the possibilities of product and market development.

<sup>112</sup> Jhal Magsi, Kharan, Khuzdar, Killa Abdullah, Lasbela, Loralai, Pishin, Quetta, Zhob and Ziarat.

<sup>113</sup> Government of Balochistan. 2008. Pakistan – Balochistan Economic Report: From Periphery to Core. Quetta: GoB, World Bank & Asian Development Bank.

**Figure 18:**

### Component wise expenditure under PPR (in million PKR)



This may also be possible through:

- Setting up agricultural and livestock malls which allow farmers/pastoralists to access a 'one-stop shop' to choose seed, fertiliser, other equipment necessary for them to become more effective producers & promoters of their goods;
- Exposure visits and training sessions for those involved in key occupations in order to develop information networks, knowledge and data creation and dissemination, such as on weather patterns; and
- Investing in key infrastructure needs, including electricity, telecommunications, water and roads which are essential to local communities in terms of improving their livelihoods.

## 5.2.Resource Mobilisation

PPAF's Balochistan Strategy is ambitious in terms of expected results; however, most of its realisation will depend upon allocations to be made by other stakeholders, such as Government of Balochistan, the private sector and international development partners. While PPAF will continue investing into its prioritised agenda through its donor assisted projects—such as Programme for Poverty Reduction, National Poverty Graduation Programme and Prime Minister's Interest Free Loan Scheme—as well as using its own resources. It has already started

many of such initiatives including **Tabeer-o-Tameer** Fund, Dera Bugti Rehabilitation Project and Small Grants Programme. Table 3 provides an overview of the PPAF's current and future investments. However, PPAF will continue approaching the development partners for securing more funds to materialise this strategy.

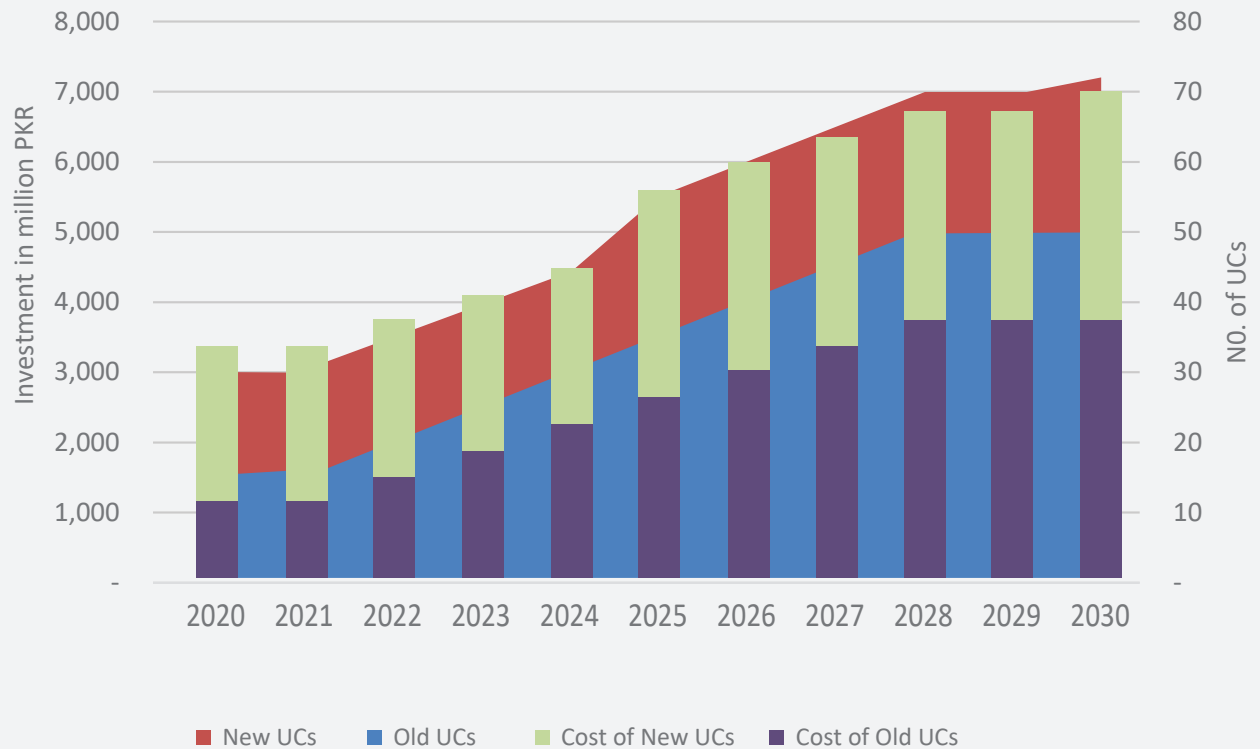
### 5.2.1.Cost of Implementing the Strategy

Estimating an indicative budget for implementing this Strategy is not easy as most of the planned interventions are flexible in terms of geographic and thematic scope. However, looking at current levels of expenditure can give a decent idea of resource required for implementing the entire Strategy.

Under its Programme for Poverty Reduction (PPR), PPAF has invested PKR ≈64,300 per household in 23 union councils of 8 project districts. This enabled PPAF to cover ≈79.2 percent of the households in these union councils— 42,234 of 53,307 selected households.<sup>114</sup> The component-wise expenditure is shown in Figure 18. The interventions included human and institutional development, water management, community physical infrastructure, health, education, nutrition, and livelihoods enhancement assets and trainings.

<sup>114</sup> As of 31 December 2018, € 16,973,767 have been spent.



**Figure 19:****Investment requirement for Balochistan (in million PKR)**

Taking 2019 levels of expenditure under PPAF's Programme for Poverty Reduction as benchmark, the per UC investment requirement is calculated at PKR 149 million for 100% coverage of on average 2,317 households per UC. PPAF has already worked in 375 UCs out of 572 total UCs of Balochistan. It is assumed that on average PPAF has served ≈50 percent of the households in the 375 UCs covered so far. There are still 197 UCs where no investment has been made. Hence, an estimated investment of PKR 57.3 billion will be required for an effective implementation of the Balochistan Strategy—reaching out to ≈1.78 million households in 572 union councils of 33 districts by the year 2030 (Figure 19). This would include PKR 27.9 billion for 375 old UCs and 29.4 billion for 197 new UCs.

### 5.2.2. Investment Options

PPAF believes that drawing on local priorities, concerted efforts to attract investments from the public sector, international development partners,

and the national and multinational private sector will need to be made. Hence, PPAF will simultaneously focus on five core options:

- Public sector is the largest investor in the province with a current annual development portfolio of PKR 88 billion. However, deployment of this resource, in most cases, has been whimsical. The elected representatives from the province and the decisionmakers for the public sector allocations will be briefed on the priorities of the province, creating an alignment with the priorities identified in this Strategy, and advocating fiscal allocations accordingly.
- Different bilateral and multilateral development partners, including the World Bank, Asian Development Bank, International Fund for Agricultural Development, Multi Donor Trust Fund, USAID, European Union, Saudi Arabia, Oman, Australian Aid, UNDP, UNICEF and WHO, to allocate funds on preferential basis. The success stories captured through knowledge

management exercise will be shared with them so that they are able to persuade their headquarters for more development investment in Balochistan.

- Creating linkages with corporate social responsibility units of local corporations and national and multinationals business agglomerates, fostering a shared vision of development in Balochistan, aimed at creating avenues for their investment into livelihood enhancement, social development, infrastructure and disaster management. Initially, the companies currently working in the province, or those having interest in the opportunities to invest in Balochistan, will be approached to develop and strengthen forward and backward linkages for particular products and/or services. This will be followed by outreach to other segments of the private sector as well as the international corporate sector to bring in both investment and philanthropy for the province.
- PPAF will develop initiatives with companies to co-finance particular projects that link in

to expanding trade opportunities and value addition to traditional occupations (livestock, farming, fishing). This will help creating a shared value with such companies where they see the potential returns on investment both in terms of profitability as well as social improvement and social impact. This will go beyond the basic CSR approach and will working with other departments of the companies that are focused on marketing, product development and consumer demand.

- PPAF will approach international trusts and foundations, particularly from across the Middle East and Asia, to mobilise resources with a view to encouraging philanthropic investment in Balochistan. Balochistan's geographical location and proximity to regional neighbours, as well as its prime importance as a gateway to Central Asia and beyond means that its socio-economic uplift will be beneficial not only for Pakistan but also for the regional actors with whom we want to strengthen trade and economic relations.

**Table 3 : Intervention matrix with current and planned investment in Balochistan**

GOALS	CURRENT INTERVENTIONS	PLANED INTERVENTIONS	FUNDING SOURCE	TIMEFRAME
1. Graduate poor households out of their current poverty band and out of the BISP registry	<ul style="list-style-type: none"> <li>PKR 200.6 million have been deployed as total on-lending funds.</li> <li>16,736 loans disbursed.</li> <li>Total disbursement amounts to PKR 355.3 million.</li> </ul>		PMIFL	May 2014 – Apr 2018
		<ul style="list-style-type: none"> <li>52 UCs will be covered for IFL.</li> <li>15,500 loans will be disbursed.</li> <li>PKR 341 million will be Total disbursed</li> </ul>	NPGP	Oct 2017 – Sep 2023
2. Establish, strengthen and empower institutions of the poor and for the poor.	<ul style="list-style-type: none"> <li>Financing agreement has been signed followed by project orientation workshop and procurement of capital items</li> </ul>	<ul style="list-style-type: none"> <li>Nurturing of small partner organisations (SPO) systems, procedures and by laws/constitution</li> <li>Development of SOPs/Manuals on financial management, procurement, social mobilization and gender etc.</li> <li>Rolling out of the pilot project around any innovative idea on SDGs</li> </ul>	Small Grants Programme	Apr 2018 – Mar 2019
	<ul style="list-style-type: none"> <li>Financing agreements have been done and legal opinion is under consideration</li> </ul>	<ul style="list-style-type: none"> <li>Institutional strengthening</li> <li>Awareness around SDGs</li> </ul>	Tabeer-o-Tameer Fund	Jul 2018 – Jun 2020
	<ul style="list-style-type: none"> <li>351 community institutions (CIs) formed, and 1,345 members of these CIs trained</li> </ul>	<ul style="list-style-type: none"> <li>Capacity Building of CIs</li> <li>Strengthening of existing CIs</li> </ul>	Dera Bugti Rehabilitation Project (Phase III)	Apr 2018 – Mar 2020
	<ul style="list-style-type: none"> <li>2,480 community organisations (COs) have been formed with membership of 44,170 individuals of whom 50% are women.</li> <li>343 village organisations (VOs) have been formed with a membership of 4,978 of whom 35% are women.</li> <li>27 union council organisations (UCBOs) have been formed with a membership of 1,197 of whom 32% are women.</li> </ul>	<ul style="list-style-type: none"> <li>Review of union council development plans across 23 programme UCs.</li> </ul>	PPR	Sep 2013 – Mar 2020
	<ul style="list-style-type: none"> <li>80 community institutions formed</li> <li>116 members trained</li> </ul>		Poverty Graduation Pilot in Pishin	Jul 2017 – Dec 2018
3. Improve mother and child health and nutrition.	<ul style="list-style-type: none"> <li>10 health community resource persons (CRPs) have been trained</li> <li>One BHU renovated/upgraded</li> </ul>	<ul style="list-style-type: none"> <li>Refresher trainings of CRPs</li> <li>Basic equipment for labs &amp; medicines</li> <li>Hiring of female technical staff (LHV/FMT/CMW), if required.</li> <li>Provide assistive devices to Persons with Disabilities (PWDs)</li> </ul>	Dera Bugti Rehabilitation Project (Phase III)	Apr 2018 – Mar 2020
	<ul style="list-style-type: none"> <li>71 health facilities including 54 government and community facilities have been supported.</li> <li>192,237 male patients benefited.</li> <li>277,522 female patients benefited.</li> <li>144,347 child patients benefited.</li> <li>Health related household sessions benefited 25,134 men and 50,293 women.</li> </ul>	<ul style="list-style-type: none"> <li>Continued support to existing 20 government and 10 community health facilities.</li> </ul>	PPR	Sep 2013 – Mar 2020
4. Ensure boys and girls have access to quality education up to at least lower-secondary level. <sup>115</sup>	<ul style="list-style-type: none"> <li>10 Education CRP's trained</li> <li>One boys hostel renovated</li> </ul>	<ul style="list-style-type: none"> <li>Awareness sessions by CRPs at community level</li> <li>Provision of missing facilities and rehabilitation of govt. schools (construction of additional rooms and boundary walls, gate, white wash, WASH facilities, and construction of water tank)</li> <li>Provision of furniture to schools (desks, benches, teacher chairs and tables)</li> <li>Provision of health and hygiene kits to schools</li> </ul>	Dera Bugti Rehabilitation Project (Phase III)	Apr 2018 – Mar 2020
	<ul style="list-style-type: none"> <li>Supported 435 government and community schools to enrol 47, 916 children including 19,613 girls.</li> </ul>	<ul style="list-style-type: none"> <li>12 community/enterprise schools and learning/coaching centres will be established to cater out of school children, particularly girls.</li> </ul>	PPR	Sep 2013 – Mar 2020

<sup>115</sup> Applicable only to the areas where PPAF is supporting educational interventions.



**Table 3 : Intervention matrix with current and planned investment in Balochistan**

GOALS	CURRENT INTERVENTIONS	PLANED INTERVENTIONS	FUNDING SOURCE	TIMEFRAME
5. Support gender equality and empower women at all levels.	<ul style="list-style-type: none"> <li>Six women led organisations are in partnership under SGP.</li> <li>Field monitoring consultant, based at Quetta, hired to ensure women and girl participation, and gender equality</li> </ul>	<ul style="list-style-type: none"> <li>Capacity building of these organisations and implementation of pilot projects</li> </ul>	Small Grants Programme Tabeer-o-Tameer Fund	Apr 2018 – Mar 2019 Jul 2018 – Jun 2020
	<ul style="list-style-type: none"> <li>556 women members of CIs</li> <li>13 women CRP's trained 111 women CI members trained</li> <li>95 women assets beneficiaries</li> <li>14076 women benefited from CPIs</li> </ul>	<ul style="list-style-type: none"> <li>Hiring of female technical staff (LHW/FMT/CMW), if required.</li> <li>Enhancement of women's role in social development</li> </ul>	Dera Bugti Rehabilitation Project (Phase III)	Apr 2018 – Mar 2020
	<ul style="list-style-type: none"> <li>20,736 loans disbursed to women (50% of total loans)</li> </ul>		PMIFL	May 2014 – Apr 2018
		<ul style="list-style-type: none"> <li>7,750 loans will be disbursed to women</li> <li>PKR 170.5 million planned for disbursement to women</li> <li>Women will be encouraged to establish their own businesses</li> </ul>	NPGP	Oct 2017 – Sep 2023
	<ul style="list-style-type: none"> <li>Membership of women in COs, VO's and UCBOs is 50%, 35% and 32%, respectively.</li> <li>111 women leadership trainings conducted benefiting 860 men, 2,011 women and 3 transgender.</li> <li>Out of 4,223 livelihood assets, 54% were transferred to women.</li> <li>Out of 15,133 members of poor households receiving vocational/skills training, 3,604 (24%) were women.</li> <li>Partner Organisations (POs) have been contractually bound to ensure 50% women inclusion in all LEP interventions.</li> <li>340 infrastructure schemes related to drinking water supply, sanitation and renewable energy are directly benefiting women.</li> <li>276,154 female patients benefited from PPAF supported health facilities (including antenatal and postnatal check-ups).</li> <li>225 women CRPs trained on health &amp; hygiene and nutrition.</li> <li>50,293 women benefited from health-related household sessions.</li> <li>Girls constitute 41% of the total enrolment in PPAF supported schools.</li> <li>203 women community institution members, 6 women community resource persons and 25 women executive members were trained in various skills.</li> </ul>	<ul style="list-style-type: none"> <li>Advance level women leadership trainings will be conducted.</li> <li>Women members of community institutions will take active part in infrastructure schemes from planning to user satisfaction, lead awareness campaigns for polio, ODF, girls' education, and mother and child nutrition.</li> <li>Women would be in leadership role and play meaningful role for public services and economic transformation.</li> <li>663 more households (50% women) will benefit from asset transfers.</li> <li>1,000 participants (50% women) will be trained on sustainable livelihoods.</li> <li>60 more gender friendly infrastructure schemes will be implemented.</li> <li>Additional 15,000 women will benefit from PPAF supported health facilities.</li> <li>Refresher training will be arranged for existing 30 women CRPs</li> <li>5,000 more women will benefit from health-related household sessions.</li> <li>The planned community/enterprise and learning/coaching centres will enhance the percentage of girls' enrolment up to 50% in schools.</li> <li>Awareness sessions and enrolment campaigns will particularly focus on enrolment of girls.</li> </ul>	PPR	Sep 2013 – Mar 2020
6. a) Ensure access to safe drinking water and sanitation; (b) Develop effective water conservation and management systems at local level.	<ul style="list-style-type: none"> <li>23 drinking water supply schemes</li> <li>15 water conservation schemes developed</li> </ul>	<ul style="list-style-type: none"> <li>Drinking water supply schemes.</li> <li>Irrigation schemes.</li> <li>Flood protection walls.</li> </ul>	Dera Bugti Rehabilitation Project (Phase III)	Apr 2018 – Mar 2020
	<ul style="list-style-type: none"> <li>280 drinking water supply schemes have been completed</li> <li>10 sanitation schemes have been completed.</li> <li>25 check dams/mini dams/rainwater harvesting ponds were supported.</li> </ul>	<ul style="list-style-type: none"> <li>24 drinking water supply schemes will be supported.</li> <li>Three sanitation schemes will be supported.</li> <li>12 more check dams/mini dams/rain water harvesting ponds will be supported.</li> </ul>	PPR	Sep 2013 – Mar 2020
	<ul style="list-style-type: none"> <li>Balochistan Water Engagement.</li> </ul>	<ul style="list-style-type: none"> <li>Interventions emerging from Balochistan Water Engagement.</li> </ul>	Dera Bugti Rehabilitation Project (Phase III) and PPR	Jan 2020 onwards
7. Enhance access to sustainable and affordable energy solutions for off grid communities.	<ul style="list-style-type: none"> <li>50 solar lighting schemes have been implemented.</li> </ul>	<ul style="list-style-type: none"> <li>20 more solar lighting schemes will be implemented.</li> </ul>	PPR	Sep 2013 – Mar 2020

**Table 3 : Intervention matrix with current and planned investment in Balochistan**

GOALS	CURRENT INTERVENTIONS	PLANED INTERVENTIONS	FUNDING SOURCE	TIMEFRAME
8. Enhance sustainable and resilient livelihood opportunities.	<ul style="list-style-type: none"> <li>717 assets transferred</li> </ul>	<ul style="list-style-type: none"> <li>Transfer of 650 asset to 650 households (0-18 score on PSC)</li> <li>Strengthening and linkages development of 10 CIGs</li> <li>50 persons to be provided with technical &amp; vocational training for marketable skills for employment.</li> </ul>	Dera Bugti Rehabilitation Project (Phase III)	Apr 2018 – Mar 2020
	<ul style="list-style-type: none"> <li>4,223 ultra and vulnerable poor households (PSC 0-23) including 2,265 (54%) women and 54 differently abled persons received productive assets.</li> <li>15,133 members of poor households including 3,604 (24%) women and 54 differently abled persons received vocational/skills trainings.</li> <li>Capacity building of beneficiaries focusing on improved livestock and agriculture practices including management of pre and post-harvest losses.</li> <li>Establishment of need based small enterprises for sustainable provision of livelihoods.</li> <li>900 assets to be distributed among households with poverty score 0-18</li> </ul>	<ul style="list-style-type: none"> <li>663 more households (HHs) will be targeted through asset transfer.</li> <li>1,000 participants will be trained on sustainable livelihoods.</li> </ul>	PPR	Sep 2013 – Mar 2020
9. Create and strengthen partnerships for innovation and change.	<ul style="list-style-type: none"> <li>FAO is providing technical support in identification of potential interventions for livestock and agriculture in Killa Saifullah through an MOU between PPAF and FAO.</li> <li>447 infrastructure schemes implemented by COs through linkages with local government/elected representatives and other donors.</li> <li>10 health specific District Development Forums (DDFs) have been formed in PPR program areas with recognition from district governments. DDFs have supported PPR activities in developing linkages e.g. support extended to one Health facility outpatient therapeutic programme (OTP) in UC Sakran, Lasbela.</li> <li>Nutrition pilot in Lasbela, Killa Saifullah and Killa Abdullah with support of government Nutrition Cells and UNICEF.</li> <li>133 ODF latrines provided with material support to two UCs of Killa Abdullah (Gardi Pinaki, Purana Chaman) and 63 latrines in Zhob (Badin Zai UC) and Khushab UC in Pishin district are recognized as Open Defecation Free (ODF) from local government.</li> <li>Under education, nine education specific District Development Forums (DDFs) established in the programme districts. UCBOs/SMCs and POs have developed linkages with government and NGOs.</li> <li>In District Lasbela, three schools and in district Killa Abdullah one school has been adopted by Global Partnership for Education.</li> <li>In UC Sakran, Lasbela, UCBOs have passed resolution for upgradation of two schools. The application is under process at government level.</li> </ul>	<ul style="list-style-type: none"> <li>FAO will support in strengthening of common interest groups around livestock and agriculture through capacity building.</li> <li>Community institutions will be supported to create more productive linkages for infrastructure overhaul.</li> <li>Continued support to one health facility for OTP in UC Sakran, Lasbela. ODF sensitisation activity will be continued with support of CRPs.</li> <li>Education roundtables/DDFs are planned to strengthen DDF and UCBOs/SMCs/Community institutions for innovation and change.</li> <li>UCBOs/SMCs and POs will continue developing linkages with government and donors for adoption/stewardship of educational interventions.</li> </ul>	PPR	Sep 2013 – Mar 2020
10. Enhance value driven stewardship towards operations.	<ul style="list-style-type: none"> <li>Core values toolkit has been developed</li> <li>Articles have been produced on core values</li> <li>Video material on core values has been developed</li> </ul>	<ul style="list-style-type: none"> <li>PPAF staff will be trained as champions of these core values like stewardship</li> </ul>	Small Grants Tabeer-o-Tameer Fund	Apr 2018 – Mar 2019 Jul 2018 – Jun 2020

**Table 3 : Intervention matrix with current and planned investment in Balochistan**

GOALS	CURRENT INTERVENTIONS	PLANED INTERVENTIONS	FUNDING SOURCE	TIMEFRAME
	<ul style="list-style-type: none"> <li>Protocols for record keeping of ID, CPI and LEP at community and office level have been established.</li> <li>Community is encouraged to incorporate women's role in project activities.</li> </ul>	<ul style="list-style-type: none"> <li>Women proactive role in project activities will be enhanced.</li> <li>Record keeping mechanism at office and community level will be improved.</li> </ul>	Dera Bugti Rehabilitation Project (Phase III)	Apr 2018 – Mar 2020
	<ul style="list-style-type: none"> <li>Total 13,284 community members have been trained on SM approaches, PPAF's core values and development approaches (45% women).</li> <li>Youth activities for girls and boys have been implemented in the field for promoting peace and pluralism in PPR areas. So far, 133 events have been conducted which were attended by 27,132 boys and 6,855 girls.</li> <li>National and international days are being celebrated to promote patriotism, women rights and natural resource management. For now, 141 national/international days have been commemorated and as many as 9,084 boys/men and 9,092 girls/women participated in such celebrations.</li> <li>CRPs and community institutions are actually the custodians of all interventions and they follow up with beneficiaries being provided with assets to ascertain if they are utilizing them effectively.</li> <li>Livelihood CRPs are regularly conducting participatory and inclusive sessions with marginalized communities on importance of livestock vaccination, efficient use of water for irrigation, management of pre and post-harvest losses, effective, efficient and equitable use of NRM for sustainable livelihood etc.</li> <li>237 men and 225 women CRPs trained on Health &amp; Hygiene and Nutrition.</li> <li>25,134 men and 50,293 women participated in household sessions conducted by health &amp; hygiene and nutrition CRPs.</li> <li>Under education, environmental clubs have adopted CPI schemes and carried out plantation.</li> <li>Separate toilets are being constructed in schools where girls and boys study together.</li> <li>Teacher training methodologies e.g. group work, peer work specifically focus active participation and inclusion of students in learning process.</li> <li>Incorporated women role in project activities</li> <li>Ensured PPAF record keeping protocols of ID, LEP, CPI and ESM at community and office level</li> </ul>	<ul style="list-style-type: none"> <li>These activities will be continued by the communities on volunteer basis.</li> <li>Refresher training of 20 men and 30 women health CRPs. Household sessions with beneficiaries 5000 men and 5,000 women.</li> <li>Adoption of more CPI schemes will continue for plantation.</li> <li>Construction of separate toilets will continue on need basis.</li> <li>Ramps will be constructed in PPR supported schools to facilitate differently abled students in field.</li> </ul>	PPR	Sep 2013 – Mar 2020



### 5.3. Risk Mitigation

Of primary importance, and a continuing challenge, is dealing with the volatile security situation which threatens not only lives, but also hinders opportunities for creating socio-economic change. Three areas of risk, relevant to PPAF, have been identified.

- Outreach to many districts will be limited unless PPAF can link up with local, homegrown organisations, & ensure they have the capability, skills and resources to carry out programmes that fit in to PPAF's approach and core values.
- Working within communities means involving all the stakeholders in the identification, planning and implementation of programmes. However, care must be taken to avoid elite capture of initiatives aimed at poorer groups.
- The change of government or fiscal cuts may leave joint interventions high and dry. Hence, establishing links with local, district and/or provincial government departments is essential, requiring PPAF to sign memorandums of understanding (MoUs) with provincial line departments to take forward specific interventions.

There are ways of mitigating the foreseen risks. PPAF realises that strengthening civil society (institutions for the poor and institutions of the poor) means that a vast array of small, local CBOs and NGOs are provided with relevant skills, enhanced capacities and can access resources from PPAF as well as other donors. Supporting mid-level NGOs (and current partners) to address the needs of smaller organisations through inculcating technical and theoretical knowhow, supporting networks and consortia, bringing in relevant institutes/INGOs/specialists to work with these CSOs will be essential if outreach to all districts is required. Similarly, social mobilisation will need to favour a long-term approach avoiding conflict with tribal leaders. However, the goal must be of building horizontal coalitions that cut across tribal social organisation ensuring that rights-based approaches form the core of such efforts. Slow but steady gains with respect to social mobilisation (leading to equity, equality and inclusion) is the most feasible and sustainable approach to be used, given the

complexity of the socio-political environment of Balochistan.

Finally, coordination committees at the UC level, that include civil society, government and other stakeholders can be a vital way of linking in, and creating more responsive attitudes, among these stakeholders. Thus, supporting implementation of the integrated development plans that need to be taken forward. PPAF realises that creating parallel systems of service delivery are not sustainable or optimal solutions in the long term.

As an entity based in Islamabad, with limited provincial interface, PPAF is dependent on partner organisations to provide it with a clear picture of ground realities, especially in Balochistan. This may at times hamper its ability to identify and agility in reacting to opportunities and threats that may have a substantial impact on its work. To ensure an independent viewpoint as well as to avoid the pitfalls of political realities that could threaten its objectivity and independence, PPAF will develop strong networks with stakeholders in Balochistan that are not directly linked to PPAF's work. Such a network—may be in the form of an informal local donor network—will share information on security issues, programmes and plans, disseminate local baseline data collected, and support monitoring and evaluation across UCs and districts at a cross-project level. A unified approach to resource mapping and utilisation at the UC level is also necessary to ensure there is no duplication of projects/activities and no negative impact on the ecosystem.

### 5.4. Monitoring the Strategy Implementation

PPAF will follow its well established and robust monitoring system based on its Results Framework. At the process level, the M&E system will help keeping track of Balochistan Strategy's implementation and taking management decision to make the implementation efficient. At the results level, the M&E system will present a broader overview if the strategy implementation is the right direction to achieve its set targets against the strategic goals (Section 4.2). PPAF will also commission a third-party evaluation after five years

of the strategy implementation to inform the decision-making for pursuing the same course of action or otherwise. The results of monitoring and evaluation reports will further be triangulated with independent surveys and assessments, such as Pakistan Social and Living Standards Measurement, Pakistan Demographic and Household Survey and Multiple Indicator Cluster Survey.

Knowledge management, reflection and learning are also an essential aspect of the monitoring/evaluation continuum. PPAF will make sure that internal review and reflection is a shared and continuous process, is documented, and key learnings are communicated to the relevant stakeholders, both within the PPAF and external to it. Effective internal learning will require regular reflection and collecting of anecdotal and other evidence to support assumptions being made.

In terms of ensuring data validity, the existing M&E system of PPAF already employs a range of methodologies for qualitative as well as quantitative data collection. The same will be used in Balochistan, though with some adjustments to align the system with geographic ground realities.

#### 5.4.1. Data Collection

In order to keep the M&E system fed with accurate data, PPAF will employ a multi-layered data collection mechanism including:

- Monthly/quarterly narrative and financial progress reports from POs
- Quarterly review meetings with POs at Quetta and other districts
- Quarterly meetings with direct beneficiaries (in Quetta or at site)
- Use of geo-referenced videos, Skype calls, GPS tracking devices and other technologies to obtain data straight from the source
- Randomised spot checks at PO and beneficiary level
- Internal PPAF review and learning sessions

- Coordination/information sharing with external stakeholders
- Impact evaluation through independent third-parties on predefined intervals

In order to compare post-implementation results against the benchmarked statistics, baseline data at the community level will be collected by PPAF and its partners against the predefined indicators for the strategic results. This process may include surveys (which can specifically target quantitative data collection), focus group discussions with communities (male and female separately where necessary), and in-depth interviews with the key informants. The indicators and data collections tools have already been included in the PPAF Results Framework.

#### 5.4.2. GIS Mapping, Knowledge Generation and Dissemination

Available data will subsequently be plotted on PPAF's geographic information system (GIS) to render a spatial view and comparative analysis on a district by district basis. This will help internal and external stakeholders to assess PPAF's outreach and impact over the course of the coming years.

PPAF will also strengthen its theoretical and practical understanding of development processes through undertaking multiple forms of research and publishing research papers, policy and practice briefs, and micro-level action research studies for contributing to Balochistan's knowledge economy.

#### 5.4.3. Monitoring in Insecure Environments

Many of PPAF's high priority districts in Balochistan fall in conflict-affected and fragile environments. PPAF has identified risks associated with operating in these areas and intends to address those in a coherent manner to ensure effective implementation of the Strategy and monitoring thereof. Monitoring and evaluation in insecure

situations and conflict areas is an emerging and continually developing field of practice. M&E is neglected in situations of conflict and fragility for a number of reasons. Where the context is insecure and volatile, programme objectives and activities are often fluid, making it difficult to maintain a coherent approach. PPAF will use a mix of techniques, already used and tested by other organisations:

- Direct interaction with community and CO members that are part of partners' programmes in target UCs by PPAF head office staff as well as local monitors.
- Reports by partners and monitoring by PPAF that involves remote oversight using GIS assisted devised for tracking progress.
- External evaluations and information gleaned from third parties at various points over the life of the programme.
- Audits (of partner organisations) conducted either by PPAF's Internal Audit or through third-party audits to obtain verification of compliance with PPAF financing requirements, adequacy of programme management including physical implementation at village level, reliability of record-keeping and checks on adequacy of internal controls.

PPAF has also revised its partner appraisal process to include certain criteria and requirements that POs will need to fulfil, which link in to fulfilling transparency and accountability obligations within a rights-based approach framework.

## 5.5. Communicating the Strategy

Building a groundswell of support for Balochistan Strategy is an essential step towards effective implementation of the Strategy. Subsequently, effectively communicating the Strategy in the first place, and then the lessons learned during its implementation will be a special focus of PPAF in the coming years. The communication of the Strategy, its approach and implementation arrangements will create a deep sense of ownership in the relevant communities and other stakeholders. As a living document, the Strategy will remain shared, responsive to changes in the context and situation, and more importantly responsive to the needs of its beneficiaries. Hence, the Strategy will be launched and disseminated across a variety of sectors, individuals and organisations across local, national and international arenas.

For this purpose, a short summary of the Strategy which emphasises its goals, approach and methodology, will be translated into Urdu, for circulation at the Union Council level, to the priority districts and communities where PPAF plans to work. PPAF staff will also undertake a variety of activities, including interactive speaking tours, facilitate journalists visits to explain our pledges, and instil a sense of hope and optimism, to the people in Balochistan. Finally, PPAF will create greater awareness on the main content of this Strategy among the general public through television and radio messages and through other web-based communication tools.



... a road map to inclusive socio-economic development for the province

**Annex 1: Demography of Balochistan<sup>116</sup>**

ADMINISTRATIVE UNITS	AREA (KM2)	HOUSEHOLDS 2017	POPULATION 2017					POPULATION 1998	GROWTH RATE 1998-2017
			MALE	FEMALE	TRANSGENDER	TOTAL	SEX RATIO		
BALUCHISTAN	347,191	1,775,937	6,483,653	5,860,646	109	12,344,408	6,565,885	3.38%	
Rural		1,301,212	4,690,099	4,253,393	40	8,943,532	4,797,055	3.33%	
Urban		474,725	1,793,554	1,607,253	69	3,400,876	1,768,830	3.50%	
<b>I. KALAT DIVISION</b>	89,676	325,962	1,133,248	1,043,615	9	2,176,872	1,236,818	3.02%	
Rural		228,516	769,578	709,079	4	1,478,661	897,876	2.66%	
Urban		97,446	363,670	334,536	5	698,211	338,942	3.88%	
<b>1. Awaran District</b>	25,006	18,094	63,023	58,657	0	121,680	118,173	0.15%	
Rural		13,881	45,349	42,087	0	87,436	93,320	-0.34%	
Urban		4,213	17,674	16,570	0	34,244	24,853	1.70%	
<b>2. Kalat District<sup>117</sup></b>	10,148	21,884	77,088	73,337	0	150,425	125,152	0.97%	
Rural		16,197	58,625	54,936	0	113,561	102,506	0.54%	
Urban		5,687	18,463	18,401	0	36,864	22,646	2.60%	
<b>3. Khuzdar District</b>	31,002	120,405	421,268	380,939	0	802,207	417,466	3.50%	
Rural		81,296	275,488	249,583	0	525,071	287,884	3.21%	
Urban		39,109	145,780	131,356	0	277,136	129,582	4.08%	
<b>4. Lasbela District</b>	14,103	93,165	299,299	274,985	8	574,292	312,695	3.25%	
Rural		53,904	153,295	141,750	3	295,048	186,113	2.45%	
Urban		39,261	146,004	133,235	5	279,244	126,582	4.25%	
<b>5. Mastung District</b>	5,705	38,801	137,963	128,498	0	266,461	150,650	3.05%	
Rural		33,781	120,040	111,292	0	231,332	126,519	3.23%	
Urban		5,020	17,923	17,206	0	35,129	24,131	2.00%	
<b>6. Shaheed Sikandar Abad District<sup>118</sup></b>	3,712	33,613	134,607	127,199	1	261,807	112,682	4.54%	
Rural		29,457	116,781	109,431	1	226,213	101,534	4.31%	
Urban		4,156	17,826	17,768	0	35,594	11,148	6.30%	
<b>II. MAKHRAN DIVISION</b>	53,758	220,953	802,945	686,045	25	1,489,015	832,753	3.11%	
Rural		140,523	506,645	438,310	1	944,956	586,609	2.54%	
Urban		80,430	296,300	247,735	24	544,059	246,144	4.26%	
<b>7. Gwadar District</b>	11,552	39,922	141,771	121,728	15	263,514	185,498	1.86%	
Rural		17,275	53,559	48,355	1	101,915	85,346	0.94%	
Urban		22,647	88,212	73,373	14	161,599	100,152	2.55%	
<b>8. Kech District</b>	24,537	138,403	494,443	414,663	10	909,116	413,204	4.24%	
Rural		91,658	329,222	277,758	0	606,980	303,728	3.71%	
Urban		46,745	165,221	136,905	10	302,136	109,476	5.49%	

<sup>116</sup> Government of Pakistan. 2018. Block Wise Provisional Summary Results of 6th Population & Housing Census 2017. Islamabad: Pakistan Bureau of Statistics, GoP. Available at <http://www.pbscensus.gov.pk/>. Accessed 18 Mar 2018.

<sup>117</sup> There are contradicting statistics about geographical area of districts, even in the government documents; hence, area for all districts has been estimated from GIS map of Balochistan. The area, housing and population figures for 2017 and 1998 censuses are after excluding the same for Surab Sub-Tehsil and Dasht-e-Goran Qanungo Halqa which were carved out of Kalat District to form Shaheed Sikandar Abad District.

<sup>118</sup> Shaheed Sikandar Abad District with its headquarters at Surab was carved out of Kalat District on 1 August 2017. The housing and population figures for 2017 and 1998 censuses are those of the Surab Sub-Tehsil and Dasht-e-Goran Qanungo Halqa.

Annex 1: Demography of Balochistan

ADMINISTRATIVE UNITS	AREA (KM2)	HOUSEHOLDS 2017	POPULATION 2017					POPULATION 1998	GROWTH RATE 1998-2017
			MALE	FEMALE	TRANSGENDER	TOTAL	SEX RATIO		
9. Panjgur District	17,668	42,628	166,731	149,654	0	316,385	111.41	234,051	1.60%
Rural		31,590	123,864	112,197	0	236,061	110.40	197,535	0.94%
Urban		11,038	42,867	37,457	0	80,324	114.44	36,516	4.24%
<b>III. NASIRABAD DIVISION</b>	<b>14,860</b>	<b>231,664</b>	<b>821,637</b>	<b>769,487</b>	<b>20</b>	<b>1,591,144</b>	<b>106.78</b>	<b>988,109</b>	<b>2.54%</b>
Rural		188,040	662,633	618,781	10	1,281,424	107.09	828,752	2.32%
Urban		43,624	159,004	150,706	10	309,720	105.51	159,357	3.56%
10. Jaffarabad District	1,795	79,273	262,336	251,467	10	513,813	104.32	291,290	3.03%
Rural		56,023	181,665	174,140	3	355,808	104.32	213,973	2.71%
Urban		23,250	80,671	77,327	7	158,005	104.32	77,317	3.83%
11. Jhal Magsi District	3,840	25,047	76,902	72,322	1	149,225	106.33	109,941	1.62%
Rural		23,791	72,948	68,452	0	141,400	106.57	101,844	1.74%
Urban		1,256	3,954	3,870	1	7,825	102.17	8,097	-0.18%
12. Kachhi District	5,328	30,140	126,379	110,651	0	237,030	114.21	199,457	0.91%
Rural		25,868	108,104	94,494	0	202,598	114.40	172,151	0.86%
Urban		4,272	18,275	16,157	0	34,432	113.11	27,306	1.23%
13. Nasirabad District	3,228	66,681	252,878	237,651	9	490,538	106.41	245,894	3.70%
Rural		53,999	203,463	190,477	7	393,947	106.82	207,463	3.43%
Urban		12,682	49,415	47,174	2	96,591	104.75	38,431	4.97%
14. Sohbatpur District	669	30,523	103,142	97,396	0	200,538	105.90	141,527	1.85%
Rural		28,359	96,453	91,218	0	187,671	105.74	133,321	1.82%
Urban		2,164	6,689	6,178	0	12,867	108.27	8,206	2.40%
<b>IV. QUETTA DIVISION</b>	<b>13,539</b>	<b>502,001</b>	<b>1,970,626</b>	<b>1,799,093</b>	<b>39</b>	<b>3,769,758</b>	<b>109.53</b>	<b>1,511,388</b>	<b>4.93%</b>
Rural		328,316	1,289,375	1,186,682	12	2,476,069	108.65	822,306	5.97%
Urban		173,685	681,251	612,411	27	1,293,689	111.24	689,082	3.37%
15. Killa Abdullah District	5,854	97,210	397,591	359,982	5	757,578	110.45	360,724	3.98%
Rural		77,919	318,886	289,345	5	608,236	110.21	286,975	4.03%
Urban		19,291	78,705	70,637	0	149,342	111.42	73,749	3.78%
16. Pishin District	4,936	128,080	379,122	357,356	3	736,481	106.09	376,728	3.59%
Rural		102,304	306,079	287,258	2	593,339	106.55	326,532	3.19%
Urban		25,776	73,043	70,098	1	143,142	104.20	50,196	5.67%
17. Quetta District	2,749	276,711	1,193,913	1,081,755	31	2,275,699	110.37	773,936	5.84%
Rural		148,093	664,410	610,079	5	1,274,494	108.91	208,799	9.99%
Urban		128,618	529,503	471,676	26	1,001,205	112.26	565,137	3.06%

**Annex 1: Demography of Balochistan**

ADMINISTRATIVE UNITS	AREA (KM <sup>2</sup> )	HOUSEHOLDS 2017	POPULATION 2017				SEX RATIO	POPULATION 1998	GROWTH RATE 1998-2017
			MALE	FEMALE	TRANSGENDER	TOTAL			
<b>V. RAKHSHAN DIVISION<sup>119</sup></b>	98,066	109,318	383,752	353,410	0	737,162	108.59	409,473	3.14%
Rural		91,970	316,507	291,423	0	607,930	108.61	328,588	3.29%
Urban		17,348	67,245	61,987	0	129,232	108.48	80,885	2.50%
<b>18. Chagai District</b>	44,745	31,081	118,486	107,522	0	226,008	110.20	104,534	4.14%
Rural		29,060	110,171	99,518	0	209,689	110.70	92,586	4.40%
Urban		2,021	8,315	8,004	0	16,319	103.89	11,948	1.65%
<b>19. Kharan District</b>	10,704	24,035	80,805	75,347	0	156,152	107.24	96,900	2.54%
Rural		18,370	57,625	53,872	0	111,497	106.97	69,094	2.55%
Urban		5,665	23,180	21,475	0	44,655	107.94	27,806	2.52%
<b>20. Nushki District</b>	5,916	22,662	92,430	86,366	0	178,796	107.02	98,030	3.21%
Rural		17,023	68,128	64,282	0	132,410	105.98	74,082	3.10%
Urban		5,639	24,302	22,084	0	46,386	110.04	23,948	3.54%
<b>21. Washuk District</b>	36,700	31,540	92,031	84,175	0	176,206	109.33	110,009	2.51%
Rural		27,517	80,583	73,751	0	154,334	109.26	92,826	2.71%
Urban		4,023	11,448	10,424	0	21,872	109.82	17,183	1.28%
<b>VI. SIBI DIVISION</b>	32,339	158,643	543,336	494,667	7	1,038,010	109.84	630,901	2.66%
Rural		125,748	425,720	386,564	4	812,288	110.13	499,866	2.59%
Urban		32,895	117,616	108,103	3	225,722	108.80	131,035	2.90%
<b>22. Dera Bugti District</b>	10,107	46,585	163,836	148,767	0	312,603	110.13	181,310	2.91%
Rural		32,312	112,834	100,468	0	213,302	112.31	137,239	2.35%
Urban		14,273	51,002	48,299	0	99,301	105.60	44,071	4.37%
<b>23. Harnai District</b>	3,051	17,353	51,909	45,108	0	97,017	115.08	76,652	1.25%
Rural		13,031	38,049	34,414	0	72,463	110.56	60,637	0.94%
Urban		4,322	13,860	10,694	0	24,554	129.61	16,015	2.27%
<b>24. Kohlu District</b>	7,684	26,827	112,142	102,208	0	214,350	109.72	99,846	4.10%
Rural		24,676	103,158	93,766	0	196,924	110.02	90,181	4.20%
Urban		2,151	8,984	8,442	0	17,426	106.42	9,665	3.15%
<b>25. Sibi District<sup>120</sup></b>	8,233	38,879	133,147	120,467	4	253,618	110.53	192,345	1.47%
Rural		27,421	91,079	81,503	1	172,583	111.75	131,697	1.43%
Urban		11,458	42,068	38,964	3	81,035	107.97	60,648	1.54%
<b>26. Ziarat District</b>	3,264	28,999	82,302	78,117	3	160,422	105.36	80,748	3.68%
Rural		28,308	80,600	76,413	3	157,016	105.48	80,112	3.61%
Urban		691	1,702	1,704	0	3,406	99.88	636	9.23%

<sup>119</sup> Rakshishan Division was created on 17 May 2018, comprising Chagai, Kharan, Nushki and Washuk districts. Earlier, the Chagai and Kharan districts were included in Quetta Division, while Nushki and Washuk districts were part of Kalat Division.

<sup>120</sup> The Lehri District was de-notified on 24 Jan 2018, and merged into Sibi District.



## Annex 1: Demography of Balochistan

ADMINISTRATIVE UNITS	AREA (KM <sup>2</sup> )	HOUSEHOLDS 2017	POPULATION 2017				SEX RATIO	POPULATION 1998	GROWTH RATE 1998-2017
			MALE	FEMALE	TRANSGENDER	TOTAL			
VII. ZHOB DIVISION	44,955	227,396	828,109	714,329	9	115.93	956,443	2.55%	
Rural		198,099	719,641	622,554	9	115.59	833,058	2.54%	
Urban		29,297	108,468	91,775	0	118.19	123,385	2.58%	
27. Barkhan District	3,491	26,041	90,196	81,359	1	110.86	103,545	2.69%	
Rural		24,347	83,886	75,493	1	111.12	95,875	2.71%	
Urban		1,694	6,310	5,866	0	107.57	7,670	2.46%	
28. Duki District <sup>121</sup>	4,342	22,100	81,362	71,637	1	113.58	115,976	1.47%	
Rural		20,812	75,672	67,147	1	112.70	110,867	1.34%	
Urban		1,288	5,690	4,490	0	126.73	5,109	3.70%	
29. Killa Saifullah District	12,421	53,478	181,870	160,944	0	113.00	193,553	3.05%	
Rural		43,574	148,965	131,106	0	113.62	168,254	2.72%	
Urban		9,904	32,905	29,838	0	110.28	25,299	4.90%	
30. Loralai District <sup>122</sup>	3,795	33,776	131,089	113,311	0	115.69	134,171	3.21%	
Rural		26,331	100,481	89,161	0	112.70	104,296	3.20%	
Urban		7,445	30,608	24,150	0	126.74	29,875	3.24%	
31. Musakhel District	5,975	24,826	90,240	76,777	0	117.54	134,056	1.16%	
Rural		22,728	82,812	70,067	0	118.19	122,467	1.17%	
Urban		2,098	7,428	6,710	0	110.70	11,589	1.05%	
32. Sherani District	2,947	21,213	84,994	68,115	7	124.78	81,684	3.36%	
Rural		21,213	84,994	68,115	7	124.78	81,684	3.36%	
Urban		0	0	0	0	-	0	-	
33. Zhob District	11,984	45,962	168,358	142,186	0	118.41	193,458	2.52%	
Rural		39,094	142,831	121,465	0	117.59	149,615	3.04%	
Urban		6,868	25,527	20,721	0	123.19	43,843	0.28%	

<sup>121</sup> The area, housing and population figure-s for 2017 and 1998 censuses are after excluding the same for Duki Sub-Division which was carved out of Loralai District to form Duki District.

<sup>122</sup> Duki District with its headquarters at Duki was carved out of Loralai District on 17 July 2017. The housing and population figures for 2017 and 1998 censuses are those of the Duki Sub-Division.

... a road map to inclusive socio-economic development for the province

## Annex 2: PPAF's partner organisations in Balochistan

PARTNER ORGANISATION	GEOGRAPHICAL COVERAGE	THEMATIC COVERAGE
1. Azat Foundation	Awaran, Kharan	Institutional development, community physical infrastructure, water, energy, livelihoods, education, health
2. Balochistan Environmental & Education Journey (BEEJ)	Barkhan, Musakhel, Nushki	Institutional development, community physical infrastructure, water, energy, livelihoods, health, Education
3. Balochistan Rural Development & Research Society (BRDRS)	Musakhel, Killa Saifullah, Quetta	Institutional development, community physical infrastructure, education, health, livelihoods, Micro-finance
4. Balochistan Rural Development Society (BRDS)	Sibi, Dera Bugti, Musakhel	Institutional development, community physical infrastructure, water, energy, livelihoods, education, health
5. Balochistan Rural Support Programme (BRSP)	Jhal Magsi, Khuzdar, Kharan, Pishin, Zhob, Bolan, Dera Bugti, Jaffarabad, Kalat, Killa Saifullah, Mastung, Quetta	Institutional development, community physical infrastructure, water, energy, livelihoods, education, health, micro-finance
6. Bangladesh Rural Advancement Committee-Pakistan (BRAC Pakistan)	Khuzdar, Lasbela, Gwadar, Jaffarabad, Nasirabad, Quetta	Health, livelihood improvement, institutional development, Micro-finance Education, Community physical infrastructure
7. Community Support Foundation (CSF)	Loralai	Institutional development,
8. Family Planning Association of Pakistan (FPAP)	Quetta	Health
9. Health & Nutrition Development Society (HANDS)	Jaffarabad, Lasbela	Health, micro-finance
10. Human Development Foundation (HDF)	Zhob	Institutional development, community physical infrastructure, livelihoods, education, health
11. Helping Hand for Relief and Development (HHRD)	Loralai, Ziarat	Micro-finance
12. Indus Earth Trust (IET)	Awaran, Lasbela	Community physical infrastructure
13. Islamic Relief Pakistan (IRP)	Chagai, Kharan	Community physical infrastructure
14. Kashf Foundation	Lasbela	Micro-finance
15. National Rural Support Programme (NRSP)	Awaran, Panjgur, Gwadar, Kech	Institutional development, community physical infrastructure, water, energy, livelihoods, education, health, disaster prevention and management, Micro-finance
16. Participatory Integrated Development Society (PIDS)	Kohlu, Killa Abdullah, Loralai, Dera Bugti	Institutional development, community physical infrastructure, water, energy, livelihoods, education, health
17. Poverty Education Initiative (PEI)	Jaffarabad, Nasirabad, Quetta, Awaran, Kech, Pishin	Institutional development, community physical infrastructure, water, energy, livelihoods, education, health
18. Society for Community Support for Primary Education Balochistan (SCSPEB)	Nushki, Jhal Magsi	Education
19. Society for Human Empowerment & Rural Development (SEHER)	Pishin	Institutional development, education, health, community physical infrastructure, livelihoods
20. South Asia Partnership Pakistan (SAP-PK)	Kech, Gwadar, Kalat, Lasbela	Institutional development, community physical infrastructure, water, energy, livelihoods, education, health

**Annex 2: PPAF's partner organisations in Balochistan**

PARTNER ORGANISATION	GEOGRAPHICAL COVERAGE	THEMATIC COVERAGE
21. Sustainable Use Specialist Group-Central Asia (SUSG)	Khuzdar, Killa Saifullah	Institutional development, livelihoods, community physical infrastructure
22. Taraqee Foundation (TF)	Killa Saifullah, Loralai, Ziarat, Nasirabad, Pishin, Quetta, Sibi, Bolan, Harnai, Jaffarabad, Sohbatpur, Jhal Magsi	Institutional development, community physical infrastructure, water, energy, livelihoods, education, health
23. Tehreek	Harnai	Institutional development, education
24. Water, Environment & Sanitation Society (WESS)	Harnai	Institutional development, education
25. Youth Organization (YO)	Panjgur, Pishin	Institutional development, community physical infrastructure, water, energy, livelihoods, education, health



### Annex 3: PPAF's Results Framework

PPAF GOAL	CORRESPONDING SDGS	PPAF TARGETS BY 2030 (IN PPAF OPERATIONAL AREAS ONLY)
PPAF Vision	Restoring Hope, Securing the Future, Ending Poverty	
PPAF Mission	Reduce poverty through a strategy that layers value-driven social mobilisation of vulnerable communities and households, with investments in assets, skills, basic services and infrastructure, and access to finance, that improves their quality of life.	
1. Graduate poor households out of their current poverty band and out of the BISP registry.	1. End poverty in all its forms everywhere.	At least half of ultra-poor <sup>123</sup> households (at baseline) graduate to higher PSC band
		At least 30% decrease (from baseline) in poor households 75% of female-headed <sup>124</sup> poor households and those with people with disability (PWD) graduate out of poverty
		Communities have access to climate and disaster resilient productive infrastructure <sup>125</sup> to enable their economic activities
2. Establish, strengthen and empower institutions of the poor and for the poor.	16. Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.	At least 75% of the community institutions <sup>126</sup> supported by PPAF score above 80% on the relevant maturity index <sup>127</sup>
3. Improve mother and child health and nutrition.	3. Ensure healthy lives and promote well-being for all at all ages.	All pregnant women have access to antenatal and postnatal care
		All children under 5 years of age are healthy by height
		All children under 2 years of age are protected from infectious diseases
4. Ensure boys and girls have access to quality education up to at least lower-secondary level. <sup>128</sup>	4. Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.	Net primary enrolment rate <sup>129</sup> is increased to 100%
		All of schools have functional PTCs/SMCs <sup>130</sup>
		The learning outcomes for children aged 5-16 <sup>131</sup> improve by at least 20%
		50% of primary and 40% of lower-secondary enrolment is of girls
5. Support gender equality and empower women at all levels.	5. Achieve gender equality and empower all women and girls.	At least 50% of PPAF interventions' direct beneficiaries are women
		The economic and productive use and benefits of women focused PPAF interventions are managed by women
		At least 50% of executive body members in VOs/UCBOs are women
		At least 50% of women-identified priorities are included in village development plan (VDPs)
		All of PPAF programming has gender disaggregated action plans and budgeting
		At least 50% of PPAF's programme budget is allocated to women focused interventions

<sup>123</sup> For PPAF, ultra-poor households are scoring 0-18 on the Poverty Score Card.

<sup>124</sup> Female-headed households are households where either no adult males are present, owing to divorce, separation, migration, non-marriage, or widowhood; or where the men, although present, do not contribute to the household income, because of illness or disability, old age, alcoholism or similar incapacity (but not because of unemployment). Source: ILO. 2007. ABC of Women Workers' Rights and Gender Equality. Available at: [http://www.ilo.org/wcmsp5/groups/public/---dgreports/---gender/documents/publication/wcms\\_087314.pdf](http://www.ilo.org/wcmsp5/groups/public/---dgreports/---gender/documents/publication/wcms_087314.pdf).

<sup>125</sup> Productive infrastructure may include roads, bridges, water channels, communal places, agricultural or livestock sheds and energy generation plants (e.g. biogas digesters).

<sup>126</sup> The community institutions include the community organisation (CO), village organisation (VO), union council organisation (UCBO) and the partner organisation (PO).

<sup>127</sup> Separate maturity indices have been developed for COs, VOs, UCBOs and POs.

<sup>128</sup> Applicable only to the areas where PPAF is supporting educational interventions.

<sup>129</sup> Net primary enrolment rate is the number of pupils of official primary school age (according to ISCED 2011, 5-12 years) who are enrolled in primary education as a percentage of the total children of the official school age population.

<sup>130</sup> The committees are functional if inclusive in membership, meeting regularly and taking decisions on school expenditures.

<sup>131</sup> Age bracket according to the Annual Status of Education Report (ASER) 2016.

## Annex 3: PPAF's Results Framework

PPAF GOAL	CORRESPONDING SDGS	PPAF TARGETS BY 2030 (IN PPAF OPERATIONAL AREAS ONLY)
6. a) Ensure access to safe drinking water and sanitation; (b) Develop effective water conservation and management systems at local level.	6. Ensure availability and sustainable management of water and sanitation for all.	Water strategy developed for PPAF incorporating mechanisms for implementation and assessment of 6a and 6b.
		Entire population has access to safe drinking water <sup>132</sup>
		At least 80% of population has access to sustainably managed sanitation services
		Groundwater levels remain static or are increased to sustainable levels in all integrated area upgradation programme (IAUP) areas.
7. Enhance access to sustainable and affordable energy solutions for off grid communities.	7. Ensure access to affordable, reliable, sustainable and modern energy for all.	At least 50% of off-grid households have access to electricity through renewable energy
		Innovative partnerships for renewable energy solutions are encouraged
8. Enhance sustainable and resilient livelihood opportunities.	8. Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.	The average family income in PPAF target households is increased by 300% of the baseline <sup>133</sup>
		The beneficiaries of PPAF asset <sup>134</sup> transfer make sustainable use <sup>135</sup> of the assets
		At least 80% of men and 50% of women have access to some form of financial services
9. Create and strengthen partnerships for innovation and change.		At least 75% of PPAF supported UC based organisations (UCBOs) demonstrate internalisation of PPAF values
		Local government institutions are strengthened to deliver services to poor communities
		Enhanced presence of PPAF on policy-making forums
		PPAF invests into and catalyses partnerships for innovation and change
10. Enhance value driven stewardship towards operations		Operational efficiency <sup>136</sup> and programmatic effectiveness <sup>137</sup> increases across PPAF operations

<sup>132</sup>Water that is available within 500 meters of premises, available when needed and free from contamination at source, conveyance and household storage.

<sup>133</sup>Calculated at 10% compounding per annum for 12 years.

<sup>134</sup>Assets may include tangible as well as intangible assets such as trainings, exposure or networking.

<sup>135</sup>Sustainable use in terms of continuance of asset ownership, multiplication of benefits over a 2-3 years period and reasonable increase in income using that particular asset.

<sup>136</sup>In terms of value for money.

<sup>137</sup>In terms of results-oriented programme delivery.











عشق، علم، عمل  
بی بی اے ایف کی بنیادی اقدار اور اس کے کام کی اصل روح ہیں۔

The emblem denotes three words: **Ishq, Ilm, Aml**  
meaning profound love, knowledge, action  
*the spirit of the institution*



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#### Cover Photo

The children of a PPAF supported primary school at Killi Molo Khan, UC Baiker, Tehsil Phelawagh, Dera Bugti