



Aga Khan Rural Support Program

A Study on Linkages and Partnership Development of LSOs in Gilgit-Baltistan

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Acknowledgement

When I left AKRSP in 2003, the idea or plan for fostering Local Support Organisation in the region was not on the radar screen of AKRSP. However, after the lapse of 11 years I returned to AKRSP in June 2014 with the current assignment and realized the profundity of knowledge that is being managed for the facilitation of Civil Society Organizations (CSOs) in Gilgit- Baltistan and Chitral (GBC).

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I take full responsibility for whatever is written and findings in this report.

Acronyms

AKDN	Aga Khan Development Network
AKDO	Al-Karim Development Organization
AKF	Aga Khan Foundation
AKHSP	Aga Khan Health Services Pakistan
AKRSP	Aga Khan Rural Support Programme
ASF	Agri-Business Support Fund
GB	Gilgit-Baltistan
GDO	Ganish Development Organization
Govt.	Government
JICA	Japan International Cooperation Agency
KADO	Karakoram Area Development Organization
KIIs	Key Informant Interviews
LSO	Local Support Organization
M&E	Monitoring and Evaluation
NGO	Non-Governmental Organization
SADA	Support and Development Association, Hussainabad
USAID	United States Agency for International Development
V/WO	Village/Women Organization
VO	Village Organization
WO	Women Organization

Table of Contents

Acknowledgement	ii
Acronyms	iii
Executive summary	vi
1. Introduction	1
2. The objectives of the study	1
3. Structure of the report	1
4. Methodology	2
4.1 Qualitative Data collection	2
4.1.1 Primary and secondary data	2
4.1.2 Focus Group Discussions (FGD) and Key Informant Interviews (KIs).....	2
5. Data Analysis and Results.....	3
6. The number, process, purpose and effects of linkages on LSOs.....	3
6.1 The number of linkages:	3
6.2 The process of Linkages	6
6.3 The Purpose of Linkages	7
6.4 The effects of Linkages.....	8
7. Reduce Dependency on AKRSP	10
7.1 Current activities being carried out to reduce dependency.....	10
7.2 Steps to be taken to reduce future dependency in future	11
7.3 LSOs sustainability through financial contribution.....	11
7.3.1 Membership fee.....	11
7.3.2 Monthly contribution	11
7.3.3 Other Sources	12
7.4 Challenges of making LSOs operationally independent	12
8. Prioritized list of services and prospective organizations and support required for future linkages	13
8.1 Potential organizations:	13
8.2 Products and Services:	13
8.3 Support required.....	14
9. Communication material and dissemination of information	14
10. Specific recommendations and concerns for linkage development in Future.....	15

11.	Capacity of LSOs in creating Linkages.....	16
11.1	Human Capital	16
11.1.1	Awareness of the importance of linkage	16
11.1.2	Strategy and plan for linkage development	16
11.1.3	Awareness of LSOs about community needs	16
11.1.4	Required skill for proposal development	16
11.1.5	Information on potential donors	16
11.2	Financial Capital	17
11.2.1	Awareness of LSOs on funding	17
11.2.2	Preference and choices of funding agencies	17
11.2.3	Financial resources to cover operational cost	18
11.3	Communication and networking	18
11.3.1	Communication material:	18
11.3.2	Funds for communication and travelling	18
12.	Views of the government officials on LSOs.....	19
13.	Challenges in linkage development.....	20
14.	Recommendations	23
15.	Concluding remarks	27
16.	Limitations of the study	28
	Annexure 1: Inventory Table	30
	Annexure 2: Types and number communication materials used by LSOs.....	34
	Annexure 3: How, the LSO disseminates/shares these documents/materials with government, donors, and other stakeholders?	35
	Annexure 4: Capacity of LSOs in creating Linkages	36
	Annexure 5: Questionnaire/Check List for a Study on Linkages and Partnership of LSOs in GB.....	37

Executive summary

Currently AKRSP is providing support to Local Support organizations (LSOs) with an objective to enhance human and organizational capacities of the LSOs through training programs and financial support. The current study on linkages and partnership development was carried out with the main objective to assess and review existing and past LSO linkages and partnerships with line departments and partners other than AKRSP, and identify capacity gaps in forging productive linkages in selected 20 UCs/LSOs in GB.

The study on linkage and partnership is mainly based on qualitative research and assessments. The selection criteria of LSOs was determined on the basis of geographical distribution of sample units (At least 1 LSO/District), inclusion of LSOs in Community Investment Funds and age of LSOs, which is 3-5 years old. Based on the above stated criteria, a total of 20 sampling units were selected for the study and the primary data was collected through Focus Groups Discussions (FGDs) and Key Informant Interviews (KIIs). A total of 20 FGDs groups and 7 key informant interviews were conducted in the program area of GB.

Major findings

- Over the last few years, LSOs have endeavored to create linkages with public, private and Civil Society Organizations (CSOs). Majority of the sample LSOs have been very successful in creating highly diversified linkages, some very strong others less so but mostly on ad hoc basis. The type and number of linkages created by LSOs are numerous with complex processes involved in achieving the linkage objectives. The linkages have been created mostly at local level, across all sectors with purpose ranging from fulfilling a minor need of a community to acquire substantial financial resources for supporting productive social sector activities.
- The findings on maximum number of linkages created by LSOs over the last 3-5 years showed high percentage of 53% linkages with Civil Society Organizations (CSOs) followed by 37% linkages with Public sector organizations notably Agriculture Department. The linkages with private sector were found to be 10% only. The main reason for limited linkages appears to be the limited investment of private sector in the region.
- The findings of study show that maximum number of linkages created by individual LSO range from 1 to 17 linkages per LSO. The highest being in Gupis and lowest in Skardu. LSOs with a very few linkages have to identify ways and means for developing more linkages in future
- One of the findings revealed a highly encouraging result in terms of Initiatives taken by LSOs in creating linkages with organizations other than AKRSP. Over 80% linkages were created by LSO volunteers and staff without any external mediation and support. The findings also indicated that 4/% of the funding agencies approached LSOs to channel their funding through them. *This aspect needs to be explored further to see whether the funding agencies lack the information on the role and functions of LSOs or they do not consider them as appropriate vehicle for funding.*

- Findings of the study on the purpose of linkages showed mixed results. Highest linkages (37%) were created mainly with CSOs to acquire material resources and supplies, including plating material, seed, chicken, and construction material for CPIs. This is followed by 26% linkages created with organizations to acquire financial resources. Another 25% linkages were created with the main purpose of capacity building of LSO staff and volunteers. The study also revealed that the activities generated through linkages had a major impact on project management, capacity building and financial sustainability.
- Findings of the study revealed the concerns of LSOs regarding linkage development. In this case majority of the LSOs (29%) expressed their concern over the lack of required skill for proposal development. 24% indicated that they lack the required information about potential donors particularly at national level. A significant percentage of the responses (13%) also expressed their concern over the lack of financial resources for meeting the operational cost including linkage development.
- A number of senior government officials were interviewed to seek their opinion on the role and performance of LSOs and their suggestions for improvement in future. The discussion with government officials revealed that the LSOs provide an excellent contact or entry point to access V/WOs at UC Level. However, they expressed their concern over the lack of the required skill to manage the organizations. They suggested that the coordination with LSOs at field level could further be strengthened if AKRSP could work with senior officials at higher level for influencing the government policies.

Recommendations

- It seems that the LSOs are unlikely to be successful in influencing V/WOs members for their monthly or annual contribution unless actively mediated by AKRSP through various means, including written material explaining why internal resource mobilization is essential for external linkages for further resource mobilization to sustain the role of LSOs.
- It is suggested for AKRSP to review its policy and criteria for LSO formation and see if the most isolated villages could be treated as special cases and allow them to establish village based LSOs having membership based in V/WOs at village level. This will have financial implications for AKRSP, but will help these villages to improve their direct links with AKRSP, which would eventually lead to further linkages with other organizations.
- It is suggested to AKRSP to see how it can reorganize its current support systems to respond to the needs of LSOs. In addition, AKRSP may review its current recruitment policies to see how these policies match with the evolving needs of the CSOs in GB.
- Gilgit-Baltistan could be considered as an unpredictable place in terms of the availability of opportunities for funding through International NGOs or private sector investment including tourism sector. LSOs with the help of AKRSP ought to formulate strategies to

tap public sector funds and mobilize internal resources to sustain activities. An access to public sector funds will require consistent efforts at provincial and federal level. This may not happen without AKRSP playing the lead role.

- It seems highly desirable for AKRSP to look for ways and means to support LSOs located in isolated valleys, support the LSOs without CIF and with weak leadership, limited financial and management expertise, lack of technical capacity, lack of communication or coordination with other organizations (including government agencies).
- LSOs were expected to develop partnership with relevant line departments particularly with LG& RD at Union Council Level for efficient use of resources. The finding of the study, however, showed that the LSOs have been more successful in developing their linkages with CSOs and less so with public sector organizations particularly with LG&RD. It seems unlikely that the LSOs will be more successful in developing close relationship with LG&RD in future unless a significant number of LSO activists contest and win the forthcoming local bodies election and demonstrate that the LSOs are viable organizations for effective and efficient use of government resources.

1. Introduction

The concept of linkage¹ is neither new for AKRSP nor for the Civil Society Organizations (CSOs) being supported by AKRSP. Historically, AKRSP has been promoting the concept of linkages since 1980s when Village and Women organizations (V/WOs) were fostered to successfully respond to the needs of their members. Since then AKRSP has been encouraging not only the V/WOs, but also the other forms of associations of V/WOs (Cluster Organizations and Local Development organizations) to forge linkages with public, private and civil society organizations (CSOs) at various level with an aim to reduce their dependency on AKRSP resources.

Currently, this support is fully extended to Local Support organizations (LSOs) with an immediate objective to enhance human, financial and organizational capacities of the LSOs through training programs and financial support. The ultimate objective is to encourage LSOs to grow as self-sustaining bodies by acquiring resources to fulfill the needs of V/WOs through their linkages at local, national and international level.

2. The objectives of the study

- Assess and review existing and past LSO linkages and partnerships with line departments and partners other than AKRSP in selected 20 UCs/LSOs in GB
- Map the existing capacity gaps in forging productive linkages in the selected 20 UCs / LSOs.

3. Structure of the report

The main part of the report is divided into seven parts. The first section covers the number, process, purpose and impact of linkages on LSOs. The second part deals with the activities carried out by LSOs and measures taken to reduce their dependency on AKRSP. In the third section the report looks at priority list of services needed and prospective organizations identified by LSOs for future linkages.

The fourth section covers the initiatives taken by LSOs in developing communication material for disseminations among stakeholders and service providers. Section five covers views of the government officials on the role and functions of LSOs, the nature and level of their interaction with LSOs, the weaknesses of LSOs and suggestions for the improvement of their performance in future. Section six assesses the human, financial and networking/lobbying capacity of LSOs.

¹ Creating linkages is one of the buzzword in development discourse and promoted mostly by NGOs, Private sector and some of the public sector organizations. The meaning and understanding of linkages is determined by the context, work and objective of different organisations. In AKRSP's context linkage development could simply be defined as connecting local organisations and communities to sectors, organizations, programs and projects for the resources required to fulfill their needs.

The last section covers gaps, provides recommendations and conclusion. The report in general emphasizes much on the capacity of LSOs in developing their linkages with other organizations for resource mobilization so that they could be able to evolve into independent or autonomous bodies.

4. Methodology

This study on linkage and partnership is mainly based on qualitative research and assessments. The inclusion criterion of LSOs was determined on the basis of:

- Geographical distribution of sample units (At least 1 LSO/District)
- Inclusion of LSOs in Community Investment Funds
- Inclusion of LSOs (3-5 years old)

Based on the above mentioned criteria, a total of 20 sampling units were selected for the study. The distributions of sample size in the districts of GB are as follows.

4.1 Qualitative Data collection

4.1.1 Primary and secondary data

The primary data was collected through FGDs and key Informant interviews. Similarly the secondary data was collected through various reports including LSO background papers, LSO assessment reports, LSO self-assessment exercises, and other related studies. The consultant reviewed existing publications/documents which were available in the core office as well as in the regions. On the basis of these studies a questionnaire was designed with input from staff members of M&E and ID in AKRSP.

4.1.2 Focus Group Discussions (FGD) and Key Informant Interviews (KIIs)

The primary data was collected through Focus Group Discussions (FGDs) and Key Informant Interviews (KIIs). A total of 20 FGDs groups and 7 key informant interviews were conducted in the program area of GB. Each FGD group comprised of 8 - 10 members. Participants of FGDs and KIIs at all field sites were;

- Members of Board of Directors (BOD) of each LSO
- Chairpersons of the BOD and staff of LSOs
- Deputy Commissioner
- Director Agriculture
- Director Live Stock
- Deputy Director LG& RD
- Deputy Director Agriculture Hunza/Nagar
- Deputy Director capacity building and training

Of the total 20 FGDs, 5 were facilitated by the consultant himself with support from ID specialist AKRSP Core office at each field site. The remaining 15 FGDs were led by the facilitators from the regional offices who were trained in facilitating FGDs. The questionnaire used by the consultant and regional staff for FGDs in each region is attached as annexure-5. The

KIIs were conducted by the consultant himself with main purpose of seeking the opinion of senior government officials on the role and functions of LSOs, the nature and level of their interaction with LSOs, the weaknesses of LSOs and suggestions for the improvement of their performance in future.

In addition, the consultant also tried to highlight the overall capacity of LSOs in developing external linkage with reference to their human and financial capital and communication skills on rating scales.

5. Data Analysis and Results

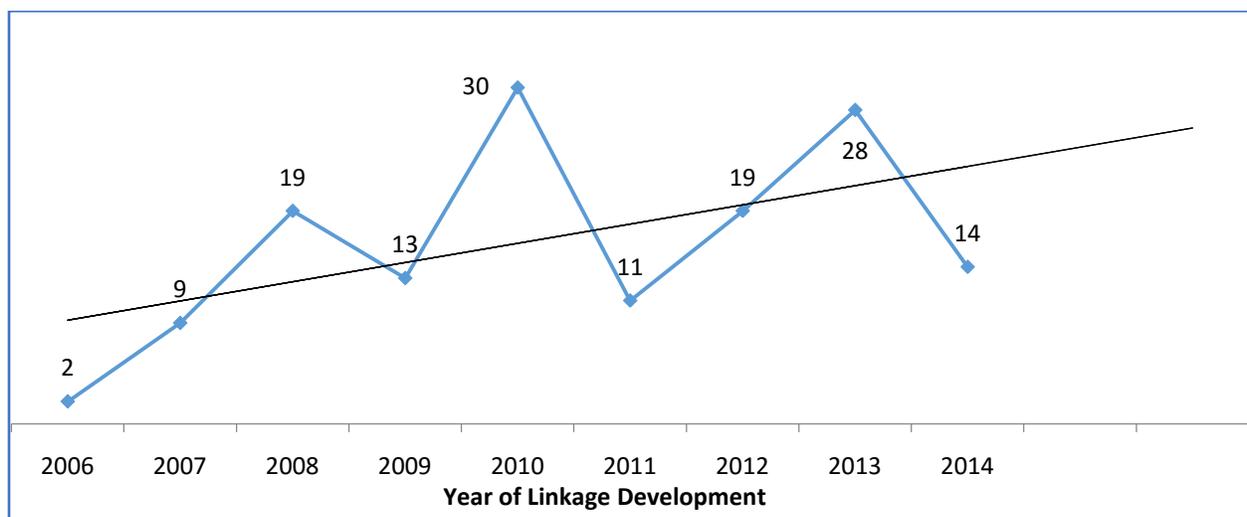
Every possible effort was made to acquire as much information as possible from the primary data. For the qualitative section the data was transcribed and then thematic analysis was conducted. Each theme was elaborated in the light of its dimensions which were provided by the FGD participants. The details of themes along with important relevant information are attached as annexes.

6. The number, process, purpose and effects of linkages on LSOs.

6.1 The number of linkages:

The study to see maximum number of linkages over the last 3-5 years showed fluctuations with peaks and falls with a sharp decline during the period 2010-2011. Discussion with LSOs and AKRSP staff over the fluctuations indicated that the LSOs were heavily engaged with internal resource mobilization with an aim to generate sufficient financial resources to match with the grants that were to be provided by AKRSP with support from EELY project. Subsequent fluctuations in the number of linkages against the years could also be associated with processes initiated by LSOs for internal resource mobilization. The graph 6.1.1 below shows the number of linkages created by LSO.

Graph 6.1.1: Number of External Linkages by Year of Linkages Established



The study to see the level of interaction of LSOs with Civil Society Organizations (CSOs), private and public sector organizations showed a high percentage of linkage development of LSOs with CSOs (53%). The second highest percentage of linkages (37%) was created by LSOs with public sector organizations notably with agriculture department. This is followed by 10% linkages created by LSOs with private sector. Table 6.1.1 below shows the level of interaction of LSOs with CSOs, public and private sector organizations. The primary reason for close linkages with CSOs appears to be the values, principles and approaches being shared both by the LSOs and CSOs. As a result, they feel comfortable in terms of their interaction with one another. This type of interaction appears to be the comfort zone for LSOs. The other reason seems to be the targets and deadlines of funding agencies which they need to achieve. To fulfill the above mentioned needs, LSOs provide the best entry point or point of contact for developing relationships with primary beneficiaries (V/WOs).

Table 6.1.1: Number of LSO's Linkages with CSOs, Public and Private Sector Organizations

Year	CSO	Private	Public sector	Total	%age
2006	2	0	0	2	1%
2007	2	2	5	9	6%
2008	6	4	9	19	13%
2009	6	0	7	13	9%
2010	8	1	8	17	12%
2011	12	2	10	24	17%
2012	10	3	6	19	13%
2013	21	1	6	28	19%
2014	10	2	2	14	10%
Total	77	15	53	145	100%
	53%	10%	37%	100%	

The sum may not add up to n due to multiple linkages developed by LSOs

The public sector organizations are severely constraint by human and financial resources to provide extension services particularly to the villages in remote valleys. The more they go to the remote valleys, the more they face the challenge of reaching the beneficiaries. Consequently, they approach LSOs to meet their deadline and targets. *This seems to be a high potential area that needs to be explored further to see how the relationship of LSOs with the line departments particularly agriculture, livestock and forestry could further be improved by helping the departments through various ways and means. This could lead to the provision of improved services and supplies to V/WOs*

The linkage and partnership development of LSOs with private sector organizations is constricted by limited investment of the private sector in the region. This could be in turn be related to remoteness and isolation of the region, high transportation costs and restriction on

movement of foreigners to the region. *Here the LSOs need to update their information to see how they can create links with private sector organizations particularly at national level.*

In an attempt to find out the linkages of LSOs with individual departments indicated that the LSOs were able to create high percentage of linkages with AKDN institutions (14%) and USAID (14%) in GB. The above mentioned organizations were considered to be the most favourite. This is followed by maximum linkages with department of agriculture (8%) and LG & RD (8%). *Linkages with forest department are also encouraging, but it seems that there is a need to pay much attention to develop strong linkages with livestock department and Hashoo Foundation.* Table 6.1.3 below shows percentage of linkages with each department.

Table 6.1.2: Number of LSO's Linkages with Individual Department

	CSOs	Private	Public sector	Total	%age
Agri. Dept.	0	0	11	11	8%
AKDN	13	8	0	21	14%
Forest Department	0	0	6	6	4%
Hashoo Foundation	6	0	0	6	4%
LG&RD	0	0	12	12	8%
Live Stock	0	0	4	4	3%
Rupani Foundation	3	0	0	3	2%
UN	2	0	0	2	1%
USAID	19	1	0	20	14%
Others	34	6	20	60	41%
Total	77	15	53	145	100%
%age	53%	10%	37%	100%	

The sum may not add up to n due to multiple linkages developed by LSOs

An attempt to see the maximum number of linkages created by individual LSO with other organizations reflects the fact that majority of the LSOs have been doing their best to create as many linkages as possible since their formation. The findings revealed that a number of LSOs (around 30%) lag behind in terms of the number of linkages created, but each one has to be seen in relation with the date of formation. *However the findings also reveal that a number of LSOs appear to have been less effective (Deosai, Marapi, Asora, Mendi) in creating their links with more than three organizations. These LSOs have to review their strengths and weaknesses seriously to see how they can improve their linkages.* Table 6.1.3 below shows the number of linkages created by individual LSO in each district.

Table 6.1.3: Number of linkages created by individual LSO in each district

District	Name of LSO	Formation Year	No of orgs Linked with
Hunza-Nagar	Gojal Rural Support Organization	2006	8
	Ganish Development Organization.	2005	4
	Shainber Rural Support Organization	2006	8
Gilgit	Danyore LSO	1997	11
	Nomal LSO	2011	5
Ghizer	Hillbosh LSO	2010	7
	Sangam LSO	2008	6
	Chatorkhand LSO	2007	13
	Gupis Rural Support Organization	2005	17
	Al karim Development Organization	2005	9
Ghanche	Thalay LSO	2007	16
	Daghoni/Balghar LSO	2006	8
Skardu	Kisan LSO	2008	7
	Serman LSO	2007	5
	Shigri kalan LSO	2006	4
	Mendi LSO	2007	1
	Marapi LSO	2008	3
	Sada LSO	2004	8
Astore	Arosa Rural Support Programme	2004	3
	Deosai Rural Support programme	2004	2
	Total		145

The sum may not add up to n due to multiple linkages developed by LSOs

6.2 The process of Linkages

The findings of the study on the process of linkages clearly showed that 86% of the linkages were created by LSOs themselves without any external mediation. Of the above mentioned Linkages 16% linkages were created by LSOs through resolutions and 10% linkages were exclusively created by the BoD members. Please see a table below (6.2.1) for the processes involved in creating linkages. The findings also highlighted that 4/% of the linkages created by the agencies/organizations with LSOs to channel their funding through them. This points to an undesirable situation in which the level of acceptance of LSOs as appropriate and credibility of organizations for utilizations of funds is at stake. *This aspect needs to be explored further to see whether the funding agencies lack information on the role and functions of LSOs, or they do not consider them as appropriate vehicle for funding.*

Table 6.2.1: The Process of Linkage Development through Various Actors

Process of Linkage Development	Year of Linkage									%age
	2007	2008	2009	2010	2011	2012	2013	2014	Total	
No Response	0	0	0	1	0	3	2	0	6	5%
AKRSP helped	0	2	1	2	0	0	1	0	6	5%
Based on Community needs	0	0	1	0	1	0	2	0	4	4%
Bayes Channel	0	0	1	0	0	0	0	0	1	1%
LSO /BoD	0	0	2	0	0	5	3	1	11	10%
Exchange of Nursery	0	0	0	0	0	0	1	0	1	1%
KADO	0	0	1	0	0	0	0	0	1	1%
LSO itself approached	2	4	8	5	9	13	11	5	57	50%
Organizations approached LSO	0	0	0	1	0	1	1	1	4	4%
Repairing of Households	0	0	0	0	1	0	0	0	1	1%
Shelters	0	0	0	0	1	0	0	0	1	1%
through elected rep.	0	0	0	0	1	0	0	0	1	1%
Through resolutions, dialogues and meetings	1	6	1	1	2	1	3	3	18	16%
UC member	0	0	0	0	0	0	0	1	1	1%
Total	3	12	15	10	15	23	24	11	113	100%
%age	3%	11%	13%	9%	13%	20%	21%	10%	100%	

The sum may not add up to n due to multiple linkages developed by LSOs

6.3 The Purpose of Linkages

A qualitative assessment to see the purpose of linkages revealed the following findings in the table no 6.3.1 below:

Table 6.3.1: Purpose of Linkage by Sector

Purpose of Linkage	Sectors				%age
	CSOs	Private sector	Public sector	Total	
Advocacy and lobbying	1	0	0	1	1%
Capacity Building	21	2	13	36	25%
Financial	21	2	14	37	26%
Material	28	4	21	53	37%
Services	6	7	5	18	12%
Total	77	15	53	145	100%

The sum may not add up to n due to multiple linkages developed by LSOs

Financial: A significant percentage of the linkages (26%) were created by LSOs with main objective to acquire financial resources for income generating activities. The findings revealed that the LSOs gained maximum benefit in terms of financial resources from USAID through Agri-Business Support Fund for income generating activities in the farming sector. In addition, USAID

provided funds for irrigation channels also. It also provided funds for promotion of education activities through Reading Project in GB. Other organization identified by LSOs for acquisition of financial resources is RSPN. RSPN provided CIF to 8 LSOs in GB. Each LSO received over PKR 1 million that is used as revolving fund for income generating activities. If LSOs do not get any amount from other sources of income, then the income generated through various activities is for covering the operational cost. .

Capacity building: A significant percentage of linkages (25%) created by LSOs with the major purpose of capacity building activities. Of these, the most significant trainings were organized for the representatives of those LSOs who received USAID funding. BoD members and paid staff received training on management, record keeping and logistics. Some of them received their training on project management at LUMS. A significant number of LSOs received training on agriculture activities including horticulture, bee farming, and high impact value chain for various products. The above mentioned courses were mainly organized by ASF of USAID, high value crop production of JICA and Hashoo Foundation. In addition, a number of organizations including FOCUS and Plan Pakistan approached a number of LSOs for training courses on DRR and early childhood development respectively.

Material: An overwhelming majority of the linkages (37%) were developed mainly with CSOs to acquire material resources and supplies including planting material, seed, chicken, and construction material for CPIs.

Services: A small percentage of linkages (12%) were created by LSOs mainly with private sector organizations to acquire services for various activities including mobile services, life and property insurance etc.

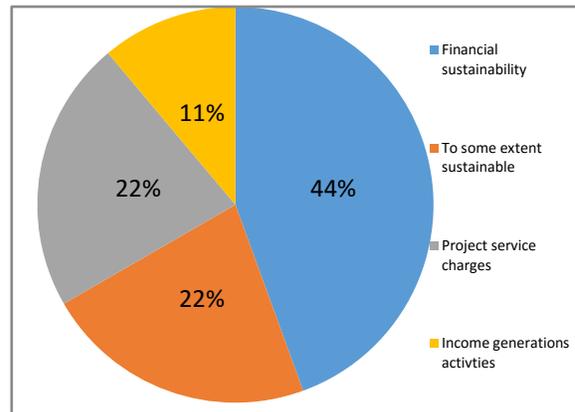
Advocacy and lobbying: A small percentage (1%) of linkages created by LSOs for networking and lobbying. Networking/Lobbying for policy dialogue seems to be an important area for LSOs to handle in future. *Here it seems appropriate for AKRSP to consider capacity building program for LSOs on communication strategies, advocacy and policy dialogue.*

Conclusion: *It is worth mentioning that almost all sample LSOs are in the process of developing proposals and plans to submit for donors to fund a number of activities. This may require substantial support from LSO Support Units in Gilgit and Baltistan in terms of preparing quality proposals for onwards submission to funding agencies.*

6.4 The effects of Linkages

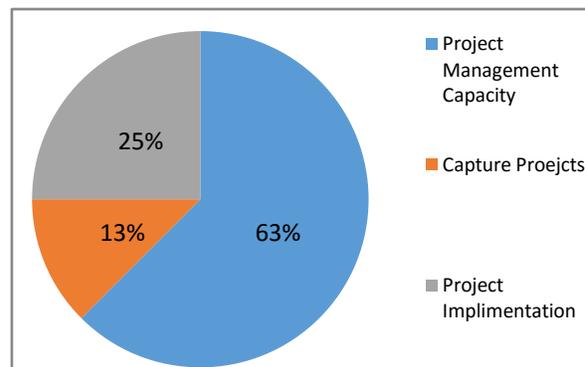
The study to assess the effects of linkages on LSOs in terms of their financial sustainability, human resource development, capacity development in project management, networking/Lobbying revealed the following findings:

Financial sustainability: An sizable number of linkages (44%) created by LSOs mainly contributed to improve the sustainability of financial resources. 22% linkages had a partial effect in terms of financial sustainability. Another 22% linkages led to new activities that in turn created an opportunity for service charges, thus contributing to financial sustainability. A small percentage of linkages (11%) created income generating activities that in turn contributed for financial sustainability.

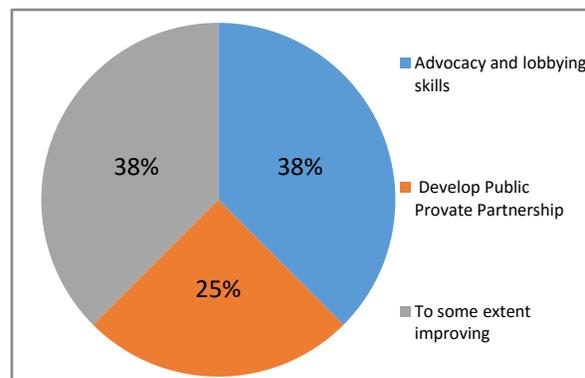


Human Resource development: A high percentage of the linkages (63%) created by LSOs had a significant impact on training and skill development of their staff. 38% linkages led to create an impact on human resources development in general.

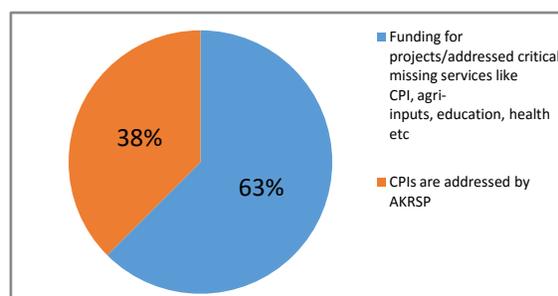
Project Management: A high percentage of linkages (63%) created by LSOs showed that the linkages had a positive effect on project management. The projects received from USAID had a major component of capacity building with focus on project management. 25% of the linkages created by LSOs had a major effect on improving the implementation processes. A small percentage of the linkages (13%) led to improvement in skills for pursuing the projects.



Advocacy and Lobbying skill: Around 38% of the linkages created by LSOs led to creation of a positive impact on improving advocacy and lobbying skills. Almost the same percentage of LSOs indicated that the effect has been moderate. Around 25% linkages showed that they helped in developing public private partnership. *It seems appropriate here for AKRSP to see how lobbying and advocacy skills of LSOs could be improved.*



Funding for critical services (CPIs, health, education): A significant percentage of linkages (63%) created by LSOs helped in addressing the critical services like CPIs, health and education. Around 38% linkages were created with other organization through AKRSP to acquire funds for the services mentioned above.



7. Reduce Dependency on AKRSP

7.1 Current activities being carried out to reduce dependency

Over the years AKRSP has been trying to forge the linkages of LSOs with other organizations with an aim to reduce their dependency on AKRSP resources. To a question as to how LSOs will meet their cost if the current support of AKRSP is ceased revealed that a significant percentage of activities (24%) are being carried out to reduce their dependency through linkages and partnership development. This is followed a significant percentage of activities being carried out to reduce their dependency through internal resources mobilization. Table no 7.1 below shows the activities that are carried out to reduce LSOs' dependency on AKRSP. The areas that need attention for future includes: creation of endowment funds, proper utilization of CIF, reduce expenses of LSOs, create access to Zakat funds to address the needs of vulnerable segment of the population in V/WOs, and internal resource mobilization.

Table 7.1: Activities being carried out for reducing dependency

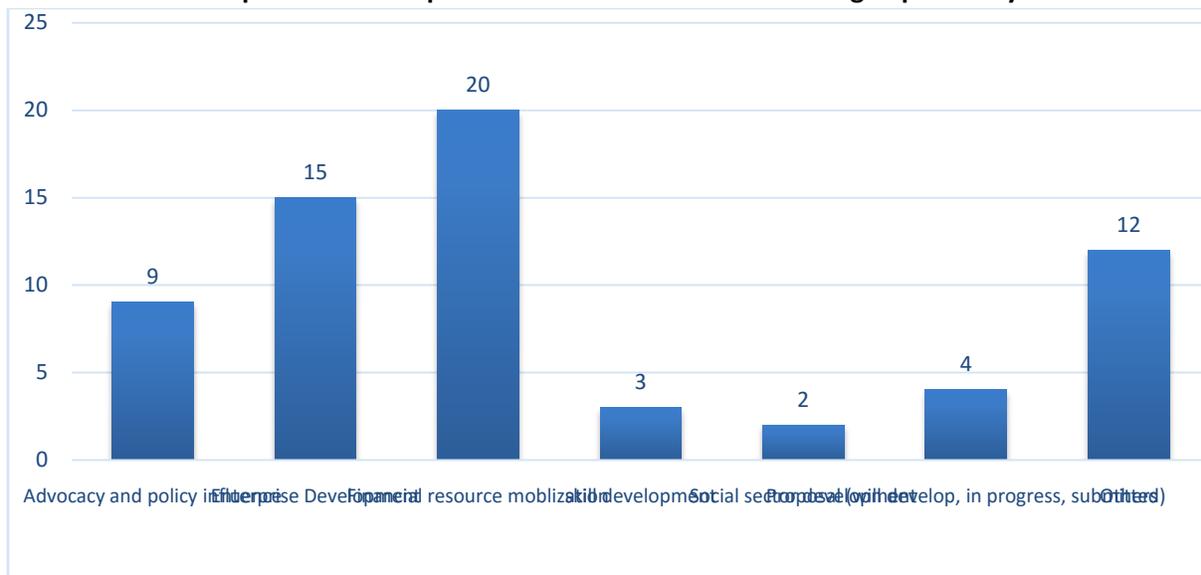
Reduce dependency	No of responses	%age
Approach Legislative Assembly members	1	2%
Project service charges (Donation from community in terms of project. service charges)	5	8%
Build LSO Office	1	2%
Create endowment fund	3	5%
CRF interest	4	6%
Develop Linkage/engaged organizations	15	24%
Focus on establishing social enterprises	5	8%
Internal operations, budgeting and resource mobilization	2	3%
Introduce registration of V/WOs membership fee	12	19%
Need improvement within LSO and reduce internal expenses	2	3%
Other	8	13%
Submit proposals	4	6%
Utilize zakat funds for LSO	1	2%
Total	63	100%

The sum may not add up to n due to multiple responses

7.2 Steps to be taken to reduce future dependency in future

To a question as to what are the steps that need to be taken by LSOs in future to reduce the dependency on AKRSP showed that majority of the responses (20) revealed that LSOs will make efforts to generate financial resources to reduce their dependency on AKRSP in future. A significant number will depend on enterprises as a major source for income generation in future. Other areas include: developing relationship with GBLA members for funds generation. A significant number of responses revealed that LSOs would depend on the relationships and linkages on policy advocacy issues and lobby for policy changes for utilization of development funds in GB.

Graph No 7.2.1 Steps to be taken in future for reducing dependency



7.3 LSOs sustainability through financial contribution

To a question as to how the V/WOs and other CSOs are contributing to LSO's suitability revealed the following findings:

7.3.1 Membership fee: A small percentage of LSOs suggested membership fee, ranging from PKR 120 to 1000, on annual basis. An overwhelming majority (80 %) did not answer the question, but the silence over the question was considered to be a negative answer on the basis of assumption that LSOs might be having difficulties in charging annual fee from V/WOs.

7.3.2 Monthly contribution: A small percentage of LSOs suggested monthly fee ranging from PKR 10 to PKR 500 per month. An overwhelming majority (75 %) did not answer the question, but the silence over the question was considered to be negative answer on the basis of assumption that the LSOs might be having difficulties or they may not be sure in influencing V/WOs for charging monthly fee.

7.3.3 Other Sources: An overwhelming majority (95%) of the LSOs did not answer the question regarding other potential sources for monthly or annual contribution, but it has been deemed as a negative answer on the basis of assumption mentioned above.

7.4 Challenges of making LSOs operationally independent

To a question as to what are the challenges likely to encounter in making LSO operationally independent of AKRSP revealed that lack of funds (54%) is a major barrier in managing operations including linkage development. This is followed by the lack of capacity and linkage development skills. Table 7.4.1 below shows the challenges of making LSOs operationally independent.

Table 7.4.1: Challenges in Making LSOs Operationally Independent

Challenges	%age
Lack of funds for operations	54%
Lack of human resource	8%
Lack of technical skills	15%
Lack of linkage development skill	8%
Other	15%
Total	100%

To a question as to what are the challenges likely to be faced in reducing dependency of LSO on AKRSP for fund mobilization and linkage development revealed that they lack financial resources (42%) to create more funds for further links with other organizations. They also pointed to problem that some of the donors do not trust LSOs. Also, they lack required skill and information to create linkages with other organizations. Table no 7.4.2 reflects the view of the representatives of the sample LSOs.

Table 7.4.2: Challenges in funds generation and linkage development

Fund mobilization and linkage development challenges	Frequency	%age
Lack of access to public funds	2	11%
Lack of capacity to create links	3	16%
Lack of financial resources for more funds generation	8	42%
Lack of information about donor agencies	1	5%
Lack of trust of donors	3	16%
Others	2	11%
Total	19	100%

8. Prioritized list of services and prospective organizations and support required for future linkages

8.1 Potential organizations:

Table 8.1.1 shows priority list of the organizations that the LSOs would like to be linked with. Of these the most preferred organization is USAID (16%) mainly for the reason that USAID provides substantial amount for productive activities in the farm sector through ASF. It also provided funds for social sector activities through Reading Project in GB. The second most preferred organizations are AKDN and agriculture department for productive as well as social sector activities. *Given the priority of the organizations, as shown in the table below, AKRSP may organize workshops to update LSOs about the systems and procedures of the priority organizations particularly USAID.*

Table 8.1.1: Prospective Organizations for the Future

Potential Organization	Frequency	%age
Agriculture Department	7	8
AKDN	7	8
Forest Department	3	4
KADO	6	7
LG&RD	6	7
Ma'ariffee Foundation	3	4
United Nations	2	2
USAID	14	16
WWF	4	5
Others	33	39
Total	85	100

8.2 Products and Services:

The data given in the table below reveals that majority of the responses (29%) were in favour of products including seeds, planting material, water filtration plants, mobile services, computer labs, vocational centers, reading material etc. Similarly 29% responses were in favor of technical support such as proposal writing, IT centres, vocational centres, extraction and finishing products of gems etc. In the off farm sector many responses were in favour of exploration of mining also. In social sector responses were in favour of health centres, laboratories, libraries and teaching material. The responses in favour of preferred services include: emergency training and services followed by technical input through extension services. Table 8.2.1 shows the percentage of responses in favour of products and services required by LSOs.

Table 8.2.1: Most Preferred Products and Services

Products/services	Frequency	%age
Capacity building activities	11	13
Material resources	21	25
Products including seeds, planting material, water filtration plants, mobile services, computer labs, vocational centers, reading material	25	29
Social enterprise	3	4
Technical support	25	29
Total	85	100

The sum may not add up to n due to multiple response data

8.3 Support required

A majority of the responses (33%) indicated that a number of projects particularly in the farm sector including land development and horticulture development activities require financial support to implement. A significant number of responses showed that they require support in linkage development with specific requests for support in arranging meetings with senior government officials. A number of responses (14%) identified capacity building as an area where they requested specifically for proposal development. Table 8.3.1 shows the type of support required by LSOs.

Table 8.3.1: Support Required by LSOs

Support required	Frequency	%age
Capacity building (proposal development)	12	14%
Finance	28	33%
Improved communication	4	5%
Information	5	6%
Linkage Development	16	19%
Technical assistance	18	21%
Other	2	2%
Total	85	100%

The sum may not add up to n due to multiple response data

9. Communication material and dissemination of information

The study to find out communication material that has been developed by LSOs for further dissemination of information revealed that a number of LSOs have taken up this aspect seriously while a significant number of LSOs have taken it very lightly. Table 9.1 shows the trends in development and use of communication material. *It seems highly appropriate for AKRSP to see how some of the weak areas shown in the table below could be improved through trainings and capacity development program. The areas that need serious attention of LSOs and AKRSP are the future plans, annual report and introductory material like brochures.*

Table 9.1: Communication Material

Communication material	Status	Frequency
Boucher	No	19
	Yes	1
Audit	No	0
	Yes	20
Annual report	No	8
	Yes	12
Future plan	No	7
	Yes	13
Strategic plan	No	13
	Yes	7

10. Specific recommendations and concerns for linkage development in Future

To a question as to what are the specification recommendations and concerns for linkage development revealed that majority of the LSOs (29%) lack the required skill for proposal development and they need support from AKRSP in this regard.

A significant number of responses (24%) indicated that they lack the required information on potential donors particularly at national level. LSOs recommended that they need help in acquiring the above mentioned information on regular basis

A significant percentage of the responses also indicated that they need help from AKRSP on policy and advocacy matters for policy changes in GB. A number of responses also expressed their concern over the lack of financial resources for meeting the operational cost. Table 10.1 below shows specific recommendations and concerns of LSOs in developing linkages.

10.1 Specific Recommendations and Concerns for Linkage Development

Specific recommendations and concerns	Frequency	Percent
Advocacy and lobbying	7	12.1
Capacity building in proposal development	17	29.3
Communication and information sharing	14	24.1
Financial support	8	13.8
Linkage development	2	3.4
Others	5	8.6
Technical support in strategic planning	2	3.4
Transportation	3	5.2
Total	58	100.0

The sum may not add up to n due to multiple responses

11. Capacity of LSOs in creating Linkages

11.1 Human Capital

11.1.1 Awareness of the importance of linkage: To a question as to how many LSOs are aware of the importance of linkages, the findings revealed that almost half of the sample LSOs were aware of the importance of linkages. On this aspect the LSOs stand at satisfactory level, but draws attention to the fact that they have to be fully aware of the importance as they will move towards more maturity with an aim to evolve into credible and independent organizations. *It may be appropriate for AKRSP to see as to how the awareness of LSOs could be enhanced so that they could improve their linkages.*

11.1.2 Strategy and plan for linkage development: The finding on the availability of a strategy or a plan with LSOs for creating linkages indicated that the majority of LSOs do not have any written plan, communication material or a strategy for linkage development at local, national or international level. It seems that majority of the LSOs create their links on ad hoc basis. *This area needs special attention of AKRSP.*

11.1.3 Awareness of LSOs about community needs: The study to find out whether the LSOs are aware of the community needs and requirements of funding showed that of the LSOs were aware of the needs and process of need identification. However, it seems that the LSOs are also cognizant of the fact that they have to make substantial efforts in financial resource mobilization to meet the community needs.

11.1.4 Required skill for proposal development: The study to find out the required skill for proposal development clearly indicated that the majority of the LSOs do not have the capacity to prepare proposals for donors and service providers. *This appears to be one of the serious matters that require serious attention of LSOs. Here it seems highly appropriate for AKRSP to provide help.*

11.1.5 Information on potential donors: Majority of the LSOs do not have the list of potential donors and service providers. *This needs to be prepared and updated. AKRSP may like to assist LSOs in this regard.*

11.2 Financial Capital

Scale	Name of District							Total	%age
	Astore	Ghanche	Ghizer	Gilgit	Hunza-Nagar	Khapulo	Skardu		
The LSOs are aware of the availability of funds at various levels, this information is updated and prepared to access funds									
Does not exist	0	0	0	0	0	0	1	1	5%
Poor	0	0	2	0	1	1	1	5	26%
Normal	0	1	1	1	0	0	2	5	26%
Good	1	0	2	1	1	0	1	6	32%
Excellent	1	0	0	0	1	0	0	2	11%
Total	2	1	5	2	3	1	5	19	100%
There are examples where agencies approached LSO for providing funds for development									
Does not exist	0	0	3	0	0	0	1	4	25%
Poor	0	0	0	0	1	0	3	4	25%
Normal	0	1	1	0	0	0	1	3	19%
Good	2	0	0	1	0	0	0	3	19%
Excellent	0	0	0	0	2	0	0	2	13%
Total	2	1	4	1	3	0	5	16	100%
LSO has sufficient funds to cover operational cost including funds for developing linkages									
Does not exist	1	1	1	0	0	0	2	5	28%
Poor	0	0	4	0	0	0	1	5	28%
Normal	1	0	0	0	1	0	3	5	28%
Good	0	0	0	1	2	0	0	3	17%
Excellent	0	0	0	0	0	0	0	0	0%
Total	2	1	5	1	3	0	6	18	100%

11.2.1 Awareness of LSOs on funding: The study to see whether the LSOs are aware of sources of funding and the way they share the information within LSOs indicated that the majority do not have a proper and regular system for documentation and review of the past and emerging opportunities on funding. It seems that the information on sources of funding is not shared formally among the staff, BoD members and executive committee, rather the matter is being handled by individuals on ad hoc basis. The findings also showed that LSOs do not prepare a written plan to approach donors and service providers to access financial resources. *It seems that the LSOs need to improve their planning processes in which information on funding opportunities to be formally discussed in schedule meetings and plans to be prepared accordingly.*

11.1.2 Preference and choices of funding agencies: Study to see whether the funding agencies prefer LSOs as appropriate vehicle for provision of fund showed that a small percentage of LSOs were approached by funding agencies reveals that the percentage is below than the normal. *The findings clearly indicate that the LSOs have to make serious efforts to prove that they are credible organizations and capacity for planning, implementation and monitoring of the projects*

for poverty reduction at UC level. It seems highly appropriate for AKRSP to invest resources and time to lobby for LSOs to prove the advantages of creation of LSOs for improved coordination at UC level.

11.2.3 Financial resources to cover operational cost: The study to see whether the LSOs have sufficient funds to cover operational cost including linkage development indicated that they lack sufficient financial resources to meet their operational cost including linkage development. *LSOs need to look seriously for ways and means to generate sufficient financial resources to be able to continue their operations including linkage development.*

11.3 Communication and networking

Scale	Name of District							Total	%age
	Astore	Ghanche	Ghizer	Gilgit	Hunza-Nagar	Khaplu	Skardu		
1. LSO has communication and networking facilities, including computers and internet, for linkage development									
Does not exist	1	0	1	0	0	0	0	2	11%
Poor	1	0	2	0	1	1	2	7	37%
Normal	0	1	1	0	1	0	1	4	21%
Good	0	0	1	0	0	0	1	2	11%
Excellent	0	0	0	1	1	0	2	4	21%
Total	2	1	5	1	3	1	6	19	100%
2. LSO has sufficient funds to cover the cost of communication material and travelling to access funding agencies									
Does not exist	1	0	5	0	0	1	4	11	58%
Poor	1	1	0	0	1	0	2	5	26%
Normal	0	0	0	0	1	0	0	1	5%
Good	0	0	0	1	0	0	0	1	5%
Excellent	0	0	0	0	1	0	0	1	5%
Total	2	1	5	1	3	1	6	19	100%

11.3.1 Communication material: The finding on possession of material resources reveals that the LSOs do not have sufficient material resources including internet facility and other equipment for communication and networking for linkage development. LSOs ought to look for ways and means to acquire material resources for improved linkages.

11.3.2 Funds for communication and travelling: The findings on availability of funds for communication and travelling cost reveals that efforts of LSOs are severely hampered by the lack of funds. LSOs need to seriously search for funds most preferably for endowment funds to be generated through internal resources mobilization or external resources. It seems appropriate for AKRSP to intervene here.

12. Views of the government officials on LSOs

A number of government officials²² were interviewed with a view to get their feedback and response on the role and functions of LSOs, nature and level of their interaction with LSOs, weaknesses of LSOs and suggestions for the improvement of their performance in future.

- The Deputy Commissioner of Ghizer district said that he was not only aware of the role of LSOs, but also personally knew the chairpersons of two LSOs. He suggested that the role of LSOs to be seen in relation with the characteristics of our society in general, which is known for misappropriation and corruption. He suggested to develop firm rules and regulations for improved management, particularly financial, of LSOs. To a question as to how the coordination could be improved, particularly with LG& RD at UC level, he said that the departments may not be able bring visible changes unless the Chief Secretary is briefed on the outcomes of improved coordination between LSOs and LG&RD. He suggested to hold a detail briefing for Chief Secretary on the roles and functions of LSOs at UC level development.
- The staff members of the agriculture department were fully aware of the functions of the LSOs and their interaction with them for a range of activities including input supplies. The relationship goes beyond input supply and distribution. The department is implementing a JAICA funded project called 'promotion of value added fruit production' in one of the districts with exclusive involvement of LSOs in the area. The Director Extension who happens to be a former AKRSP employee said that the government cannot reach all farmers in the region due to the lack of the required number of staff, paucity of financial resources in mobilizing and arranging logistics for supplies. He added that the more they go to the remote area the more difficulties they face to reach to the farmers. It is precisely because of the above mentioned reasons the department's workers approach LSOs as well as V/WOs particularly for distribution of supplies. LSOs provide a point of contact or an entry point for communication and interaction with local communities at Union Council level.
- The staff members of the Department of Livestock expressed views similar to that of Agriculture Department and expressed their satisfaction over the support provided by LSOs

Linking LSOs with Agriculture Extension

Some of the LSOs have been very successful in creating their links with Department of Agriculture. A unique example of linkage development is Shaghari Khurd LSO in Skardu. It has succeeded in persuading Department of Agriculture to assign one of the extension workers to LSO. A trained extension worker is now based in the office of LSO and provides services to V/WOs members. The visit of the extension worker is facilitated by the LSO and V/WOs. In return they get free services. This is a kind of win-win situation both for LSO and department in providing timely services to communities.

²² Met with Deputy Commissioner Ghizer, Director Extension Agriculture Department GB, Deputy Director Capacity Building and Training Gilgit, Deputy Director Hunza/Nagar District, Director Livestock GB, Deputy Director Livestock Gilgit, Poultry development officer Astore, Project Engineer LG&RD, District Engineer, LG&RD, Deputy Director LG&RD Gilgit.

in input supplies including chicken and breeding bull distribution to communities. The staff said that the LSOs representatives have been very regular in terms of their interaction with department and demanding services and products.

- Surprisingly the staff members of LG& RD mentioned that they are aware of the presence of LSOs in various places, but they had little interaction other than the project which was launched by UNICEF immediately after floods in 2010. They also mentioned that there has been some interaction with LSOs on birth registration activities at the offices of secretary Union Councils. The staff members, however, admitted that as per local government rules the department of LG& RD has to ensure participatory approaches to development on principles similar to what LSOs and AKRSP are promoting, but in practice resources of the department are utilized by some influential people at UC level without any consent of the majority of the people from local communities.

The suggestions made by the representatives of all line agencies for improved coordination and linkages with LSOs are summarized below:

- Three of the former employees of AKRSP who are now at senior positions in government pointed to a problem and said that majority of LSOs are dominated by people with political background and that there is need for LSOs to look at the composition of leadership.
- The coordination with the departments by LSOs at field level could further be strengthened if AKRSP could work with senior officials on influencing the policies of the government.
- At many locations the V/WOs are more active than LSOs. In that case the department staff prefers to have their relations with V/WOs than LSOs.
- The government is lacking sufficient funds to support extension and supplies to all villages. As a result the extension staff members feel reluctant to go to LSOs where they cannot commit to fulfill the demands generated by LSOs. As a result, they expect the LSO and V/WO member to visit the extension offices to either acquire services or obtain the available supplies.

13. Challenges in linkage development

Linkage and partnership development could be considered as an intensive activity that may require substantial resources, capacity and support. In this context, the challenges faced by LSOs have to be viewed in relation with availability of required human and financial resources, the capacity within the governance structure and employees, physical barriers, linkage development opportunities and constraints in the region, the type and level of support required by LSOs for productive linkages, and the type and level of support being provided by AKRSP.

During the course of discussion with LSOs, the following were identified as major challenges in linkage and partnership development at various levels:

1. The LSOs across GB are highly diversified in terms of their human and material resources. LSOs are managed both by the governing bodies as well as by paid staff.

Under the current settings, LSOs are facing a number of issues in managing their human resources across all sample LSOs in GB. These issues could directly or indirectly be associated with the processes of linkage and partnership development. Some of these are;

- The composition within the governing bodies varies to a great extent across all sample LSOs in GB. Most of the sample LSOs are dominated by few individuals with diverse backgrounds. They are associated with LSOs for the last several years for a variety of reasons. One obvious reason appears to be rescheduling of AGMs for the last several years. These individuals might be very loyal to their respective LSO, but it seems that their capacity, training and skills do not fully match to deal with emerging challenges of resource mobilization through linkages and partnership development. This seems to be crucial aspect as most of the LSOs are currently constricted by human and financial resources.
- Contrary to the above mentioned trends, a couple of sample LSOs are constricted by rapid turnover of the members of the governing bodies. As per by laws two third of the BoD members and executive committee could be changed immediately after AGM. This is enforced in some LSOs for a number of reasons including political rivalries. As a result, the process of relationship and linkages developed by some members is either broken, disrupted or discontinued.
- Most of the sample LSOs are severely constricted by the lack of financial resources for managing their routine operations. Consequently, they have reduced not only the number of paid staff, but also reduced the level of their salaries. This resulted in loss of experience staff who were capable of writing proposals and linkage development in most of the LSOs. Currently, this gap is bridged by recruiting less experienced staff with low wages and they are expected to do all kind of work including proposal writing and developing linkages and partnerships. Unfortunately, this is not happening for obvious reasons i.e., the lack of the capacity of the paid staff.
- Discussion with AKRSP staff members indicated that majority of the VOs are inactive due to a number of reasons including conflicts over the use and recovery of loans against savings. On the other hand, WOs are considered to be more active as compared to VOs in terms of their participation in development activities including savings. However the representation of women in LSOs governing bodies is considered to be disproportionate to the level of their participation, the level of their affiliation, ownership and loyalty with LSOs. Consequently, they do not get an opportunity to interact and develop their relationship and linkages with organizations other than AKRSP.

2. Discussions with LSOs indicated that the allocation in public sector development programs during the last five years have substantially been reduced either due to the lack of financial resources, or changes in preferences and priorities of the GB Government. There has been no significant investment by private sector in the regions. Also the flow of the funds through international NGOs is obstructed by restriction on mobility of their representatives particularly foreigners to GB for security reasons. This in its turn has led the LSOs to compete for limited resources available in the region. Whatever the resources may be, it seems that the LSOs located close to the provincial or district HQs have benefited much than those located in the peripheries.
3. The distances between LSOs and their respective V/WO members and households are considered to be distant not only in physical terms, but also in terms of managing the flow of information on activities, progress and challenges being faced both by LSOs and V/WOs. There are evidences that the V/WO members in some of the LSOs have just heard the name of their respective LSO, but majority of the members are not aware of the purpose and objectives of creation of LSOs. LSOs are aware of this issue, but they are reluctant to visit their respective V/WOs because of the lack of financial resources and high cost involved in mobilization and follow up activities. As a result, a number of V/WOs have developed their own linkages without involving LSOs. Examples are the V/WOs of Singal and Bubar in Punyal where a number of activities, like vocational centers and Farmers Enterprise Groups are supported by Central Asia Institute and Agri-business Support Fund.
4. One of the challenges that could be faced by LSOs to manage the forthcoming election for GB Legislative Assembly. As the election date for GB legislative Assembly is approaching, the political workers have begun launching informal political campaigns in their respective areas and they have decided to create their links with V/WOs. In this process, the political workers have begun to provide grants to V/WOs for various projects. This is likely to increase in future that could eventually lead to increase political rivalries at V/WO and LSO level. Ultimately it can affect the relationships within the governance structure of LSOs and potential linkages at various levels.
5. LSO Support Unit was established with an aim to provide support to LSOs in each region. The unit provides support in managing financial records and improving monitoring systems for the activities being carried out by LSOs in their respective areas. The role of LSO Support Unit is considered to be serious matter, which is being discussed currently by most of the LSOs. Most of the LSOs expressed their concern over the kind and nature of support being provided by AKRSP in response to the needs being identified and

communicated to LSO support unit of AKRSP. Majority of the visited LSOs in both regions expressed their need for a strong support in preparation of funding proposals, information on funding sources and linkage support to access funding sources. BoD members expressed their concern over the process of support and complained that when they approached for a support on improving the proposals, and they are being taken to other senior staffs who regret to entertain their requests either they do not have the skill or they are fully engaged in other activities.

14. Recommendations

1. Linkage development is considered to be an expensive activity for most of the LSOs located in isolated and remote valleys of GB. These valleys are characterized by small villages scattered all over different valleys with several kilometers of distances in between them. Most of these valleys lack internet and other communication facilities. As a result, the LSO representatives face daunting challenges to generate financial resources to bear all expenses either to access internet facilities or to visit offices to search for resources.

Given these challenges it seems that the LSOs have to go for the option of internal resources mobilization to cover the operational costs including V/WOs reactivation, conflict management within and across V/WOs and help in establishing enterprise development activities through linkages and partnership. AKRSP is fully aware of this option and it is being explored currently by encouraging LSOs to induce the idea of monthly contributions by V/WO members so that the LSOs could at least be able to retain its staff for support its efforts for further resource mobilization. *This appears to be a sustainable solution, but it is suggested for AKRSP to look at the following aspects:*

- The idea of monthly or annual contribution by V/WO members to support the activities of LSOs is opposed by some V/WO for the reason that they are not sure about the utilization of these funds. Based on my informal discussion with some of the VO members it became clear that the LSOs are unlikely to be successful in influencing V/WOs members for their contribution unless actively mediated by AKRSP through written material explaining why internal resource mobilization is essential for external links for further resource mobilization to sustain the role of LSOs .
- AKRSP together with LSO may succeed in encouraging V/WO members for their contribution, but V/WOs will expect to meet their demands in return for their monthly or yearly contribution. Although this will make the LSOs more accountable to their beneficiaries, the process may damage the credibility of LSOs if they failed

- to deliver, It is, therefore, suggested to AKRSP to help LSOs in making a careful assessment of the idea of V/WO contribution before the implementation of the idea.
2. Discussion with AKRSP staffs and LSOs showed that the idea of LSOs formation was implemented fairly quickly with a uniform approach across all UCs in GB with an objective to increase collaboration among all stakeholders at UC level. Theoretically, it portrays an ideal situation where all stakeholders could sit and develop integrated plans for efficient use of resources, but in practical terms some of the isolated villages are facing serious problems in terms of their interaction with their respective LSO. Most of these villages e.g. Shimshal, Misgar, Olding, Gultari, Teru, Darkut etc. are highly constricted by physical distances as most of them lack communication facilities. The corresponding LSOs for the above mentioned villages also face difficulties in providing support to these villages due to the lack of resources and time to visit them. Under the prevailing situation, as mentioned above, a question is often being asked as to how the LSOs in the peripheries fulfill the original objectives of AKRSP of supporting the most vulnerable and remote valleys/villages on priority basis? Would it be appropriate to make the most isolated villages as part of an LSO or each of these individual villages could be acknowledged as an LSO? *It is suggested for AKRSP to review its policy and criteria for LSO formation and see if these isolated villages could be treated as special cases and allow them to establish village based LSOs having membership based in V/WOs at village level. This will have financial implications for AKRSP, but help these villages to improve their direct links with AKRSP that could eventually lead to development of further links with other organizations.*
 3. LSOs are doing their best to generate sufficient resources not only to justify their own existence, but also to provide services to their respective members with resources generated through linkages and partnerships. A discussion with sample LSOs on the above aspects clearly showed that they lack the required skill and capacity to lobby, network and generate sufficient resources that could be used to meet their primary objective of service delivery to V/WOs. *At this stage, it seems appropriate for AKRSP to initiate human resource development strategy for LSOs for the coming 5 years and suggested to consider the following as part of ongoing capacity development program for LSOs:*
 - Writing skill and proposal development
 - Communication skill and material development
 - Organizational management
 - Linkage and partnership development (principles, processes and procedures)

- An analysis of emerging opportunities and strategies for resource mobilization
 - Socio-economic analysis and need identification (understanding of the broader social and economic context in which they are working)
 - Conflict management
 - Internal and external resource mobilization
 - Efficient use of resources (Services of the organization and impact)
 - Organizational sustainability (Autonomy, learning capacity and self-reliance)
4. Despite the continued efforts in capacity building, the LSOs have not been able to move towards autonomy and independent institutions. Almost all of them rely heavily on AKRSP's financial and technical support. In this context questions are being raised currently both by AKRSP staffs as well as by LSOs on the existing arrangements of AKRSP for providing support to LSOs. Do the current arrangements and capacities within AKRSP meet the emerging capacity development needs of LSOs? Discussions with LSOs in this regard indicated that most of them are undergoing financial crisis and they need support in proposal writing and identification of potential donors for linkages development. Majority of the LSOs expressed their frustration for not being able to get timely and appropriate response from AKRSP. In the light of the above findings, it is suggested to AKRSP to see how it can reorganize its resources to respond to the emerging needs of LSOs. More specifically it is suggested to see how AKRSP's LSO Support Unit and Area Offices could be reorganized so that they could respond to the needs of LSOs. In addition, AKRSP may review its current recruitment policies to see how these policies match with the evolving needs of the CSOs.
5. AKRSP has provided trainings for resource mobilization, but almost all sample LSOs lacked plans to identify potential partners to bridge the gaps in linkage development and resource mobilization. For this LSOs do not need to engage consultants to write proposals. The linkages are expected to take place when resources are given to staff and they are guided to prepare linkage activities and plans. *It is suggested to AKRSP to pay immediate attention on this issue with a plan to guide the LSOs staff on linkage development. The Area Offices may play an active role in this regard. They may include the following as a part of their training course on linkage development:*
- Make a simple chart of the overall needs of the communities to work with
 - Asses the capacity that is required to address those needs
 - Prepare the list of other organizations working in the area who may offer relevant services
 - Identify gaps where partners need to be invited

- Prepare plan to develop links with service providers
 - Develop network and look for opportunities to fill the gaps
6. To overcome the challenges of financial constraints, some LSOs are in the process of engaging consultants with proven abilities of writing proposals. The fee and remuneration of the consultants is decided in advance between the two parties and the payment is made contingent upon the approval of their proposal by the donors. This appears to be a viable option being pursued by some LSOs, and it is suggested to AKRSP to assess this option to see if a pool of people with proposal writing skill could be created to provide consultancy services to LSOs. In the long run LSOs may recruit these consultants as their managers depending on the track record of funds generation.
 7. Discussions with the representatives of the line department, including Agriculture livestock, Forestry and LG& RD, clearly indicated that LSOs have been very successful in developing their linkages and partnership with the above mentioned organizations for distribution of input supplies to V/WOs. On being questioned as to how this linkage could further be strengthened, most of the representatives expressed their limitations in terms of developing their close interactions with LSOs. They suggested to work with government officials at higher level (Chief Secretary & Secretaries) on policy matters for further improvement of coordination at the field level. Based on the views expressed by the government officials, *it is recommended that AKRSP should invest enough time for enlightening high government officials on the role of LSOs as reliable CSOs for facilitation of integrated planning, implementation and monitoring of activities at UC level.*
 8. A strong relationship and links with district administration particularly with Deputy Commissioners seems to be crucial at this stage unless the elections of the UCs are held some times this year. Even after the elections, the relationship with Deputy Commissioners will be important for overall coordination at district level for resource mobilization through government departments. Discussions with LSO representatives, however, indicated that only 3 out of 20 sample LSOs, located close the district HQ have been able to create links and invited Deputy Commissioners for briefing sessions on LSO activities. *Given the importance of District Administration in development, it is suggested to the Area Offices of AKRSP to invest sufficient time and other resources to help LSOs in developing their linkages with administration through interventions aimed at improving the relationship and productive linkages.*
 9. Danyore LSOs in Gilgit, one of the outstanding LSOs, suggested that it need help in developing products and marketing in the farm sector with an aim of improving

livelihoods through income generating activities particularly for women. It is suggested to AKRSP to see how a purposeful links could be created with private and public sector institutions to explore various options for subsector development in farm sector.

10. LSOs ought to be aware of the fact that the linkages development with any organization across any sector has to be mutually beneficial. LSOs do not have to develop parasitic relationships with other organizations. Organizations can benefit from each other through various activities including information sharing, capacity building and networking etc. In this context LSOs could be provide substantial information about their respective area and population, and provide the required services to their member V/WOs in its turn. LSOs need to look for ways and means to attract other organizations by reducing the overhead cost of their operations rather than increasing it. There are evidences that the LSOs have been demanding high overhead costs in return for helping them to achieve their targets. As a result, the organizations have created their direct links with V/WOs for the reason that the V/WOs charge negligible overhead costs.
11. A major challenge for LSOs is to include women in the governing bodies with a view to represent the voices of WOs. Discussion with AKRSP staffs indicated that over 50% WOs are active in terms of their participation in development initiatives, but their representation in the governing bodies of LSOs is around 20%. Though it is highly encouraging to see 3 women as chairpersons in three LSOs in Gilgit region, still *there is need to push for inclusion of at least 50% of women in governing bodies so that they could be able to develop their linkages of their WOs with provide services.*

15. Concluding remarks

1. A number of LSOs have been very successful in mobilizing financial and material resources through linkage and partnership development. The most successful LSOs have at least two of the following characteristics in common;
 - Located close to the market, provincial and district headquarters. For example Danyore, Ganish in Gilgit and Shaghari Khurd Skardu.
 - Most of the successful LSOs have received CIF that is being used as revolving funds. The income generated through this activity is used to meet the operational cost.
 - In some Union Councils, most of the villages are physically linked together, require less resources and time for LSOs to cover V/WOs. For example Danyore, Ganish, Shagari Khurd and Thalay LSOs.
 - Educated, experienced and visionary leadership.In addition to above there may be other factors that could determine the success of an LSO, but it seems highly desirable for AKRSP to look ways and means to support LSOs located in isolated valleys, support LSOs without CIF and support LSOs with weak

leadership, limited financial and management expertise, lack of technical capacity and lack of communication or coordination with other organizations (including government agencies).

2. Gilgit/Baltistan could be considered as an unpredictable place in terms of the availability of opportunities for funding through International NGOs or private sector investment including tourism sector. LSOs with the help of AKRSP need to look for strategies to tap public sector funds and mobilize internal resources to sustain activities. An access to public sector funds will require substantial efforts at provincial and federal level. This may not happen without AKRSP playing the lead role.
3. AKRSP has made substantial efforts in capacity building of LSOs. Despite this, LSOs still lack the required capacity to access and generate sufficient resources (human, material and financial) to evolve into self-reliant and autonomous bodies. This may require substantial support from AKRSP in terms of providing sufficient resources and time to look into the following aspects;
 - Consider developing a human resource strategy for LSOs highlighting the strengths and weaknesses of the existing human resources including the quality of leadership and suggest ways and means for change and improvement
 - Consider developing short and long term capacity development plans in view of the immediate needs and recommendations of the human resource development strategy
 - AKRSP may also like to consider its current recruitment policy and human resources strategy in relation with emerging needs of LSOs and other CSOs.
4. LSOs were expected to develop partnership with relevant line department particularly with LG& RD at Union Council level for efficient use of resources. The finding of this study, however, showed that the LSOs have been more successful in developing their linkages with CSOs and less so with public sector organizations particularly with LG&RD. It seems unlikely that the LSOs will be more successful in developing close relationship with LG&RD in future unless a significant number of LSO activists contest and win the forthcoming local bodies election and demonstrate that the LSOs are viable organizations for effective and efficient use of government resources. If LSOs are successful, then the process will eventually contribute to influence rules and policies of the government. The above mentioned processes may also need support from top down through Chief Secretary at the provincial level.

16. Limitations of the study

- The consultant was unable to visit all sample LSOs. Most of the sample LSOs were scattered all over the remote places in GB. Consequently 75% sample LSOs were visited by the regional staff for primary data collection. Although the regional teams

are trained in carrying out FGDs, there is a possibility of misinterpretation during the course of discussions.

- A major part of this study is based on qualitative assessment of the data and outcomes of the discussions with LSOs. During the course of discussions, some information might have been recorded which does not have any direct relationship with the research topic.

Annexure 1: Inventory Table

Name of Org. (1)	How was linkage Developed (1)	Year of Linkage (1)	Products/ services received/ mediated (1)	Funding received - if any (1)
RSPN	AKRSP help in linkages	2008	CRF poverty alleviation	1000000
RSPN	AKRSP help in linkages	2008	CRF poverty alleviation	1000000
Govt. LG & RD	Bayes Channel	2009	Bayes Channel	24200000
Agri. Deptt. Govt	on community need		Trainings/ seeds	No
USAID	USAID team visit	2013	potatoes seed	No
JLI	BoD	2012	Health Insurance	93000
Star Farm	Star Farm representatives initiative	2014	Apricot value chain training	126500
NADRA	dialogue	2010	CNIC by mobile team	5000
USAID	proposal	2011	irrigation channel	1250000
SEED	by resolution	2008	women skill development center	500000
Govt Line Deptt.		2010	plants seed grants	fruit trees 1200 and forest trees 2000
USAID	through proposal	2014	Reading material	1600000
Agri. Deptt	Chairman BoD	2012	Field assistance is based in LSO	No
WWF	LSO and WWF	2011	plantation, wild life conservation, fodder cultivation, canal improvement, life stock insurance, exposure visits, training workshop, live stock vaccination	1280000
Agri. Deptt. Govt	LSO developed linkage	2011	Kitts	No
Hashoo foundation	LSO approached	2012	honey bee boxes	No
USAID	LSO approached	2014	water filtration plants	8345934
Sirsabz Pakistan Fertilizers company	LSO management and chairman developed a linkage	2012	Products	No
WWF	LSO approached	2009	plantation campaign	1500000
NRSP	LSO submitted proposal	2012	Dehydration plant	82 million
FMIA Health Insurance	FMIA approached LSO	2008	Health Insurance	No
District Council Hunza	A BoD member developed the linkage	2009	Financial Support	200000
BACIP	Repairing of Households	2011	Repairing of Households	No
LG & RD	on LSO request		Pump water	No
LG & RD				

Name of Org. (1)	How was linkage Developed (1)	Year of Linkage (1)	Products/ services received/ mediated (1)	Funding received - if any (1)
Singal to Chatorkhand Channel Committee	BoD	2012	service charges	36000
LG & RD	Meetings	2013	Birth registration	10000
RSPN	Proposal	2010	vocational center	250000
LG & RD	resolution	2012	office building	No
Imran Khan Foundation		2012	Wheat seed	20 bags wheat seeds
Marriffe Foundation	through proposal	2012	school construction	1229000
Telecommunication	BoD	2012	Mobile service	No
USAID	LSO staff and BoD	2011	bridges and power work	12400000
Govt education Deptt.	LSO developed linkage	2008		No
UNICEF	LSO approached	2011	water filtration plant	No
WWF	LSO approached	2011	Plantation	600000
LG & RD	through elected rep.	2011	water filtration plant	2400000
LG & RD	UC member	2014	computer lab	90000
Agri. Deptt.	Agri.Deptt. Initiated the partnership	2008	Training for farmers, crop inputs	No
Agri. Deptt.	Agri.Deptt. Initiated the partnership	2008	Training for farmers, crop inputs	56000
BACIP	Shelters	2011	Shelters	No
USAID	on community need	2013	Fruit processing unit	11100000
USAID	visit by USAID	2010	food for work	No
Agri. Deptt.	BoD	2013	Vegetable growing training	No
Agri. Deptt.	resolution	2012	farmer school, fruits	No
ASF	proposal	2008	green houses	100000
ASF	meetings	2014	potato training	No
FOCUS		2013	Stoke pile	1600000
Ruppani Foundation	through proposal	2013	ECD material	
LG&RD	Chairman	2013	Two computers	No
LG&RD	LSO and UC members	2009	building construction	No
Pakistan Red Crescent Society	LSO developed linkage	2009	trainings	No

Name of Org. (1)	How was linkage Developed (1)	Year of Linkage (1)	Products/ services received/ mediated (1)	Funding received - if any (1)
MIZAN	LSO approached	2014	interest free loan	1000000
FOCUS	LSO approached	2010	emergency relief	No
Hashoo foundation		2012	honey bee project	No
Hashoo foundation	LSO approached	2012	honey bee project	No
ASF	AKRSP helped	2009	Apricot tunnel	No
USAID (ASF)	Through AKRSP	2013	Apricot tunnel	No
WACEP		2012	2-drinking water projects	8000000
Forest Deptt.	on community need	2009	wild plants	No
AKPBS	community need	2011	water project	No
GRAF	BoD	2014	workshop on domestic violence	No
Jubilee life insurance	agreement resolution	2007	health insurance	50000
Canadian Donor	self	2012	health insurance for poor families	250000
Rupani foundation	meetings	2014	masonry training	No
School foundation	through proposal	2013	only mortality center	
USAID	BoD	2013	power project	15 million
USAID	LSO staff and BoD	2013	proposal development	No
AKPBS	LSO developed a linkage	2012	sewerage	4000000
CHIP	LSO approached	2007	items for small shop/ tuc shop	No
LG&RD	LSO approached	2009	office material	45000
Forest Deptt.	LSO approached	2013	plantation	No
USAID (SGAFP)		2013	Micro Hydel	10500000
Govt. Forest Dept.	Exchange of Nursery	2013	Exchange of Nursery	No
Live Stock	on community need		Trainings	No
Government	on community need	2013	drinking water	No
health deptt.	dialogue	2008	T.B control	70000
Canadian Donor	self	2012	scholarship for poor students	300000
National TB control programme	resolution	2009	awareness sessions	No

Name of Org. (1)	How was linkage Developed (1)	Year of Linkage (1)	Products/ services received/ mediated (1)	Funding received - if any (1)
Marofi foundation	BoD	2012	Renovation of school	50000
CKNP	LSO	2013	plantation	75000
LG&RD	LSO developed a linkage	2011	lift irrigation	400000
NADRA	LSO approached	2009	CNIC	No
ASP LUMS	LSO approached	2012	Trainings	No
KADO Himat	KADO	2009	Training Services	No

Annexure 2: Types and number communication materials used by LSOs

Name of LSO	Broucher	Audit	Annual report	Future Plan	Strategic Plan	Website	No of communications materials used
Al karim Dev. Org.	No	Yes	No	Yes	Yes	No	3
Arosa Rural Support Programme	No	Yes	Yes	Yes	Yes	No	4
Chatorkhand LSO	No	Yes	Yes	No	No	No	2
Daghoni Balgor LSO	No	Yes	No	No	No	No	1
Danyore LSO	No	Yes	No	No	No	No	1
Deosai Rural Support programme	No	Yes	Yes	Yes	No	No	3
Ganish Dev. Org.	No	Yes	Yes	Yes	No	No	3
Gojal Rural Support Organization	No	Yes	Yes	No	No	No	2
Gupis Rural Support Organization	No	Yes	Yes	Yes	No	No	3
Hillbosh LSO	No	Yes	Yes	No	No	No	2
Kisan LSO	No	Yes	Yes	Yes	No	No	3
LSO Name	No	Yes	Yes	Yes	No	No	3
Marapi LSO	No	Yes	No	Yes	Yes	No	3
Mendi LSO	No	Yes	No	Yes	Yes	No	3
Nomal LSO	No	Yes	No	Yes	No	No	2
Sada LSO	No	Yes	No	No	No	No	1
Sangam LSO	No	Yes	Yes	No	No	No	2
Serman LSO	No	Yes	No	Yes	Yes	No	3
Shainber Rural Support Orgaization	Yes	Yes	Yes	Yes	Yes	No	5
Shigri kalan LSO	No	Yes	No	Yes	Yes	No	3
Thalay LSO	No	Yes	Yes	No	No	No	2

Annexure 3: How, the LSO disseminates/shares these documents/materials with government, donors, and other stakeholders?

Name of LSO	Dissemination				
	Presentations	Profile	sharing reports	Verbal briefings	Others
Al-Karim Development Organisation	Yes	No	No	No	No
Arosa Rural Support Programme	Yes	No	No	No	No
Chatorkhand Local Support Organisation	No	No	Yes	No	No
Daghoni/Balghar Local Support Organisation	No	No	Yes	No	No
Danyore Local Support Organisation	No	No	Yes	No	No
Deosai Rural Support programme	No	No	No	Yes	No
Ganish Development Organisation	No	No	No	No	Yes
Gojal Rural Support Organization	No	No	No	Yes	No
Gupis Rural Support Organization	No	Yes	No	No	No
Hillbosh Local Support Organisation	Yes	No	No	No	No
Kisan Local Support Organisation	No	No	No	Yes	No
Marapi Local Support Organisation	No	No	Yes	No	No
Mendi Local Support Organisation	No	No	No	No	Yes
Nomal Local Support Organisation	No	No	No	Yes	No
Sada Local Support Organisation	No	No	No	No	No
Sangam Local Support Organisation	Yes	No	No	No	No
Serman Local Support Organisation	No	No	Yes	No	No
Shainber Rural Support Orgaization	No	No	No	Yes	No
Shigri Kalan Local Support Organisation	No	No	Yes	No	No
Thalay LSO	No	No	No	Yes	No

Annexure 4: Capacity of LSOs in creating Linkages

Human Capital

Scale	Name of District							Total	%age
	Astore	Ghanche	Ghizer	Gilgit	Hunza-Nagar	Khapulo	Skardu		
1.The LSO members and leadership are aware of the importance of external linkages to reduce their dependency on AKRSP									
Does not exist	0	0	0	0	0	0	0	0	0%
Poor	0	1	1	0	0	0	2	4	20%
Normal	1	0	4	2	0	1	1	9	45%
Good	1	0	0	0	1	0	3	5	25%
Excellent	0	0	0	0	2	0	0	2	10%
Total	2	1	5	2	3	1	6	20	100%
2.The LSO has a plan in place for external linkages (written document like strategic plan, communication materials, funding proposals)									
Does not exist	0	0	3	1	0	0	0	4	20%
Poor	2	0	2	0	1	0	3	8	40%
Normal	0	1	0	0	0	0	3	4	20%
Good	0	0	0	1	1	1	0	3	15%
Excellent	0	0	0	0	1	0	0	1	5%
Total	2	1	5	2	3	1	6	20	100%
3.LSO has trained staff/members to identify the needs of the community members and generation of funds to meet the community needs									
Does not exist	0	0	1	1	0	0	0	2	11%
Poor	0	0	1	0	0	1	1	3	16%
Normal	1	1	1	1	1	0	5	10	53%
Good	0	0	2	0	1	0	0	3	16%
Excellent	0	0	0	0	1	0	0	1	5%
Total	1	1	5	2	3	1	6	19	100%
4.LSO staff/members have the writing skill to develop proposals for onwards submission to funding agencies									
Does not exist	0	0	2	1	0	0	2	5	25%
Poor	1	1	2	0	0	1	2	7	35%
Normal	0	0	1	1	0	0	2	4	20%
Good	1	0	0	0	2	0	0	3	15%
Excellent	0	0	0	0	1	0	0	1	5%
Total	2	1	5	2	3	1	6	20	100%
5.The LSO has list of potential funding agencies for linkage development									
Does not exist	0	0	4	1	1	1	0	7	35%
Poor	0	0	0	0	0	0	0	0	0%
Normal	1	0	0	1	0	0	2	4	20%
Good	0	1	1	0	1	0	4	7	35%
Excellent	1	0	0	0	1	0	0	2	10%
Total	2	1	5	2	3	1	6	20	100%

Annexure 5: Questionnaire/Check List for a Study on Linkages and Partnership of LSOs in GB

Context

Over the last 5-7 years, AKRSP has changed its role from direct service delivery to a facilitative role of knowledge intermediation and management, policy advocacy, and capacity building of LSOs and other civil society organization in GBC. The LSOs are fostered as institutions of the people at local level having membership base in village and women organizations and local CSOs, representing the majority voice of the people of a union council or cluster of revenue villages or a valley, expected to generate sufficient resources through internal mechanisms as well as external linkages to improve the quality of life of the people, especially the poor and vulnerable segments of the population. In this context a study is being carried out with an objective to review the existing and past **LSO linkages (in the last 3- 5 years)** and partnerships with line departments and partners other than AKRSP in selected (**5 UCs in Baltistan and 15 UCs in Gilgit**). The ultimate objective of this initiative is to map the existing trends in external linkages, identify gaps and weaknesses and come up with recommendations for strengthening LSO external linkages with government and other partners resulting in reduced dependence of the LSOs on AKRSP.

Name of LSO _____ Tehsil _____ District _____ UC _____

Date of formation _____ No of member VOs/WOs _____ CBOs _____

Households _____ Population _____

1. Do you have external linkages with organizations other than AKRSP? (Y/N) If yes, Please explain:

- A. Name of the organization
- B. Type of organizations (public/private/ CSO)
- C. Year/duration of linkage

2. Purpose of linkages (For each aforementioned linkage please highlight the key purpose/benefits in terms of)

- a) Income/funding for project
- b) Capacity building/training, exposure, and learning experience
- c) Material/Physical
- d) Services acquired/mediated (with V/WOs or famer groups/women groups/youth etc.)
- e) Networking and social capital/trust building, lobbying and advocacy

Any other _____

3. For each linkage mentioned under Q1 (aforementioned linkages) please describe the process in terms?
 - A. How and who initiated it
 - B. What were the key roles performed by both parties while developing the linkages
 - C. Who played the leading role from LSO and the other side
 - D. Any challenges/capacity gaps faced during the linkage development
4. What has been the effect of the given linkages on LSO as an institution? Explore in terms of:
 - a) Financial sustainability
 - b) Human resource development
 - c) Project Management capacity
 - d) Advocacy and lobbying skills
 - e) Aspirations/motivations on linkage development
 - f) Funding for projects/addressed critical missing services like CPI, agri-inputs, education, health etc.
5. **Reduced dependency on AKRSP:** Over the years AKRSP has made substantial contribution in developing the capacity of the LSOs. What will you do to meet your costs and needs if AKRSP stops its support today? Mention your actions/ plans/ priorities below:

Steps taken to reduce dependency on AKRSP	Plans for future
1.	1.
2.	2.
3.	3.
4.	4.
5.	5.

How are the V/WOs and the other CSO members of the LSO and the households contributing to the LSO sustainability?

- a. **Membershp**
fee _____

- b. **Annual/monthly**
contributions _____

- c. **Any**
other? _____

What challenges do you encounter in making your LSO fully independent of AKRSP support?

- A. Making LSO operationally independent of AKRSP?
-
- B. Reduced dependence of LSO for fund mobilization and linkage development with other partners?
-

6. Prioritized list of services needed and prospective organizations identified for future linkages;

Potential organizations identified	Services/ products required from the organizations	Support required
1	1	1
2	2	2
3	3	3
4	4	4
5	5	5

7. LSO has developed the following communication material for dissemination of information among donors. Government and other stakeholders:

Communication material	Yes/ No
1. Brochure	
2. Financial portfolio/financial audits	
3. Annual report	
4. Future Plans	
5. Strategic plan	
6.	
7.	

How, the LSO disseminates/shares these documents/materials with government, donors, and other stakeholders?

- 1
- 2
- 3

8. Specific recommendations/concerns for linkage development in future (in the context of LSOs' capacity, plans, strategies, etc)

- 1 _____
- 2 _____
- 3 _____

4 _____

5 _____

THE FOLLOWING TWO TABLES SHOULD BE FILLED BY THE STAFF AFTER THE FGD

Table-1: Inventory of LSO Linkages

Name of org. linked	How was this linkage developed?	Year of Linkages (date)	Products/ services received/mediated	Funding received (if any)
1	1			
2	2			
3	3			
4	4			
5	5			

Comments/description

Table 2: LSO capacity in developing external linkages

A	Human capital (Skill)	1	2	3	4	5
1	The LSO members and leadership are aware of the importance of external linkages to reduce their dependency on AKRSP					
2	The LSO has a strategy and plan in place for external linkages (written document like strategic plan, communication materials, funding proposals)					
3	LSO has trained staff/members to identify the needs of the community members and generation of funds					
4	LSO staff/members have the skill to develop proposals for onwards submission to funding agencies					
5	The LSO has list of potential funding agencies for linkage development					
B	Financial matters					
1	LSO is aware of the funds at various levels particularly with state agencies					
2	There are example where the funds were channeled through LSOs by various agencies (other than AKRSP)					

3	There are examples where agencies approached LSO for providing funds for development					
4	LSO has a strategy and plan to access funds at various level					
5	LSO has sufficient funds to cover operational cost including funds for developing linkages					
C	Communication and access					
1	LSO has communication and networking facilities in hand including computers and internet for linkage development					
2	LSO has sufficient funds to cover the travelling cost to access funding agencies					

(1=Does not exist; 2=poor; 3=normal; 4=good; 5=excellent)