



آغا خان رورل سپورٹ پروگرام
AGA KHAN RURAL SUPPORT PROGRAMME

GENDER EQUALITY STRATEGY

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1. Introduction

The Aga Khan Rural Support Programme (AKRSP) has been working in the Northern Areas and Chitral (NAC) for the last 21 years and has acted as a catalyst for integrated rural development. Its unique contributions include regenerating the community spirit for self-help, facilitating integration of women in development initiatives, shaping an informed and increasingly confident civil society in NAC and providing inspiration to other development actors to pursue inclusive development policies and practical approaches. AKRSP has always prided itself on its flexible, evolving approach, which has always been responsive to the needs and sensitivities of the time. However still many challenges remain to be confronted. Incomes in the north are still below par the national average. Despite many positive changes, gender inequalities remain a persistent problem.

The pace of women's development within the NAC, though not insignificant, has remained slow, partly conditioned by a variety of social and cultural dynamics of northern Pakistan that define women's environment and allow (or disallow) access to development opportunities. Although in some communities women's roles have extended to the point where they participate and lead in community-level planning and implementation of development activities, taking up political roles in elected bodies, yet there are still many communities where women are largely confined to their traditional functional spheres of activity. This invariably restricts their access to basic health, education, market and other public sector services.

One of the most remarkable achievements as a result of the community mobilisation movement in NAC is the Government's recognition of the organised communities (village and women organisations (V/WO) as effective partners in development. Today, different social sector programmes launched by the Government in NAC are largely implemented through partnerships between communities, non-government organisations, and Government departments. In view of this, the programme has supported actions for equitable distribution of resources so that poor women and men can derive benefits from the available opportunities and resources.

2. Rationale

The 2002 World Bank evaluation rates AKRSP's operations as most effective in bringing a qualitative change in the lives of the people. And specifically with reference to gender it further recommends AKRSP to 'become leader in Pakistan on the gender issues'¹ in comparison to other organisations in this arena and work towards promoting inclusion of women in overall community decision making.

Furthermore, there is a growing recognition that AKRSP will have to focus on vulnerable and marginalised groups (women and the poorest). Women have to do a significant amount of farm activities as well as household tasks including childcare. Where *purdah* is not a traditional practice women are relatively free to move as long as they are confined within the boundaries of their village, undertaking daily chores such as collection of fuel wood and water. Outside the village, their mobility is as restricted as ever which often makes them vulnerable because they have little access to basic

¹ World Bank Evaluation Report 2002

services. Death of women during childbirth due to unavailability of timely medical help is not a surprising feature in the northern Pakistan.

Since the beginning of AKRSP, Women Organisations (WOs) were launched as separate platform for collective empowerment of women. As basic units of internal governance, WO was able to offer a platform to women for accessing financial and social services through AKRSP and other governmental and non-governmental organisations.. Men have played as key supporters of this setup. The WO also provided a forum for social interaction and problem-solving. Till to-date numerous women leaders from the WO have emerged to promote the interests of women. However, it is felt that while addressing social aspects of women empowerment, the WO forum has not been able to address the strategic interests of women and therefore it falls short of improving their overall position in the society. . Many of the new women leaders are not trained for this role; nevertheless they are struggling in their own right to fight for women's cause.

During the last two decades women of the NAC have enjoyed greater recognition in traditionally acceptable on and off farm areas which include poultry, livestock, vegetable/fruit production and processing, stitching and embroidery, assuming that it is always easier to start by improving upon the tasks that they are already accustomed to perform.² Vocational training courses have, therefore, produced very few real entrepreneurs and raise serious questions about the ad-hoc practice of launching mass scale projects without proper knowledge of market dynamics.

The aim of AKRSP is to eradicate poverty through pro-poor development with an emphasis on bringing women into the mainstream and promoting gender equality. Today, there is growing global evidence that despite positive initiatives over the last decades, persisting gender inequality impedes progress on poverty reduction. Women continue to bear the brunt of poverty and marginalisation at the household and community levels. The development paradigms of today regard women's empowerment as a precondition for eliminating poverty. Unequal power relations, unequal control over resources and unequal participation in decision-making are considered to be the main causes of social and political inequalities.

AKRSP believes that there exists a dialectical relationship between poverty and gender inequality. Poverty reduction and gender equality are mutually reinforcing mechanisms. Without poverty eradication one cannot get rid of gender inequality and vice versa. Therefore, AKRSP has and will continue to work simultaneously on issues related to sustainable and inclusive human development along with addressing the issues of women's empowerment and gender equality.

The Board and Management of AKRSP recognise that in order to promote gender equality in communities of NAC, AKRSP has to sensitise its entire staff and practice the principles of gender equality at the organisational level.

To move swiftly towards this goal, AKRSP has considered it necessary to design and document Gender Equality Strategy, which is endorsed by the Board and owned by everyone, especially by the senior management of AKRSP. The Strategy envisages a two-pronged approach, an integrated as well as a focused approach to reach out to the poorest and most vulnerable sections of the NAC. The strategy will help establish and

² Annual Review 1984:22 Gender Paper lessons learnt exercise

identify initiatives that will lead to the long term goal of achieving gender equality and help in enhancing participation of marginalised groups especially women in a culturally sensitive way.

3. Gender Equality Strategy Formulation Process

The idea of Gender Equality Strategy of AKRSP emerged in 2000 from within the organisation and on the basis of observations made by different donors at various stages of the programme's history. The organisation has shown commitment to gender issues and choice of adopting a mainstreamed or focused approach towards gender equality stimulated a debate on the need of having a 'separate' or an 'integrated' strategy. However, it clearly pointed out that having a framework is essential so that gender issues are not overlooked. It was felt that the strategy should assist in integrating gender perspectives more systematically across all programme, policies and processes.

This Gender Equality Strategy is an outcome of a participatory process approach initiated in January 2003. The consultations reviewed Gender policy, organisational structure and supportive mechanisms for change. The concerns and observations of the group³ came up in the form of recommendations and these finally took the shape of overview papers, which were disseminated for information and comments from the regions.

In order to conclude the process of consultation into a strategy, AKRSP received technical assistance from the Aga Khan Foundation, Pakistan (AKF, P) under its Social Institutions Development programme (SIDP) in line with AKF, P's Gender Equity Strategy objectives to develop a shared vision with project partners for gender equality and Rural Support Programmes Network (RSPN) – an umbrella organisation for RSPs. Kamla Bhasin was identified as a consultant who helped facilitate and develop a framework with significant input of gender focal persons from AKRSP and technical assistance from AKF, P.

Staff from different sections was brought together for candid and open discussion on gender issues. This helped foster ownership and evolve consensus. As a strategic move to gain political will, the concluding strategy consultation started off with a day-long session with the members of the AKRSP Board in October 2003. The session focused on a range of topics covering concepts of gender and their relevance to AKRSP's future strategy.

The session with the Board was followed by a four-day session with different tiers of staff members from the three regions. The objective was to acquire conceptual clarity on gender and review the existing policy and programme documents of AKRSP.

The consultation culminated not only in enhanced learning and ownership but the five-year strategy paper of AKRSP, especially the mission statement, was revisited and through mutual consensus, gender perspective was integrated. Moreover, the discussions fed into articulating and developing a separate gender strategy framework that would guide the programme in achieving gender equality in the future/

³Teams from regional Social Development, Gender and Monitoring and Evaluation sections

In addition to staff consultations, communities were also engaged in strategy development process through focus group discussions with men, women, girls, boys, activists and members from other NGOs. These discussions helped in understanding qualitative perceptions, priorities and future trends of gender relations in the NAC.

The contents of the Gender Equality Strategy incorporate priorities articulated by men and women in focus group discussions inferred by AKRSP's own organisational and programme experiences and also relate to the commitment from the government in the National Policy on Women's Development and Empowerment.

On the basis of the broad strategy guidelines, regional plans will be developed to address region-specific issues by taking into account the ground realities, sensitivities, regional variations and diversity of the programme area.

4. How does AKRSP define Gender Equality?

AKRSP follows a Gender and Development approach as it considers promoting equality between men and women for inclusive human development. It looks at gender as a social construct and holds patriarchal values of society responsible for lack of women's empowerment and constrained socio-economic development opportunities relative to men. There has been a growing recognition of inequality and unlevelled playing field for women that call for the promotion of affirmative actions and creation of conditions to avail equal opportunities. It therefore believes that if society wants and takes appropriate actions, the condition and position of women can be transformed.

For AKRSP, gender equality does not simply mean equal numbers of men, women, girls and boys nor does it mean treating men and women girls and boys exactly in the same way. However, it signifies the aspiration to work towards a society where there is freedom from poverty, and women and men, girls and boys have equal opportunities to make choices, and where they can live together with dignity as valued members of their families and communities. Not limiting to this but ensuring equity of outcomes by exercising these rights and entitlements, which lead to outcomes that are fair and just.

Gender Equality cannot be achieved by just bringing a change in the conditions of women but requires transformation within the structures and systems, (for e.g. presence in decision making positions, equitable distribution of resources) which are the main cause of inequality and subordination. Women and men themselves have to assume the role of change agents and therefore, *empowerment* becomes a central tenet to achieve gender equality.

A two pronged approach will adopt a focussed approach with special projects addressing interests of women and a mainstreamed approach to integrate gender equality concerns.

AKRSP believes that because of the special biological and gender roles, circumstances and needs of women, **gender equity measures** are also necessary. Hence, whenever and wherever necessary, AKRSP has taken and will continue to take **affirmative** actions in favour of girls and women.

AKRSP believes that in order to ensure that gender perspective is integrated into every aspect and is never over sighted, **gender focal points and teams** are essential to pursue gender equality agenda.

5. Goal and Objectives of the Gender Equality Strategy

Goal

- Empower men and women equally in development process.

Objectives

- Reduce gender disparities across programme interventions and strengthen mechanisms for equal engagement of community women and men in mainstream development
- Enhance systems for equal human development within the organisation
- Support and collaborate with other governmental and civil society efforts for achieving gender equality in Pakistan.

6. Other Values and Principles Connected to Gender Equality

AKRSP believes that the principle of gender equality and equity has to be part of a set of other principles such as:

- Dignity and rights of all human beings
- Democratic culture
- Participation of people in their own development
- Professionalism, transparency, humility
- Pluralism

Therefore, in addition to gender equality, AKRSP is committed to practising and promoting the above values and principles.

7. Integration of Gender Equality

7.1 At Organisational Level

AKRSP has understood the need to integrate gender concerns in its policies and programmes. Hence, efforts to integrate gender equality perspective into all systems and procedures of AKRSP have been in place since the early nineties. The first gender policy encompassing the organisational dimensions was approved in 2000 that explicitly stated principles of equity in staffing, training, selection etc. To ensure a more systematic integration of gender into all policies and activities, the measures undertaken will include regular gender awareness and sensitisation sessions and capacity building of staff in gender. Special management trainings to enable women perform at senior level positions will be arranged and a gender resource centre will be established which will offer latest information, space for discussions and training in gender issues. Efforts will be made to build a women-friendly and supportive organisational environment. Linkages will be sought with other organisations for mutual learning and sharing of experience.

7.2. Into Programme and Operations

AKRSP will follow a two pronged approach – integrated and focused because it believes there is no contradiction what so ever in talking about gender equality and having special

programmes for women and taking affirmative actions to bring women and their concerns into the organisation and its programmes. In fact these two aspects must go together.

Gender is a cross-cutting issue, hence all programme aspects need to be sensitive to this dimension as well as to other factors such as class, age, ethnicity, culture race etc. In addition to fostering women's groups and sensitising women, AKRSP will sensitise men at village level institutions to encourage constructive debate and synergy on gender issues and strategies. This strategy will help weed out the wrong feeling that gender is against men.

Inclusive sensitisation and capacity building process for women, men, and partner organisations will be initiated. It will cultivate ownership and skills among communities to do gender analysis and integrate gender concerns into their local level plans and policies.

Innovative, non-conventional, transformative programmes will also be planned for women so that they have equal access to projects, programmes and they can benefit equally from the activities.

A gender perspective will be integrated into Resource Development (RD), Market Development (MD) and Institutional Development (ID) strategies, policies and programmes. The Gender team will work with RD, MD, ID teams to mainstream gender into these sectors based on enlisted guidelines as developed during strategy consultation (for details see annex-3).

Gender will be integrated in all monitoring systems so that the field reality is known and quantitative and qualitative data for both men and women is available to set the priorities for future. These will be developed using participatory approaches. Local women will be consulted so that their needs and views are integrated. Contribution and participation made by men and women in the realisation of objectives, the changes that have been affected as a result of the programme on gender relations and how far the disparities have been reduced will be gauged in programmes.

The proposed overarching indicators are:

- participation of women in decision making at household level
- political empowerment
- control over earned income by women
- women's mobility

Integral to this, will be collection of sex-disaggregated data and information by age and economic situation.

GAD teams along with the MER teams in each region will be responsible to carry out the task of collection of data, data analysis and setting gender-sensitive indicators. In the process of collecting this information the context of each area will be given due consideration.

7.3. In the External Environment

Gender is a socio-cultural issue and therefore there is the possibility that some people may misunderstand or even take objection to AKRSP's efforts towards gender equality. Therefore, it is important to initiate dialogues and establish linkages that can help create an enabling environment in which efforts can be introduced to reduce gender inequality without misunderstandings and conflict.

For a greater understanding of the overall context, it is essential to know what the prevalent gender disparities are and also establish how far the agenda can be pushed. The views, experiences and skills of the different stakeholders will therefore be useful. In this appraisal and review, the role of opinion makers will be identified because their support is essential for furthering the organisational programmes and gender positive actions.

The dialogue process will help analyse, understand and respond to external realities with ease and assist in creating sensitive partnerships with opinion makers and different stakeholders. The exchange of ideas will foster alliances and gender sensitive leaders will be used to give gender messages to their communities.

Gender specific initiatives and success stories will be documented and disseminated from AKRSP through booklets and media. Local media will be used and gatherings and events like *melas* (fairs) will be arranged to give gender messages along with message for development.

Systematic efforts will be made to have interaction with and learning from known and respected women's organisations and action researchers.

AKRSP will collaborate with and support governmental policies and programmes, which promote women's empowerment and gender equality, e.g. 33 % reservation for women in local governments, National Commission on the Status of Women, Women's Development Policy etc.

8. Operational Priorities for Building a Gender Equitable Organisation

There is a need for re-arrangement of institutional and power relationships in the organisation. Changes at the organisational level will have a long-term impact on policies and programmes, which need to be designed in a manner so that they can influence change and address the issue in a larger context.

AKRSP will take the following actions for building a gender sensitive and equitable organisation.

- Reorganisation of structures, to have adequate presence of women in the Board and in senior management (placing gender focal persons in authoritative and decision making positions)
- Ongoing gender sensitisation and gender-related capacity building for staff at all levels and for members of the communities that AKRSP works with.
- Systematic capacity building long term training strategy and support on gender issues.

- Implementation of Gender Policy (especially 30% women to be placed in management positions)
- Indication of a percentage of programme resources for women's empowerment or GAD (needs to be specified by the Management).
- Formulation of a Gender Core Group (a supportive mechanism) in regions and at core level that can monitor progress on gender.
- Identification of points of opportunity for creating gender equity and equality.
- Systematic documentation of AKRSP's journey towards gender equality and ongoing reflection on and learning from its efforts for gender equality.
- Provision of space for expression of disagreement and conflict resolution on gender issues.
- Building strategic alliances through creation of linkages with other NGOs, women's organisation, women's studies programmes, members of women's movement etc.
- Engendering programmes by gender screening of all proposals and making women's empowerment an agenda of all programmes
- Review every six months

9. Conclusion

AKRSP has the capacity and will to promote gender equality and women's empowerment in its programme area. The ongoing process of dialogue on gender equality at all levels of AKRSP has created a shared understanding of and commitment to gender equity and equality.

This Gender Strategy will take AKRSP further towards achieving gender equality and sensitivity both within the organisation and in the communities AKRSP works with. It will help reduce gender disparities across programme interventions, enhance systems for equal human development within the organisation, strengthen mechanisms for equal engagement of community women and men in mainstream development and promote an increased collaboration with key partners on gender equality concerns.

Annex – 1: Snapshots of Gender Equality Strategy

Strategy Elements	Summary of Analysis
Strategic Goal	Ensuring that the principle of gender equity and equality is integrated into all institutional mechanisms (structures and systems), programmes of AKRSP and is the basis of support and collaboration with other organisations for creating an enabling environment.
Strategic Principles and Values	<ul style="list-style-type: none"> • Dignity and rights of all human beings • Democratic culture • Participation of people in their own development • Transparency, honesty, humility • Pluralism <p><i>In addition to principles of gender equality and equity</i></p>
Operational Principles	<ul style="list-style-type: none"> • Approach gender equality through both an integrated and a focused approach. • Transformation in systems and structures to instil gender sensitivity in all institutional aspects (systems, procedures etc.). • Take affirmative action in favour of women and girls. • Promote gender sensitivity through change in attitudes and behaviour. • Facilitate women's role as change agents with focus on empowerment and gender equality.
Expected results	<ul style="list-style-type: none"> • Reduced gender disparities across programme interventions • Strengthened mechanisms for equal engagement of community women and men in mainstream development • Enhanced systems for equal human resource development within the organisation • Increased collaboration with key partners on gender equality concerns
Activities	<p>Activities will be defined according to the steps identified for building a gender equitable organisation and an annual GAD plan of operations will be developed. These activities will be organised at three levels:</p> <p>Activities at organisational level</p> <ul style="list-style-type: none"> • Gender sensitisation, awareness and sensitivity at all levels • Capacity and skills building for gender analysis • Equity measures for women • Establishment of a gender resource centre • A code of conduct and a policy on sexual harassment • Linkages with External Actors <p>Operations/Programmes</p> <ul style="list-style-type: none"> • Gender sensitisation process for all groups of women and men, especially leaders and members of V/WOs. • Programme planning with communities and partner organizations • Innovative, non-conventional, transformative programmes • Institutional development - improve the capacity of V/WOs, CSOs, local government structures working for eradicating poverty and promote gender equality • Resource Development - enhancing women's participation, access to and control over resources and economic empowerment • Market Development - focus on effecting incremental improvements at both the demand and supply ends of the market environment, the interest of women, especially of young educated

Strategy Elements	Summary of Analysis
Implementation Mechanism	<p>girls and women, will also be emphasized</p> <ul style="list-style-type: none"> • Develop gender sensitive indicators against each programme/sector • Promote collection of disaggregated data <p>External Environment</p> <ul style="list-style-type: none"> • Initiate dialogues and establish linkages to familiarize with prevalent gender disparities and issues. • Muster support from opinion makers • Foster alliances with gender sensitive leaders to positively influence community perception regarding gender issues. • Document and disseminate gender specific initiatives and related success. • Learn from known and respected women's organisations and action researchers • Collaborate with and support governmental policies and programmes concerning women's empowerment and gender equality. <p>All AKRSP staff, partners will be responsible to incorporate gender into all project activities, plans and activities. Gender focal points and teams will pursue the gender equality agenda. Gender Focus committees and groups will ensure implementation of Gender equality commitments made at organisational level</p>
Performance Monitoring	<p>Overarching indicators to measure the progress towards gender equality and gender relations are:</p> <ul style="list-style-type: none"> • Women's mobility. • Political participation/empowerment of women. • Participation of women in decisions at household level. • Control over household income by women. <p>These will be gauged with the help of programme specific indicators and reflected in the LFA/ Quarterly and annual reviews will provide an opportunity to observe and analyse progress and help update the gender equality strategy</p>
Challenges	<p>Organisational level</p> <ul style="list-style-type: none"> • Level of ownership of staff and allocation of resources • Representation of women in decision making positions • Degree of effectiveness in implementing and monitoring progress of AKRSP's gender policy commitments <p>Programme level</p> <ul style="list-style-type: none"> • Capacity for relevant gender responsive project management • Availability of sex disaggregated data and information • Skills for gender analysis and understanding of gender issues • Integration of gender sensitive indicators into LFA • Organising clusters of women organizations <p>External level</p> <ul style="list-style-type: none"> • Communities are responsive • Cultural resistance to women's empowerment • Involvement of men, opinion makers in promoting women's empowerment/gender equality agenda

Annex – 2: Operational Plan for Gender Equality Strategy

<i>Theme</i>	<i>Actions</i>	<i>Outcome</i>	<i>Time frame and Responsibility</i>
ORGANISATIONAL LEVEL			
1 Gender awareness and sensitivity	Sessions for creating conceptual clarity and shared understanding	overcome resistance within organisation greater ownership of gender issues	Regular basis GAD Teams and Resource Persons
2 Capacity Building	Skills training workshops to enable them to undertake gender analysis, gender aware planning monitoring and evaluation	In-house technical capacity built	Need Based Pool of trainers/resource persons
3 Equity for women	Management trainings for women	Improved performance of women at senior level positions.	Need based training institutes and universities
4 Knowledge and access on gender issues and debates	Gender resource centre	Built capacity of gender resource pool and availability of space for discussion and deliberations.	Quarter 3 2004 GAD teams
5 Organisational environment	Code of conduct Policy on sexual harassment	women friendly and supportive environment	Gender Focus committee and GAD Teams
6 Networking	Linkages with organisations Participation in seminars and workshops Provision for higher studies on gender issues	Increased learning and partnerships	GAD sections at core and region on regular basis

<i>Theme</i>	<i>Actions</i>	<i>Outcome</i>	<i>Time frame and Responsibility</i>
PROGRAMME LEVEL			
1 Gender awareness and sensitisation	Sessions/forums for creating conceptual clarity and shared understanding in villages	Overcome resistance within communities greater ownership of gender issues	Regular basis GAD Teams and Resource Persons
2 Capacity Building	Skills training workshops for communities and partner organisations. Training for local government representatives	gender analysis skills gender aware planning monitoring and evaluation processes	Need Based Pool of trainers/resource persons
3 Innovative, non-conventional, transformative programmes	Collective ventures for women in farming, fisheries and running guest houses <i>(For details see programme specific annex)</i>	Enhanced access of women Gender sensitive programming.	GAD section and communities Need based
4 Measuring change	<u>Setting indicators</u> <i>Participation of women in decision making at household level</i> <i>Political empowerment</i> <i>Control over earned income by women</i> <i>Women's mobility</i> Collecting disaggregated data	Gender sensitive monitoring mechanisms	Quarter 3 2004 GAD and MER teams

<i>Theme</i>	<i>Actions</i>	<i>Outcome</i>	<i>Time frame and Responsibility</i>
EXTERNAL ENVIRONMENT			
1 Dialogue and partnerships	Sessions with different stakeholders Identify gender sensitive leaders from communities Document stories and experiences Use local media Arrange local fairs Links with women's movement and action researchers Linkages with government programmes and policies	Enabling environment	GAD Managers, RPMs, ID Managers Regular basis

Annex – 3: Specific Activities for ID, MD and RD Programmes

Programme	Focussed Activities	Integrated Activities
<p>Institutional Development</p> <p>AKRSP institutional development strategy will seek to improve the capacity of V/WOs, CSOs, and local government structures working for eradicating poverty and promoting gender equality through a deliberate programme. Human development and changes in the attitudes and behaviours of men and women at all levels will be a major focus.</p>	<p>Strengthen existing and up-coming civil society organisations with special focus on women's organisations.</p> <p>Help build the capacity of elected women at all levels for inclusive and sustainable development.</p> <p>Link local women's initiatives with national and international movements and networks.</p>	<p>Encourage policy debate and promote public awareness on gender equality for participatory planning and integrated programming.</p> <p>Promote good governance and best management practices at all levels incorporating gender aspects.</p> <p>Encourage accountability at all levels through independent review and gender sensitive monitoring of public and NGO sector programmes and projects.</p> <p>Facilitate establishment of WOs and their networks at cluster, valley, and district levels.</p> <p>Hold regional conferences and workshops of local women and men from programme area with national programmes.</p>

Programme	Focussed Activities	Integrated Activities
<p>Resource Development</p> <p>AKRSP's resource development strategy will aim to develop the capacity of public, private and community sector actors to address the issues of extreme poverty, while itself playing the role of a strategic intermediary for attracting outside resources. Special attention will be given to enhancing women's participation, access to and control over resources and economic empowerment.</p>	<p>Create local networks (especially of women) for exchange of information and experience, and link up with national and international knowledge networks for best management and technology practices.</p> <p>Build public and community sector partnerships and replicable projects with specific focus on risk management and pro-poor interventions</p> <p>Build partnerships, delegate authority, ensure accountability and allocate resources to local service providers.</p>	<p>Continue to attract PPAF and other donor resources for creating economic infrastructure and other assets especially those, which cater to the strategic interests of women.</p> <p>Work with the Northern Areas Legislative Council to identify strategic investment needs in energy, road and communication infrastructure at the macro level and lobby with the Federal Government for their inclusion in its Five year Plans. While planning at this level women's needs interests and participation will be ensured.</p> <p>Link local institutions, such as the coalition of VOs, WOs and other CSOs with public sector funding for social and economic development projects and programmes that promote gender equality.</p>

Programme	Focussed Activities	Integrated Activities
<p>Market Development</p> <p>AKRSP's market development strategy will focus on effecting incremental improvements at both the demand and supply ends of the market environment. While planning and developing market development strategies, programmes and training will take into account women's interests and specific market development needs especially of young educated girls and women, will also be emphasised.</p>	<p>Systematically identify income, enterprise and employment opportunities for both women and men within and outside the region and identify missing links</p> <p>Create a cadre of entrepreneurs, including women and educated youth, through training awards and placements in private enterprise</p>	<p>Create professional services for business appraisal and market research in the private sector while taking care of the interests, skills and needs of women also.</p> <p>Find and facilitate market drivers or missing links in selected sectors: financial and insurance services, food processing, eco-tourism, hydropower and mining,</p> <p>Promote information technology in production, trade and service sectors. Women's voice and participation in this will be encouraged.</p> <p>Harness corporate sector in Pakistan for socially responsible development.</p>