The First Six Years
2004-2010
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Dear Friends,

It is with great pleasure that I write to you on the publication of this report, which covers the first six years of FIDA’s operations. The need for a long-term approach to development is a cornerstone of FIDA’s existence. As such, the first five years of operation were dedicated to “research and development” in the field—allowing for time to understand the traditional mechanisms, structures and cultures of the areas in which we operate. Hence the decision to compile this report to document FIDA’s initial years.

These first years can be viewed as the planting of a seed, the results of which may not be reaped for some time. When planting for a future harvest, one must have faith that the inputs and efforts put into tending the crop, while not immediately producing tangible results, are an investment in a stronger and more sustainable foundation, yielding manifold benefits for the future. So is the case with FIDA, where we have invested heavily in our foundations, recognizing that the benefits may not be immediately evident, but confident that our organization and our work will benefit in the long-term.

In the culture of FIDA (which is an organic model of listening, learning, evolving and adapting), our philosophy has been to go back to the basics. We have taken the time to invest in human knowledge, capacity and relationships. Our desired geographic areas of work were largely hostile to NGOs, suspicious of outsiders and faced multiple security issues, so we had to create meaningful relationships and linkages across these areas. We have focused on maintaining an...
integrity of process and a succinct message. At FIDA, we see ourselves as a specialist organization that is small enough to be adaptable and responsive—that is, we can go into difficult areas and open the way for others.

Looking back, our strategy has paid off. Testament to this is the fact that we were able to respond to the displacement caused by military operations in South Waziristan Agency without any security incidents. Additionally, because we spent our initial years listening and learning, we were able to quickly identify the significance of the youth (i.e. they are a majority population, they are excluded from the mainstream and there is an intergenerational aspects to many of the current conflicts) and why youth issues have become one of our key focus areas. We have also opened up access and encouraged the will for development work in these areas by establishing buy-in from the communities and creating more sustainable structures.

In preparation for us to expand and achieve scale, FIDA has recently strengthened internal corporate governance and capacity by becoming a Section 42 Company and the newest member of the Rural Support Programmes Network (RSPN), from whom we gain immense institutional strength and a vast repository of knowledge. With this increased capacity and our existing on-ground network, we are now well positioned to take on relief and development projects in expanded areas (i.e. Southern KPK, Southern Punjab) and on an expanded scale.

I’d like to thank our incredibly dedicated staff, our past and present board members, as well as the communities and activists, without whom none of this would be possible. They are the core of our existence, as FIDA is an enabler or facilitator as opposed to merely an implementer. I’d also like to particularly acknowledge my late grandfather, Brigadier Sadiq N. K. Awan, for his unwavering support and mentorship.

Regards,

Faiysal AliKhan
INTRODUCTION

ORIGIN AND FORMATION

The turn of this millennium marked the beginning of a troubled era for Pakistan, particularly in the areas along the Pakistan - Afghanistan border. An escalation of terrorism-related political tensions and the subsequent militarization of the region brought added hardship to the residents of the already underprivileged North West Frontier Province (NWFP) of Pakistan, now known as Khyber Pakhtunkhwa (KPK). Chronic poverty, growing insecurity and lack of service delivery, combined with seasonal and random natural disasters such as floods and droughts continued to compound these adverse effects.

In light of the systematic neglect and resulting human suffering, a group of individuals was inspired to do something in these areas. Having long admired the work of development organizations in Pakistan, particularly those in the Rural Support Programmes Network (RSPN), the Lodhran Pilot Project and Sungi, these individuals wanted to build on the success of existing organizations while using their various backgrounds (including military and private sector) to add value and innovation.

Thus began the Foundation for Integrated Development Action (FIDA) in November 2004. Under the guidance of Brigadier (Retd.) Muhammad Aslam Khan, the late Brigadier (Retd.) Sadiq N. K. Awan and Faiysal Ali Khan, FIDA was registered as a not-for-profit, non-governmental, social welfare organization under the Social Welfare Ordinance of 1961, with its main office located in Dera Ismail Khan.

Community organizers and actors collaborate in a street theater event to promote mother and child health and the importance of vaccinations.
This district was chosen as a starting point due to its multi-ethnic, multi-linguistic composition, as well as its position as a crossroads neighbored by KPK, Punjab, Baluchistan, and the Federally Administered Tribal Areas (FATA). Working in this challenging area with a wide variety of communities was an ideal testing ground for this new organization, led and staffed mainly by people with backgrounds outside the development sector.

**OUR APPROACH**

**VISION**

A society built around good governance and democratic attitudes, supported by a sound economy and the sustainable use of resources.

**MISSION**

To mobilize and build the capacity of existing political and social structures and to act as a link between civil society and marginalized communities, thereby empowering all stakeholders to achieve their identified development goals in a sustainable and replicable manner.

**GUIDING PRINCIPLES**

One of FIDA’s guiding principles is to act as a gateway for development in the areas where it works. By providing critical linkages (including cultural knowledge and community relationships), plus the capacity to implement, facilitate and monitor projects, FIDA serves as an entry point for other organizations wishing to bring their development expertise to the area. This is a

*Members from within the affected community assist in organizing and sharing information with displaced people in District Tank.*
more effective use of resources and energy, as it prevents overlap and allows more actors to participate successfully in the development process.

FIDA believes in a multi-sector, community-driven approach to development. Rather than dealing with single issues in isolation, FIDA formulates comprehensive strategies that help communities prioritize, advocate and address their problems holistically. FIDA has always sought to avoid a prescriptive approach—the goal is instead to listen to and learn from communities. Acknowledging and building on successful development paradigms to support scalable and sustainable social transformation, FIDA develops and supports Community Organizations (COs) and Village Organizations (VOs) where possible.

FIDA also believes in the importance of advocacy with elected representatives and local stakeholders. As communities with strong kinship and tribal affiliations dominate the geographic areas of operation, much of the leadership are also elected representatives. Although challenging, it is imperative to have their buy-in and support.

As FIDA strives for a culture of listening, learning, adapting and evolving (both in interactions with communities, as well as within the organization), a distinct strategy was needed. FIDA’s founders were sensitive to the perceptions and connotations of development organizations in the eyes of the communities and local stakeholders, particularly in areas that had limited exposure. Each community and interaction is therefore seen as unique. That said, FIDA’s staff has always been encouraged to learn best practices from other organizations through trainings, mentorships and attachment periods.

**GOALS**

FIDA’s intervention strategies are based on long-range development objectives spanning at least two generations. That is, a conceptual timeline of 80 to 120 years in recognition of the chronic and structural nature of the fundamental issues. Using that timeline as a guideline, FIDA works in 5 year blocks towards measurable and specific objectives.
FIDA’s areas of intervention include Southern Khyber Pukhtunkhwa and Southern Punjab and their adjoining tribal regions. FIDA is currently implementing projects in District Dera Ismail Khan, District Tank and with communities from South Waziristan and is poised for expansion.
Dera Ismail Khan and Tank are the southernmost districts in KPK and South Waziristan is the southernmost agency in the FATA. The people of these regions belong to many different ethnic groups and speak a variety of languages, including Seraiki and Pashto. According to the last census in 1998, the population of the two districts stands around 1,091,000 with an annual growth rate of 3.26%.

These areas are rich in culture and history, but suffer from chronic poverty and neglect, further aggravated by recent militarization. Literacy rates are far below the national average and there is a lack of access to basic services, such as health facilities, educational institutes, electricity and piped gas, particularly in rural areas.

In an attempt to reach as many people as possible and to address underlying development challenges, FIDA works with a wide variety of communities and groups throughout the region. FIDA also works to create links and partnerships with neighboring districts, in order to strengthen and replicate the work that is being done. Having laid the groundwork throughout the region, FIDA is able to expand and scale as needed.
CAMPAIGNS AND PROJECTS TO DATE

BACKGROUND

FIDA commenced its operations at a time when there were few, if any, individuals or organizations serving the people of the area. Therefore, in addition to its core work, FIDA also positioned itself as an entry point for other organizations wishing to work in the districts. This role was significant in areas where a major challenge of development lies in establishing relationships, trust and credibility. Once FIDA had established these critical elements, it could provide the resources and access needed to implement development projects.

When national and international donor-funded projects were aligned with FIDA’s long term objectives and in the best interest of the area, FIDA acted as a competent partner and implementer. During its initial years, FIDA worked with many donors, including Sungi, RSPN, NCHD, UNDP, UNHCR, Oxfam GB, Trust for Volunteer Organizations, International Rescue Committee, the Swiss Agency for Development & Cooperation and International Relief & Development.

The campaigns and projects carried out during the first years of FIDA’s operation were undertaken to achieve the following three objectives:

- To act as a mode of assistance;
- To act as the basis and platform for organizational networking; and
- To act as an interactive social laboratory to diagnose and explore root causes of problems and potential avenues for solutions.

A water tank provides emergency drinking water to those affected by flooding.

Opposite left: School children participate in a game designed to promote health and hygiene.
In this manner, FIDA's first five to six years served as a “research and development” phase, during which the organization was able to meet community needs, develop strong networks and community relationships and explore various models of development.

**COMMUNITY OUTREACH AND BASELINE ASSESSMENTS**

Soon after inception, FIDA strengthened its ties with the communities of Dera Ismail Khan through a series of goodwill-building events using the individual impetus of founding members. Local communities, minority groups and youth were introduced to the organization through these events. Baseline assessments and other research-oriented activities were also carried out at this time, allowing FIDA to compare secondary and tertiary data with on ground findings.

**DISASTER RELIEF**

**EARTHQUAKE**

When a devastating earthquake struck Azad Jammu and Kashmir in 2005, FIDA, though still in its infancy, was well placed to assist victims by linking their needs with major relief organizations and programs. FIDA distributed relief items at ground level with the assistance of corporate partner DHL. FIDA also assisted in the relief efforts by surveying the extent of damages in the districts of Abbottabad, Battagram and Mansehra and providing the resultant data to other relevant organizations.

*Working with communities to prioritize development needs is essential before beginning any project. The modality of meetings is as important as the content.*

*Opposite right: Basic supplies are delivered to flood victims. Livestock were also affected.*
FLOODS

Every year the River Indus breaks its banks during the rainy seasons of July and August, unleashing damages to villages along the banks—the area locally known as the Kahcha. During the floods of 2005, FIDA was able to assist victims for the first time in collaboration with Oxfam GB, Sungi Development Foundation and UNDP. Dry rations, livestock preservation items (fodder and vaccinations) and temporary shelter items worth PKR 4.8 million were distributed. FIDA also interfaced with government departments to equip the community with skills and techniques to mitigate the impact of recurring floods. Demarcation of a ‘safety belt’ to which communities move their valuable possessions during the rainy seasons was a tangible outcome of one such initiative.

In the following year, a detailed assessment was carried out to assess flood vulnerability levels and findings were shared with relevant stakeholders.

When unprecedented floods occurred in 2010, FIDA promptly partnered with Oxfam GB to provide assistance. Non-food items (NFIs) were distributed to 6,300 affected families and clean drinking water was supplied to 11,800 families through water trucks. In addition, 6 flood-damaged water supply schemes were repaired, ensuring uninterrupted water supply to over 80,000 families. An additional 600 emergency pit latrines and 125 bathing places were also constructed. The interventions were further supplemented with over 2,000 flood-focused Health and Hygiene Promotion & Awareness Training Sessions conducted among men, women and children of the communities.

LIVELIHOOD DEVELOPMENT

In the year 2006, FIDA worked with farming communities living on the Indus River bank through a livelihood support project focused on natural resource management, enterprise development and capacity building. People in each village were organized into three clusters and assisted with the various programs detailed below.

The Swiss Agency for Development (SDC) provided funding collaboration for the project.

ANIMAL HUSBANDRY AND LIVESTOCK-BASED LIVELIHOODS

A training and awareness program was carried out to inform farmers about the diagnosis of seasonal diseases among livestock, methods of treatment and preventive vaccination schedules. Veterinary
experts were engaged in carrying out the training.

Ten focal persons from the community were trained in community-based vaccination techniques which do not require the services of an external veterinary surgeon. In addition, a one day veterinary medical camp was held to vaccinate livestock.

AGRICULTURE-BASED LIVELIHOODS

Agricultural farmers were trained in relevant subjects such as identifying quality seeds, treating crop diseases and cultivation management. The Government Department of Agriculture facilitated the program.

In addition, 6,500 plants were distributed amongst community members in order to highlight the benefits and encourage the practice of forest conservation and propagation.

SMALL TRADE AND DAILY-WAGE BASED LIVELIHOODS

People falling into this category were trained in cottage crafts, particularly those making use of dried and treated leaves of locally grown ‘Mizri’ palms, in keeping with government initiatives to promote this particular industry. They were also introduced to various marketing linkages.

NON-FORMAL EDUCATION

In a project supported by the National Commission for Human Development (NCHD), adult literacy centers were set up for those aged between 14 and 40 years in 25 locations. Of the 25 centers, 10 were for males and 15 for females. Each center enrolled 25-30 students per course. Out of those enrolled, 643 students successfully completed the course. In the selection of teachers, priority was given to local and/or retired teachers.
ALTERNATIVE ENERGY

Recognizing the need to provide eco-friendly and economical energy alternatives in rural areas, five biogas plants were installed in collaboration with Rural Support Network Program (RSPN) as part of a national pilot project. Twenty two households (165 individuals) benefited from of the pilot project and served as a model for future biogas projects.

Subsequent to successful completion of the pilot project, a further seven bio gas plants were installed in collaboration with AUSAID in 2009. Six plants were in Union Council Korai and one was based in Mardan. Fifteen households and about one hundred individuals benefited from the project.

The demonstrated success of these projects and subsequent demand from the communities for replication and expansion, lead to a larger project for 175 biogas plants being initiated in June 2011, funded by USAID.

HEALTH INITIATIVES

From its earliest days, FIDA began conducting medical camps, particularly in rural areas without access to local health services. Services offered at the camps included medical consultations, dispensing of medicines, medical awareness raising and medical needs assessments. Volunteer doctors and paramedical professionals were involved and many camps were carried out in coordination with the District Health Department.

As part of the national PAIMAN project, FIDA conducted health awareness training programs and facilitated ancillary service access with a focus on:

- Mother and newborn child health;
- Pre- and post-delivery arrangements;
- Advantages and importance of vaccination;
- Birth registration;
- The role of elders in pregnancy & childbirth;
• The role of the husband/father in supporting mother and child; and
• Introduction of LHW facilities.

Using innovative approaches such as “street theater,” the program also included community behavior change communication and mobilization components to improve family awareness about maternal and newborn health issues.

DEMOCRACY, CIVIL RIGHTS AND ACCESS TO JUSTICE

VOTER EDUCATION

During the 2005 elections, 15 election monitoring committees were formed to monitor 24 polling stations within two Tehsils of Dera Ismail Khan. Village organizations assisted by taking measures to maintain peace and order during the polling.

In the year 2007, FIDA assisted approximately 3,000 people from the Kacha area of Dera Ismail Khan in obtaining National Identity Cards from NADRA. Possession of an Identity Card is a basic right and the first step in being an active citizen of Pakistan, particularly in regards to exercising the right to vote.

With the support of SAP Pakistan, FIDA then set up voter education camps in the surrounding areas of Dera Ismail Khan with the objective of educating voters on the importance and role of casting votes. Ten voter awareness programs were carried out in three Tehsils of Dera Ismail Khan. The findings of the sessions were reported to various interested stakeholders including the Election Commission.

STRENGTHENING DISTRICT-BASED ORGANIZATIONS

In the aftermath of the 2005 earthquake and floods, FIDA recognized the need for a cohesive body to address disaster related issues. Therefore, FIDA spearheaded a Disaster Management Committee in Dera Ismail Khan which was set up to coordinate preventive and disaster relief focused initiatives.

FIDA’s Legal Information Center near the courts in Dera Ismail Khan.
Another forum, the Dera Development Forum, was set up to provide a platform for development stakeholders to meet quarterly to synergize their activities. FIDA also obtained membership in the Daman Civil Society, District Coordination Council and Human Rights Development Network.

Throughout FIDA’s first six years, various trade unions were also formed to protect the rights of vulnerable transporters, traders and consumers of Dera Ismail Khan.

ACCESS TO JUSTICE

Access to justice is a critical issue faced throughout Pakistan, particularly in rural areas. An inefficient and often corrupt legal system, combined with inadequate knowledge of legal rights and responsibilities, makes poor people particularly vulnerable. In Dera Ismail Khan, Tank and the surrounding Frontier Regions, FIDA worked with poor communities to improve their knowledge of and access to the justice system, as well as reestablishing traditional mechanisms of conflict resolution.

In many remote communities where it is not feasible to resolve small, personal conflicts in the courts (i.e. due to distance and/or cost), situations often escalate into violent crimes due to the non-availability of an alternative
conflict resolution system. FIDA intervened by strengthening the role of the community’s traditional leaders, thereby paving the way for a peaceful and impartial conflict resolution through traditional arbitration mechanisms.

In the premises of the District Court of Dera Ismail Khan, FIDA established an Assembly Hall, complete with a separate restroom to be used by women, in order to ensure more effective access to legal consultation services.

A Legal Information Center and an Arbitration Center were also established and a volunteer legal committee was formed under the patronage of the Dera Ismail Khan District Bar Association. The legal committee provided information and assistance to deserving cases, particularly women from rural areas.

A comprehensive booklet with legal information was published by FIDA and community based counselors were trained in providing conflict resolution guidance to communities. Through community outreach sessions, people in remote areas were made aware of their basic legal rights and the methods of accessing the formal legal system.

An exposure visit was facilitated for 14 student lawyers from Dera Ismail Khan and South Waziristan to meet senior lawyers attached to the Districts Courts and Bar Association of Islamabad. These student lawyers also visited the Islamabad-based non-governmental organization SHARP, which focuses on human rights related issues and participated in a radio discussion aired via ROHI, a Seraiki language radio station.

VOCATIONAL TRAINING AND CAPACITY BUILDING

In the year 2005, two vocational centers were set up in Saggu Shumali and Shah Jehan Shaheed to train women in sewing and dressmaking. FIDA provided sewing machines and teachers’ salary for the initial period of one year, hoping to create a sustainable model for the centers.

Three computer centers with a total of 15 computers were established for youth and students in the area of Tehsil Paroa of Dera Ismail Khan.

Working closely with the Social Welfare Department, FIDA assisted 35 Community Organizations in acquiring district-based registration as Citizen Community Boards (CCB) in the year 2006. CCBs were a key component in development at the time under the devolution plan. FIDA also provided them with essential skills such as how to conduct meetings, develop budgets and formulate proposals according to prescribed formats.
RESPONSE TO IDPS FROM SOUTH WAZIRISTAN

When military operations commenced in KPK and FATA in 2009, thousands of civilians were forced to flee from their homes, making them Internally Displaced Persons (IDPs). Residents from South Waziristan fled mainly to the neighboring districts of Dera Ismail Khan and Tank. Dera Ismail Khan, in particular, is a traditional economic hub for the region and most of the fleeing population had family or tribal links in the district.

As one of the few organizations with access to the affected areas, FIDA recognized that a humanitarian response was essential. Well before the military operations had even started, FIDA began using its established links in the area to plan for the needs of the IDPs and host communities. FIDA carried out a Rapid Assessment and worked with military and government decision makers in order to develop a multi-level strategy for handling the expected IDPs.

An underlying linchpin of FIDA’s strategies was simultaneous involvement of both community elders and the youth. Because of this strategy, FIDA was able to carry out the entire one year operation without any security incidents.

From the outset of the crisis, when there was heavy and erratic influx of IDPs into Dera Ismail Khan and Tank, FIDA assisted the Provincial Social Welfare Department in registering all eligible individuals and families. FIDA facilitated the registration of over 64,000 IDP families during the period from August 2009 to March 2010.

FIDA also advocated for those who were left out of the initial registration process, namely members of the Mehsud tribe settled in remote areas of Tank and members of the Bhittani tribe, which was not initially recognized as an affected tribe. Once registered, individuals and families were

Supplies for displaced people are distributed in remote areas of District Tank.

Opposite left: A participatory rural appraisal activity designed to facilitate dialogue.
verified by NADRA to determine their eligibility for relief services.

FIDA then partnered with UNHCR to provide non-food items (NFIs), shelter and protection for all IDPs in Dera Ismail Khan and Tank. FIDA managed the entire logistics chain from the UN Humanitarian Hub in Bhakkar to the on-ground distribution of all items. FIDA also worked closely with the International Rescue Committee (IRC) to provide protection services to all those affected. Over 38,000 families in Dera Ismail Khan and nearly 17,000 families in Tank benefited from the protection, shelter and NFI distribution program.

IRC also supported FIDA in the Mufti Mahmood Teaching Hospital in Dera Ismail Khan to provide out patient services to IDPs during a three month emergency period. Two separate emergency response units were set up with skilled paramedics and several mobile health camps and health and hygiene awareness sessions were conducted to supplement the initiative.
IRD distributed US $2 million worth of medical supplies to local medical facilities such as Basic Health Units (BHU) in Dera Ismail Khan through various implementing partners including FIDA.

FIDA also provided emergency water, sanitation and hygiene services in collaboration with Oxfam GB and IRD during the course of the IDP crisis (discussed in more detail below).

WATER, SANITATION AND HYGIENE (WASH)

FIDA has always recognized the importance of water, both as a valuable natural resource and as it relates to health, particularly in rural areas of Dera Ismail Khan and Tank. Many projects have been undertaken to promote awareness of these issues, as well as to provide tangible support and relief in the areas of water management, sanitation and health.

Water and Sanitation Initiatives

In 2006, a town walk and a workshop were organized to raise awareness on the theme of ‘Water and Culture,’ marking FIDA’s first year of participation in World Water Day. This was done in collaboration with NUAPAP, UNDP and IUCN and participation has continued ever since. At the end of the walk, the participants inaugurated a water purification plant in Dera Ismail Khan. Tehsil Nazims and TMO played lead roles in the event. A separate workshop was organized to promote importance of water conservation and water resource management with the participation of various stakeholders.

Through another collaboration with NRSP and the Government of Pakistan, FIDA worked to create a “model village” scheme in Tehsil Parova. Two Village Development Organizations (VDOs) were formed and successfully mobilized to participate in the project. A waste water drainage system was built and street pavements were constructed, for which the community contributed labor input amounting to 6 per cent of the total cost of the project.

In the years 2006 and 2007, 60 hand pumps were installed in the Village Kech in collaboration with the Trust for Voluntary Organizations (TVO). The project was managed by a committee comprising of three members from the community and two members from FIDA. As each hand pump serves four households approximately 2,880 individuals residing in 240 households benefited from access to clean drinking water.
WASH Response for IDPs from South Waziristan and Flood Victims

During the IDP crisis in 2009 to 2010 and during the devastating floods of 2010, FIDA partnered with International Relief and Development (IRD) and Oxfam GB to provide emergency WASH interventions.

In collaboration with Oxfam GB, FIDA achieved the following:

- 5,039,500 liters of water delivered through emergency tankering
- 60 water tanks installed
- 60 soak pits constructed
- 150 bathing spaces constructed
- 600 latrines constructed
- 350 latrine cleaning kits distributed
- 17 major water supply schemes rehabilitated

Under the IRD projects, the following infrastructure activities were carried out:

- 45 hand pumps constructed
- 225 bathing rooms constructed
- 925 Ventilated Improved Pit (VIP) latrines constructed or rehabilitated
- 25 communal latrine blocks constructed
- 100 latrines located in public service centers such as schools, hospitals, and basic health units reconstructed

9 schools provided with WASH facilities
962 health and hygiene sessions carried out
2 town clean-up campaigns undertaken
2 hand washing campaigns carried out
6,300 household NFI kits distributed
6,300 hygiene NFI kits distributed
92,000 water purification tablets distributed

Reconstruction of a water supply system in collaboration with IRD.
• 1,000 hand washing points constructed
• 250 waste water drains constructed
• 6 major water supply schemes constructed and/or rehabilitated

In addition to infrastructure facilities, WASH related NFIs were distributed throughout the project. The NFIs included jerry cans, soap, water purification tablets and other essential hygiene related items.

Over 500 health & hygiene promotion sessions were also conducted to increase awareness of issues such as water purification, storage and usage; hand washing; and general personal hygiene. These sessions were conducted within the community with separate groups for men, women and children. The town clean-up campaigns were also an opportunity to promote community-level health and hygiene and many residents commented that it was the first time they had seen such work carried out in their lifetime.

FIDA promoted the model of child-to-child awareness building, using school children as ambassadors of the concepts in their own communities. Health and hygiene messages were also aired through local FM radio stations reaching a vast audience.
YOUTH INITIATIVES

Youth issues are a crosscutting theme in all of FIDA's work. Whether it's WASH committees or IDP registration, the youth must be explicitly and meaningfully engaged in all development work in order to affect long-term and sustainable change. In addition to incorporating youth throughout its projects whenever possible, FIDA has also undertaken specific, youth-focused initiatives.

In 2010, FIDA partnered with RSPN to train youth in civic activism. During the training, young, potential leaders were placed with Local Support Organizations (LSOs) for a period of three months, supplemented by workshops before and after the placement. Twenty youth participants received the opportunity to work hands-on with LSOs and experience several social development mechanisms while developing personal skills required for civic activism. The majority of the trainees who participated in the program were successful in securing employment with various NGOs soon after completing this project.

FIDA sponsored six participants to attend the annual Young Leaders’ conference (YLC), which was held in Karachi in July 2010. Four out of these six participants were of tribal origins from South Waziristan. The objective of the conference was to promote youth leadership skills and also to provide them with a window of positive exposure to diverse cultures, professions and lifestyles. See event website www.ylc.sol.edu.pk for more information.

FIDA has also developed workshops for university students aimed at enhancing life skills. For example, in December 2010, a workshop facilitated by externally sourced speakers/trainers on “Dynamics of Public Speaking” was conducted by FIDA at Kohat University and was attended by 29 student participants.

A youth assessment campaign was carried out during 2010 and 2011, through structured and unstructured interactions in universities and youth hostels in Khyber Pakhtunkhwa. Social, educational and economic issues faced by students were documented following the campaign. The findings highlighted that students from the Federally Administered Tribal Area, particularly those from the Mehsud tribe in South Waziristan, were facing considerable social discrimination & exclusion on-campus as well as off-campus.
Hameeda translates a health and hygiene lesson into Pushto for her friends.

Opposite right: Hameeda carries the lessons she has learned to her home and family.
Five and a half year old Hameeda lives in Benazir Colony, DI Khan. She has three sisters and four brothers. Although she loves learning and longs to attend school, Hameeda’s father only allows his daughters to attend a local madrassah for religious education. Recently, a local NGO (Khwendo Kor) opened a Child Protection Center near her residence, which she is also allowed to attend regularly.

When FIDA and IRD organized Hand-Washing Week events, they coordinated with Khwendo Kor and visited this Child Protection Center.

As FIDA’s team gathered the children to demonstrate proper hygiene practices, Hameeda offered to translate the lessons into Pushto.

She stood confidently in front of the group and translated all the information from Urdu to Pushto for the other children.

The following day, FIDA’s field staff visited Benazir Colony and was surprised to find Hameeda teaching her brothers how to properly wash their hands with soap.

Hameeda’s mother told FIDA’s female Public Health Promoters that Hameeda had come home from the Child Protection Center, told everyone in her extended family what she had learned about the importance of personal hygiene and insisted on washing her hands more than five times. Now she is motivating everyone in her family and at the Child Protection Center to adopt proper hand washing methods.

FIDA’s field staff encouraged Hameeda’s mother to consider further education for this bright, young Public Health Promoter.
Female participants in the Young Activist Development Program were assigned to Local Support Organizations (LSOs) for three weeks.

Opposite right: Muneeba engages in house-to-house community surveys while learning about various methods of social activism and development.
Muneeba R., 25, is a resident of Mohallah Hayatullah in Dera Ismail Khan. She had completed a Bachelor of Arts, but had not found employment and was only occupied with carrying out daily chores at home. A friend told her about the “Young Activist Development Program” being implemented by FIDA and RSPN. Although she faced many obstacles in getting permission from her parents to participate in this training, she was eventually selected and allowed to participate.

She was placed in the women’s group and went to LSO Wan Bhachran for three weeks. During this time she learnt how the forums of COs, VOs and LSOs can bring change in the area. She also experienced the power of social mobilization first hand and decided to replicate the learning in her native area. As she told FIDA staff, “We need guidance and support to achieve the set targets. Now we have learnt that by using these forums we can solve our problems at our door steps.”

When she returned home, she began using the skills and methods she had learned to carry out her own social mobilization activities. Starting in her own village, she contacted women with social standing and created a network for action. She has targeted the marginalized community, disseminated her message and mobilized them to come under the umbrella of COs. Initially the response of the people was not encouraging, but after her struggle she succeeded in forming a women’s CO in Lakhraw in Ratta Kulachi. She feels confident that she has initiated the process for change in her area.
TRANSITION FROM SOCIAL WELFARE TO SOCIAL DEVELOPMENT

COMPANIES ORDINANCE 1984

The year 2010 was a hallmark in the organizational history of FIDA, as it went through a process of restructuring and upgrading, gearing itself for larger and wider-scale development interventions.

The pivotal step in the process was the registration under the Section 42 of the Companies Ordinance of 1984. The registration certification was obtained in April 2011 and FIDA had its first Board of Directors meeting under this new license in May 2011. The Board of Directors includes experienced and respected members of the development community and will continue to be expanded.

STRENGTHENING INTERNAL SYSTEMS AND CONTROLS

External auditors (Anjum Asim Shahid Rahman Chartered Accountants—a member firm of Grant Thornton International) were retained to carry out an external audit of FIDA. These audited accounts have been published as of 30 June 2010 and the firm has been appointed to carry out regular audits and internal compliance reports.
Management consultants were also retained to study FIDA’s organizational systems and make recommendations for changes and improvements. Most recommendations, including the transition to a computerized software based accounting system, have now been implemented, bringing FIDA to professional level that is on par with international development organizations.

**ORGANIZATIONAL CAPACITY BUILDING**

FIDA has a core team of staff with diverse skills and professional training backgrounds. Each core team member’s professional expertise complements and contributes to the team cohesiveness. Following is the organizational chart of FIDA depicting the core team and their relationship with program and project staff:

![organogram]

**MEMBERSHIP WITH RURAL SUPPORT PROGRAMMES NETWORK**

FIDA has been granted preliminary membership as part of the Rural Support Programmes Network (RSPN), thereby becoming one of only ten local NGOs to have obtained this status, having proved compliance with rigorous organizational standards laid out by RSPN.

In January 2011, all FIDA staff participated in a two week long “Orientation Training Workshop” conducted by the Institute of Rural Management on behalf of National Rural Support Program (NRSP), as a part of criteria to achieve this status within the RSPs.
EXPANSION AND ACCELERATION

Having completed a six year period of “research and development” and relationship building at the field level, FIDA is now positioned to expand its scale and scope of activities. FIDA aims to evolve into a national NGO, capable of responding to humanitarian needs wherever they arise and providing opportunities for those in underserved areas. FIDA’s expertise and focus remains on Southern KPK, Southern FATA and Southern Punjab. FIDA will continue to act as a gateway organization, providing access in those areas which are considered inaccessible or hostile towards development initiatives. Relationships with donors, partners and other stakeholders will also be expanded and strengthened.

COMMUNITY INVOLVEMENT AND SOCIAL MOBILIZATION

FIDA will continue to strengthen community networks and forums (i.e. COs, VOs and LSOs) with a view to fully integrate communities with development efforts. These forums will be the key focal points through which FIDA will ensure participation of community at all levels during the project cycle, from needs assessment through project conclusion.

A disempowered and disenfranchised community is not in a position to take control of their own circumstances, let alone achieve collective development. Therefore, FIDA’s preliminary interface with a given community is marked by an effort to empower the community through social mobilization. This is achieved by forming or strengthening community organizations and harnessing their potential for self-determination and development. This approach ensures sustainability of interventions in the long run and is in line with FIDA’s core belief that the sustainability of a project depends on community ability to take ownership of the project.

Community needs are identified and prioritized as a first step before any intervention. The needs are assessed in consultation with community organizations, traditional community leaders and local government authorities. Once needs are identified, FIDA works with other stakeholders in order to form partnerships that address these needs. Thereafter, suitable projects are designed and implemented.

DISCOURSE FOR PEACE

FIDA aims to play a meaningful role in the overall discourse and strategy towards lasting peace in the troubled border areas of Pakistan, through its development activities and involvement in
the region. In addition, FIDA aims to provide a platform for tribal and traditional leaders to engage in discussions with mainstream political groups.

FOCUS ON YOUTH

In a country where an estimated 63 per cent of the population is under 25, FIDA recognizes the importance of youth in all its activities, particularly in areas where the youth have been marginalized and are targeted by anti-state actors. Any sustainable change must involve the youth and address their needs.

FIDA will continue to focus on youth needs in all of its development interventions. Specific areas include social mobilization, access to education, provision of alternative career paths, and the highlighting of positive role models. A comprehensive Youth Employability Strategy will also be developed. There will be a particular emphasis on settling and rehabilitating those youth affected by conflict by focusing on sustainable livelihoods, traditional market-building mechanisms and links to industry.
BUDGET AND FUNDING LEVELS

FIDA has concluded projects amounting to a value of over Rs. 170 mil. from inception to December 2010, with the fiscal year 2009/2010 seeing the highest turnover of projects.

17 percent of overall funding for the projects came from individual, philanthropic donations.

18 percent of funding for the projects came from national donors.

65 percent of funding for the projects came from international donors.
An excerpt summary of the audited accounts as of 30 June 2010 is given below:

### FOUNDATION FOR INTEGRATED DEVELOPMENT ACTION
#### INCOME AND EXPENDITURE ACCOUNT
#### FOR THE YEAR ENDED JUNE 30, 2010

<table>
<thead>
<tr>
<th>Note</th>
<th>2010 Rupees</th>
<th>2009 Rupees</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Income/grants</strong></td>
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<tr>
<td>Grants from donors</td>
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<td>113,386,315</td>
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<tr>
<td><strong>Expenditures</strong></td>
<td></td>
<td></td>
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<tr>
<td>Programme cost</td>
<td>7</td>
<td>46,661,663</td>
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<tr>
<td>Operating cost</td>
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<td>61,596,261</td>
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<td><strong>Surplus for the year</strong></td>
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<td>Surplus</td>
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<tr>
<td>Other income</td>
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<td><strong>Net surplus for the year</strong></td>
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<tr>
<td>Accumulated Surplus - brought forward</td>
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<td>122,990</td>
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<tr>
<td><strong>Accumulated Surplus</strong></td>
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<td>8,046,966</td>
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</tbody>
</table>

The annexed notes from 1 to 11 form an integral part of these financial statements.