

## Country Programme Plan Pakistan

### I. ANALYSIS

#### 1.0 Country Context Analysis

##### 1.1 Brief overview

Pakistan was established on August 14, 1947, as a result of the partition of Indian sub-continent under the British rule into two sovereign states, i.e. India as the predominantly Hindu state and Pakistan as the Muslim state. India and Pakistan have fought four wars with each other on the disputed areas in Kashmir (1947-48, 1965, 1971, and 1999). Pakistan borders China to the northeast, Afghanistan to the west, Iran to the southwest and India to the east. The current population of Pakistan is estimated to be 166 million (2006 World Population Data Sheet, Population Reference Bureau, USA), consisting of 97 % Muslims and 3% religious minorities (Christians, Ahmadis, Hindus, Sikh, Parsi, and Bahai). Among the Muslims, 77% are Sunni and 20% Shia Muslims.

The ethnic majority in Pakistan are Punjabi, making up 60 percent, while the second-largest ethnic group is Sindhi at 11% followed by Pushtun, Baloch, Muhajir, Saraiki, and Hazara. Population growth rate between urban (30%) and rural areas (70%) differs considerably. There is a large increase in population over the past five decades with an annual population growth rate around 2.5% for rural areas and around 3.5% for urban areas.

Pakistan has had high levels of economic growth in the past years. However, large segments of the population still live in absolute poverty. The structure of Pakistan's economy is based on commodity producing and services sectors. Pakistan ranks 20<sup>th</sup> worldwide in farm output (FAO Report 2005). Pakistan is a nuclear power and has the 7th largest army in the world. The government justifies high spending on the military because of the need to counter India in disputed Kashmir.

Pakistan is a 'high risk low prevalence country' concerning HIV and AIDS virus with estimated cases between 70,000 - 80,000 people, or 0.1 percent of the adult population.

Violence against women and girls, including domestic violence, rape, honour killings, acid attacks and trafficking are rampant in Pakistan. The legal code discriminates against women and girls and creates major obstacles in seeking redress for acts of violence. According to rights groups, honour killings largely go unreported and victims include very young girls. Government initiatives to improve the rights of women have only had a limited impact.

Pakistan has been severely affected by natural disasters in the past few years. An earthquake on 8 October 2005, killed approximately 80.000 people, and left more than 3 million people homeless. In July 2007, heavy rains and cyclones, made another 2.5 million people homeless.

The year 2007 started with immense internal and external pressures on Pakistan and there has been a series of terrorism attacks and suicide bombings, including in Islamabad. Following the suspension of the country's chief justice, Iftikhar Mohammad Chaudhry, on March 9<sup>th</sup>, there have been widespread opposition in Pakistan. A violent military clash with radical Islamists in the Lal Masjid (Red Mosque) in the capital, Islamabad, in July has led to further riots and deteriorating security situation. Despite the turmoil, General Musharaf has given no indication that the presidential and parliamentary elections scheduled for late 2007 will be cancelled.

## 1.2 Participation

Since 1947 the democratic political institutions in Pakistan have remained weak and religion has been used to support different military dictatorships and undemocratic governments. This situation has led Pakistan to an ideological crisis where the role of religion in the state affairs is not clearly defined. General Pervez Musharraf assumed power in October 1999 as a result of bloodless military coup. He was elected president in 2002.

Pakistan has a parliamentary democracy form of governance. The President is the head of the State and the Prime Minister is the head of the Government. Elections for the National (lower house) and Provincial assemblies are held for a five years term, and both are Electoral College for electing the President and the Senators. The National Assembly has 342 seats, and the Senate (upper house) has 100 senators. Each of the four provinces (Punjab, Sindh, North West Frontier Province, and Balochistan) has a Chief Minister and Provincial assembly. The Northern Areas, Azad Jammu and Kashmir (AJK) and the Federally Administered Tribal Areas (FATA) are administered by the Federal Government but enjoy considerable autonomy.

In 2001, President Musharaf introduced the Devolution plan, which was aimed at devolving power to the local authorities. In August 2001 and 2005 non-party local government polls were held to elect district level officials, called Nazims. Under this new system, a Nazim answers to a District Coordination Officer (DCO) appointed by the provincial governor. Tensions have emerged over the distribution of power and funds between the Nazims and the provincial members of parliament.

The upcoming elections are scheduled for late 2007, and there are discussions whether Pakistan will be able to hold free and fair elections. Previous elections have been questioned, although approved by the international communities. Participation of women remains a challenge due to cultural norms and power relations linked to age and gender. There are examples of male Head of Household casting votes for the entire family. There is also a considerable difference in political participation of women and girls in urban and rural areas. In areas of Pakistan, where the feudal structure is prevailing, participation of poor, women and men, are very much dependent on the likes and dislikes of their feudal lords.

The decision making powers at local level have improved after the introduction of the devolution plan in 2001. At the same time, President Musharraf introduced the law that 1/3 of seats have to be reserved for women, leading to substantial increase of women in decision making bodies.

The prevailing socio-economic and cultural conditions also greatly restrict women's participation in the public life, i.e. the work force or even movement outside the house. Women's participation in decision making at the household level such as family health and children's education, choice of husband, is also restricted. There is a great divide between rural and urban areas when it comes to participation of women in public life. While, in the cities, women's participation has improved, there are still areas in rural Pakistan where women are not allowed to leave the house without a male companion. Although, there have been improvements in the legislation regarding women's Rights, there is still a long way to go to realise these rights. Pakistan is a signatory to the UN Convention on the Elimination of all forms of Discriminations Against Women (CEDAW)

There is little awareness about Human Rights in general and Women's Rights in particular in Pakistan, making it difficult to claim these rights. Pakistan, being a predominantly Muslim country, have a great window of opportunity to advocate for Women's Rights,

using the religion to ensure that women enjoy the Rights given to them in Islam. However, what we often see is that religion is used as a mean to deprive women's rights in all spheres of society. Cultural norms are often given the name of religion, in order to keep the status quo in power relations between men and women.

The continued support in favour of radical Islam in Pakistan, triggered by international events, such as US invasion of Iraq and Israel/Palestine, may lead to further exclusion of women and girls.

Endemic poverty, Pakistan's poor education system and often-ineffective government structures create opportunities for millions of families, especially those with little money to send their children to religious schools, which is the only opportunity available to poor for free education, boarding and lodging. According to rough estimates there are some one million students studying in over 10,000 Madaris. Historically, the Madaris were prestigious institutions of learning and they are still doing excellent welfare work, but there are some preaching intolerance and inciting sectarian hatred, violence and radical ideology. The curriculum is based mainly only on religious teachings. As a result the Madaris graduates simply cannot compete against others for employment with no formal education. They are therefore easily drawn to extremist groups. The government of Pakistan initiated a Madaris (Muslim seminaries) reform in 2006. Through this reform, the aim has been that the students, in addition to learning about religion, also are provided with regular education, leading to metric exams).

Before 2002, elections were held on the basis of separate electorates in which Muslims and non-Muslims could vote only for their own respective minority national and provincial assembly leaders. Ethic and religious minorities applauded the President Musharaf's January 16, 2002 abolishment of the bipartite electoral system and the creation a joint electoral system in which citizens could vote for any candidate, despite his race or creed. However, in terms of full participation of religious minorities in the democratic processes Government has to abolish separate voters list for the minorities so that they claim themselves equal Pakistani citizens.

There has been a positive developments in Pakistan, pertaining to access to reliable information. In recent years, a number of independent TV and Radio stations have started operating and the printed media enjoys freedom of press. The challenge is yet to ensure that the whole population has access to this information. With high levels of poverty and low levels of education this has not benefited everyone equally.

The judicial system is comprised of the Supreme Court, Provincial High Courts, and Federal Islamic (or Sharia) Court. The president appoints the Chief Justice and they together determine other judicial appointments. Federal Sharia Court hears cases that primarily involve Sharia, or Islamic law. Legislation enacted in 1991 gave legal status to Sharia. Although Sharia was declared the law of the land, it did not replace the existing legal code. Impartiality of the judicial system can be discussed. There is generally little respect for the rule of law. Crimes often go unreported and conflicts are often solved outside the legal system.

### **1.3 Equity**

The following are seen as underlying causes of equity deficit in Pakistan:

**Poverty:** The overall percentage of people living below poverty line is 32.6% (as reported by WIKIPEDIA) Poverty varies significantly among rural and urban areas and from province to province, from a low of 14% in urban Sindh to 41% in rural NWFP. A large segment of the population lives in poverty in spite of Pakistan per capita income is USD

720. The poverty reduction strategy prepared by the country highlights needed improvements required in education, health, and water sectors.

Pakistan ranks 134 out of 177 countries in the UNDP Human Development Index Report 2006. The infant mortality rate is 79 deaths per 1,000 live births and maternal mortality ratio is estimated to be 500 deaths per 100,000 births. More than 50 percent of the country's population is literate. The net primary school enrolment ratio is 76 percent for boys, but only 57 percent of girls attend school (UNDP 2006 Human Development Report). Life expectancy at birth is 64 (WHO Report 2005). Only 19.4% of the people have confirmed access to clean and safe drinking water (By the People, a nation wide study conducted by The Network for Consumer Protection Islamabad, December 2005). Access to sanitation in rural areas is 30% lower than in other countries with similar income.

Polio has not yet been eradicated, more than a 3<sup>rd</sup> of children under five are underweight and Pakistan ranks 7<sup>th</sup> among 22 high-burden tuberculosis (TB) countries worldwide. The emergence of multi-drug-resistant TB and TB-HIV co-infection are growing concerns in the country (WHO Global TB Report 2006).

**Unequal distribution of wealth:** In recent, there has been rapid economic growth in Pakistan. The GDP growth reached 8.4% in FY 2005-06, the highest in the last two decades. The economic growth has had positive impact on unemployment levels. However, the high inflation rate (9.3%) is a major economic challenge. Another challenge has been to ensure that the impact of economic growth benefits all layers of society. The Government has introduced a number of targeted poverty reduction programs, i.e., small-scale infrastructure, microfinance, private sector initiatives, social welfare and security schemes. However, the impact of such programs in reaching out to marginalized communities and neglected areas has not been evident, because Government failed to achieve social progress commensurate with its economic growth.

**Low status of women:** The discrimination against girls starts even before her birth. There is a strong son preference in Pakistan which has led to selected abortions. Girls remain subordinate to males throughout her life, with male members of the family making decisions on her behalf. The social and cultural context of Pakistani society is predominantly patriarchal, with around 90% of the Pakistani households being headed by men. Women lack ownership of productive resources and access to property, education, and employment remains considerably low as compared to men. Despite improvement in Pakistan's literacy rate, the educational status of Pakistani women is among the lowest in the world (36%).

The health indicators of women are among the worst in the world. At the household level, bias towards sons leads to nutritional deficiencies among female children. Early marriages of girls, excessive childbearing, lack of control over their own bodies, and a high level of illiteracy adversely affect women's health. More than 40 percent of the total female population are anaemic. The maternal and female infant mortality rate is also high. More than 75% of deliveries take place at home and skilled personnel attend only about 20% of them (UNICEF and the World Health Organization reports 2005). Women are also at a higher risk of contracting HIV/AIDS and other sexually transmitted diseases (STDs) because of male dominance in sex relations and lack of access to information

**Rural/Urban divides:** There is a vast difference of the rural and urban areas of Pakistan, with rural areas lagging behind on most social indicators sectors, e.g. the literacy rate for urban women is more than five times the rate for rural women. In rural only 22% of girls above age 10 have completed primary level or higher schooling as compared to 47% boys.

**Ethnicity/Religion:** The religious minorities face inequality in education and employment opportunities. Government fails to provide equal public services to improve socioeconomic development of minority groups, as they often belong to poorest socioeconomic groups. Reference is made to Chapter 1.4 which provides more information.

#### **1.4 Protection**

Although there are many underlying causes of protection deficit in Pakistan, in the last few years the main cause have been natural disasters, which have affected lives- and livelihoods of millions of Pakistanis.

Pakistan is a country prone to natural disasters. Floods, landslides and droughts are recurrent. On 8th October 2005, an earthquake ripped through parts of Pakistani administered Kashmir and northern Pakistan, killing more than 80,000 people. The devastating tremor, one of the worst in Pakistan's history, left more than three million people homeless. In July 2007, heavy rains and cyclones led to floods in large areas of Sindh and Balochistan. The floods left wreck havoc more than 600 villages and affecting an estimated 2.5 million people. Both disasters occurred in areas that are already among the poorest in Pakistan thus affecting the poorest of the poor. Reconstruction after the earthquake is underway, but the response to the flooding is yet minimal. It has also been difficult to raise funds for the victims of the earthquake in Pakistan.

Another key protection deficit is the lack of rule of law and widespread violence. The Northern Areas, Azad Jammu and Kashmir (AJK) and the Federally Administered Tribal Areas (FATA) are administered by the Federal Government but enjoy considerable autonomy, which means that in many aspects the legal systems of Federal Government is not applicable in these areas. In general, illegal weapons are easily attainable, and thus widespread in Pakistan. There are very high crime rates, including murder. Blood revenge is common, and disputes are inherited from father to son. The legal law enforcement entities are inefficient and corrupt. The corruption starts from filing a case, and continues up in the legal system. Dysfunctional legal systems lead to many perpetrators going unpunished, while innocent people can spend considerable time in jail. Lack of trust in the law enforcement, results in underreporting of crime cases, and many people seek justice by taking revenge personally. Conflicts can also be solved in local committees of elders.

Violence does not affect all segments of population equally. Violence and abuse in the form of honour crimes and discriminatory legislation severely affects mostly women and religious minorities. Domestic violence and abuse against women is widespread. Women feel powerless to leave an abusive relationship, as they would lose their survival base, and also have to face the social stigma attached to divorced women. Discrimination in employment and societal pressure prevent women from working outside the home.

Honour killings largely go unreported and victims include very young girls. The root causes of honour killings are often linked to land, water, money and property. Mostly women of the poor classes are victims of these traditional customs. In some areas of Pakistan, young girls are forcibly married off in order to resolve the feuds between different clans. Another law "Qasas" is also used to victimize women. Under this law if a person kills somebody the case can be settled by providing the family of the victim with money and/or a women from the assassin's family.

Scepticism and biased attitudes against women's complaints of violence are common among prosecutors, police officers and medico legal doctors in Pakistan and such complaints often face delayed/mishandled processing and inadequate investigations. The promise made by the present Government in April 2000 that all 'honour' killings would be treated as a murder has yet to be converted into anything nearing reality. Feminists and

women groups in Pakistan criticize the Government for not taken seriously enough information about persecution of women and their plight in the international arena.

The low status of women is a contributory factor in putting women at risk. According to the traditional customs, it will be the son(s) taking care of the parents at old age. When the daughters are married, they are viewed as part of the family of their in-laws. Thus, it will be the son who will carry the family name down the generations. The tradition of dowry, although banned by the government, is still widespread. This means that marrying a daughter poses financial constraints on most parents. On the other side, when sons are married, their wives will bring dowry into the household. In addition, women have traditionally not participated in the paid labour force. All these factors contribute to lack of investment in girls' education, as well as girls' health. It can even affect the portion of love and caring given to the girl child, compared to her brothers. Selective abortions are already widespread, and measures needs to be taken to protect the female foetus. One could also argue that these traditions also negatively affect the male portion of the society. The men are left alone with the burden of providing for the family, save money for the sisters dowry, and if the selected abortion continue, it will also become increasingly difficult for them to find a wife and establish a family of their own. This is already a problem in neighbouring China and India.

Ethnic and sectarian tensions are often fuelled by religious-based political parties and acts of sectarian and religious violence remain significant. The worst religious violence is directed against the country's Shi'a minority as victims of individual and mass killings. Violence against Western and Christian targets after 9/11 increased significantly, with a number of massacres and attacks on institutions linked with international and western interests. This is linked to the Government's support to the US to curb terrorism.

The number of cases filed under the blasphemy law, has also increased. If convicted, there is a death penalty and life imprisonment to any person allegedly desecrating the Holy Quran and blaspheming the Holy Prophet Mohammed (PBUP). Such cases are often used to settle personal scores, such as intra-family or property disputes and not related to religious activity. Christians, in particular, and Muslims in general, are victims of this law. Extremist groups make public threats about consequences of an acquittal when such blasphemy cases are brought to court. Accused are often denied requests for bail on the grounds that their lives would be at risk if released. Many judges try to pass such cases to other jurists and some reportedly have handed down guilty verdicts to protect themselves and their families from acts of violence from religious extremists.

The Government has undertaken major efforts to curtail religious extremism by banning organizations responsible for religious and sectarian killings, and a crackdown on members of several extremist religious groups and clerics who fomented hatred, with announcement of a plan to deny the use of Madaris for extremist purposes. However, such efforts have not made much impact on reducing incidents of religious and sectarian violence.

Since 1979, Pakistan has had a large population of Afghan Refugees, living mostly in NWFP and Balochistan. In 2002, the process of repatriation of these refugees to Afghanistan was started. Still, Pakistan is hosting more than 2 million Afghan refugees.

## **1.5 Role of Civil Society and NCA Partners**

### **1.5.1 Role of Civil Society**

Civil Society in Pakistan can be seen in terms of three broad groups: NGOs (Non-Government Organizations) and CBOs (Community Based Organizations) including welfare, service delivery, human rights, advocacy, social, and membership groups; professional and other membership associations (such as labour and trade unions, the press/media); and academic, research and religious institutions. Political parties and

religious groups are in a category of their own. Over the past few decades, a significant number of civil society organizations have moved from a welfare/charity mode to a developmental role that combines facilitation, representation, mediation, and advocacy.

Political parties and educational institutions have taken on an increasingly religious colour, as 'democratically elected' and self-appointed leaders both indulge themselves in using religion as a political weapon, and as a tool to retain the shaky alliances critical for them to hang on to power. The current Government is taking the lead, supported by a significant portion of civil society, to develop a new social contract with citizens highlighting tolerance, separation of religion, state, and politics, and devolution for improved governance, while at the same time taking steps to regulate private and public institutions, root out extremism, and focus on public-private partnerships to eradicate poverty and develop the country's human resources, among others. What is needed is the initiation of productive partnerships between government and civil society, where both are able to put aside their historic mistrust of each other and work together to achieve national development goals. Finding a balance and stability in economic, social, and political development, establishing improved rules of engagement between citizens and their government, building internal and external alliances, ensuring transparency and accountability, and fostering institutions for inclusive, equitable, and sustainable development seem to be common themes for both Government and civil societies, which is obviously a long way to go.

### **1.5.2 Role of NCA partners in Civil Society**

Although NCA has been present in Pakistan since the early 80s, operating a joint NCA office for Pakistan and Afghanistan, the main focus were to provide assistance to Afghan refugees in Pakistan. As the main focus has been on Afghanistan and Afghan refugees, NCA in Pakistan/Afghanistan emphasised building the capacity of a number of Afghan NGOs and its own Afghan staff to establish necessary skills required to move into rehabilitation and development activities. The main office moved to Kabul in 2002.

The activities for the Pakistanis living in Pakistan were limited to cooperation with the dioceses of Peshawar and Raiwind. The main priority areas were education for mentally handicapped children, HIV and AIDS and vocational training. Until late 2005, most of the work in Pakistan was done by these two partners. Both Diocese of Raiwind and Diocese of Peshawar have large development wings and are part of the Church of Pakistan. Diocese of Raiwinds' main strength in development work lies within the area of Education, while the Diocese of Peshawar runs large education and health programmes. They both play an important role in overall development work, but in particular with reference to the Christian minorities in Pakistan.

NCA has close relations with religious leaders of all the major religions and schools of thought in Pakistan. These leaders are very influential within their constituencies, and we foresee close cooperation with these partners, in order to address peace activities as well as interventions aimed at addressing gender based violence (GBV). A number of the religious leaders have been participating in activities to promote inter- and intra faith relations in Pakistan, and this initiative will be further strengthened in the future.

Although NCAs overall strategy is to work through national NGOs, NCA is occasionally operational in emergency settings. Since October 2005, NCA has been operational in the North West Frontier Province (NWFP) of Pakistan, under the Action of Churches Together (ACT) umbrella. NCA is the lead agency for the water, sanitation and hygiene promotion component under the overall ACT appeal, where our partner organisation, Church World Service (CWS), is the overall lead agency.

NCA cooperates with CWS and the local partner, SPO in providing assistance to victims of the floods in Balochistan and Sindh. In addition, NCA is providing technical assistance to

CWS in the area of Water and Sanitation for the planned interventions in the flood affected areas.

In January 2007, NCA established a country program in Pakistan, thus separating the Afghanistan and Pakistan programmes. The first few months have been used mapping potential partners for NCA's interventions in the WATSAN sector in NWFP, but also strategically, identify partners for our planned interventions in the areas of Peace and Reconciliation activities and Gender Based Violence. The mapping has resulted in identification of four partners. NCA has established new partnerships with Taraque Foundation (TF), Pakistan Village Development Program (PVDP); Pakistan Community Development Program (PakCDP); and Sungi Development Foundation. They will all be working in the area of water and sanitation. These organizations have got accreditation from the Pakistan Centre for Philanthropy and meet internationally recognised standards in terms of experience, expertise and capacity to manage large programs. All are already involved in various rehabilitation and development interventions in both earthquakes and non-earthquake affected areas of Pakistan. Strategically, we see Sungi, Taraque and PVDP as potential partners for planned activities in the areas of Gender Based Violence and Inter- and Intra Faith related activities.

## **2.0 NCA's Added Value**

The vast needs in Pakistan, calls for international assistance and cooperation, and NCA are well positioned to make important contributions in this respect. NCA has been present in Pakistan since 1981. The organisation is well established and has good relations to key actors in the development area, and NCA is already heavily involved in the reconstruction activities following the earthquake in 2005. NCA is registered with the Pakistani government.

NCA was established in 1947 and is presently the largest NGO in Norway. NCAs have specialised its work in the following areas: 1) Civil Society for Accountable Governance 2) Faith Communities address HIV and Aids 3) Communities for Fresh Water and Safe Sanitation 4) Women and Men address Gender based Violence and 5) Religions for Conflict transformation and Peace Building. In all the five thematic areas, NCA as an organisation, have the necessary technical capacity and knowledge to ensure support to the country offices. NCA in Pakistan will be supported by NCA Head Office in Oslo. NCA in Pakistan will focus mainly on bullet points 3-5 above. In all these areas, NCA has technical expertise and vast experiences managing such programmes in other parts of the world. NCA Head Office in Oslo has an advisor for peace and reconciliation assigned especially for the section for Middle East and Central Asia, of which the Pakistan programme is a part of. In addition, NCA head office in Oslo also has advisors in Water and Satiation and Gender, who will assist NCA in Pakistan in ensuring quality interventions in the above-mentioned areas.

NCA will also be able to draw upon the advantage of strong regional experience and we will be looking closely into possibilities of regional cooperation with an emphasis on the participation of women.

Working in a predominantly Muslim majority country, where religion is an important factor in society, NCA has an added advantage of being a faith based organization. As a faith based organisation, NCA consider it its responsibility to liaise with other religious institutions in order to strengthen human dignity. NCA recognise the potential religions have in promoting peace, reconciliation and justice. In Pakistan, NCA already good relations with religious leaders, and our future programmes will build further on the close cooperation with religious communities to promote peace and reconciliation, and also to address women's rights.

NCA is a partner organisation, and is implementing its projects through local partners. NCA will continue working with the existing partners, the Diocese of Raiwind and the Diocese of Peshawar. In addition, we have identified 4 national NGOs, and we will work closely with these partners. In programmes where religious leaders are partners, there is a need for capacity building, as they are not used to following the rules and regulations of NGOs. Building their capacity will be a focus area for NCA in Pakistan.

NCA seeks to complement the activities of the government in Pakistan, as well as the civil society. NCA's access to additional expertise and resources (Norwegian and global) in vital areas allows professional and effective contribution. Through linkages to the ACT network, NCA is able to respond quickly in cases of emergencies.

NCA, being a Norwegian NGO, also sees the opportunity which lies in the large Pakistani Diaspora in Norway. People of Pakistani origin constitute the largest non-European immigrant community in Norway. NCA will seek to establishing links to this community in order to possibly take a role in building bridges between Norway and Pakistan.

## II. NCA INTERVENTION STRATEGY

### 3.0 Thematic Analysis and Priorities

#### 3.1 Specific rights to be addressed by the Program

The overall vision of NCAs program in Pakistan is to promote human dignity for poor and excluded people by supporting programs that contribute to increased participation, equity and protection.

A number of rights violations emerge from the analysis of participation, equity and protection in chapter 1. NCA will not be able to work on all these. According to needs assessment and wide consultation with partners held in April 2007, which included civil society organizations and religious leaders, the main activities will be undertaken within the areas of promotion of Peace and promotion of Women's Rights. NCA will continue its programs within the areas of Water, Sanitation and Hygiene. The specific rights to be addressed will therefore be linked to above-mentioned priority areas. It is understood that each right is supported by normative rights frameworks such as international human rights treaties and some are backed by the MDGs. Our understanding is that these are real needs prevailing in the country within NCA's areas of expertise.

- **Economic, Social and Cultural Rights** (CESCR, CEDAW)
- **Civil and Political Rights** (CCPR, CEDAW)
- **Women's Right to protection, participation and peace** (CEDAW, CRC, UNSC Resolution Council 1325)
- **Right to safe, adequate and reliable drinking water and appropriate sanitation and hygiene** (ESCR, paragraph 11, com. 15)
- **Freedom of religion** (CCPR, paragraph 18)

#### 3.2 Thematic focus

NCA in Pakistan is a newly established programme, which means that the programme is still under development. Based on the contextual analysis (Chapter 1) and NCAs added value (Chapter 2), it is envisaged that NCA will be giving priority to the following thematic areas:

- Religions for Conflict Resolution and Peace.
- Men and Women Address Gender Based Violence.
- Communities for Fresh Water and Safe Sanitation.
- Preparedness and Emergency response.

In addition, NCA will give priority to the following as a cross cutting issue:

- Capacity building of organisations.

As part of the strategic thinking about NCA's future operations in Pakistan, a wide 2-days consultation of civil society actors and religious leaders was held in April 2007. The focus was on the two thematic areas of Inter- and intrafaith harmony, as part of the overall thematic area of Religions for Conflict Resolution and Peace, and Men and Women Address Gender Based violence. There was an uncontested agreement that these two areas were of vital importance in the Pakistani setting, and a set of strategies were proposed. An added advantage of this consultation was that we were able to bring together a set of actors that do not normally interact with each other. In fact, religious leaders/religious scholars and women's activists often tend to be miles apart when it comes to agreeing on women's rights issues, amongst others. In the concluding remarks, the religious leaders agreed that they are committed to address cultural practices and traditions.

### **3.2.1 Religion for Conflict Resolution and Peace**

Pakistan's history and strategic geographic location and the role Pakistan can play in promoting peace within the country and in the region, is of utmost importance. As outlined in paragraph 1, the security situation in Pakistan has deteriorated significantly in the last six months, and involvement in Peace related activities are more important than ever. Pakistan is an Islamic state, and as such religion holds a strong place in peoples lives. We have seen an increase in support to extremist elements in the Pakistani society. Religious leaders will be vital in creating a peaceful society where people can live together in harmony, irrespective of religion or schools of thought.

Religion for conflict resolution and peace is a central thematic focus area for NCA programs in Pakistan. NCA will review and analyze own and partners' performance within this theme up to now, and explore how NCA in a best possible way can continue facilitating the development of local capacity and programs in peace building, addressing unjust structures and strengthening right relationships on all levels. In this context greater understanding of the potential role of religious institutions (Christians, Muslim, Sikh, Hindu etc.) in seeking equity and protection in the society to secure human dignity and greater harmony will be encouraged.

NCA will through its initiative focus on:

#### 1) Mobilizing faith communities for peace building

- Focusing on strengthening harmonious and respectful coexistence of faith communities, both inter faith and intra faith.
- Focusing on building capacity on conflict resolution and reconciliation efforts in conflicts.
- Focusing on curriculum development on peace building topics to be used in educational institutions of the faith communities.
- Focusing on awareness creation within society at large and faith communities in specific on the potential of the faith communities in peace building.
- Focusing on networking, nationally and internationally on interfaith dialogue and cooperation to secure experience sharing and joint efforts.
- Facilitations of peace building processes.
- Provision of resources.

- 2) Strengthen focus on participation of both genders in peace processes integrating UN Resolution 1325 into the program, as well as youth.
- 3) Strengthening the focus on rights issues.

NCA will continue to support the Pakistani interfaith body, "The World Council of Religions", and its provincial chapters and network organizations in NWFP and Punjab with its endeavours to promote increased interaction and dialogue among various religious groups with the support of local and provincial Governments. Currently prominent leaders from Islamic, Christian, Hindu, Sikh, and Parsi communities are involved in this interfaith peace building work, and their initiative is endorsed by the Government to address conflict problems related to discriminatory legislation that impacts marginalized segments of the society (women, religious minorities and religious sects). They will also make efforts to improve accountability and transparency of Government institutions through active participation in decision making processes. Likewise, other NGOs involved in peace, reconciliation, and human rights interventions would also be engaged in this peace building and human rights work to narrow the space for violent and destructive and discriminatory practice and rather uphold human dignity and justice. NCA will also support new initiatives related to peace building, conflict prevention and resolution with special attention to children and youth.

### **3.2.2 Men and Women Address Gender Based Violence**

The main reason to prioritize gender based violence as a thematic area is the gender disparities which prevail in the country. Despite the fact that Pakistan is a signatory to CEDAW, the country ranks 115 out of 143 countries in the gender-related development index and ranks 100 out of 102 countries on the gender empowerment measure. Deeply rooted cultural and institutional constraints prevent Pakistani women from playing an active role in the development of their society. Women's presence in the public sphere is restricted under the pretext of cultural and religious values, thus, making their contribution outside the home difficult. Institutionalized violence against women allows crimes of 'honour' to go unpunished and gender discriminatory legislation violates the human rights of women. They remain largely excluded from decision-making at national and provincial as well as community and household level. Women are less educated than men, and their access to employment and income generative activities is limited. The health standards of women are poorer in comparison to their male counterparts with lower life expectancy and high maternal mortality rates.

The increasing violence against women is a matter of serious concern. A society where violence against women is endemic can never fully develop either socially nor economically. Violence in the private domain undermines women's confidence and self-esteem and destroys their health, while the fear of sexual assault in both private and public domain deprives them of their full participation in all aspects of development. This is a high social and economic cost for the society to pay. Violence against women is also a public health and development issue. There are many countries in Asia, like India and Philippines which now have laws on domestic violence. Pakistan is among the countries which does not have laws on domestic violence. The relationship between female-focused violence and maternal mortality, health care utilization, child survival, AIDS prevention, and cost to the judiciary and law enforcement agencies is receiving increased attention. Government recently took initiatives to improve the rights of women, but with limited impact. The women protection bill recently passed by the parliament has repealed some of the Hudood Ordinances (Islamic law on adultery) and allow for DNA and other scientific evidence to be used in prosecuting rape cases.

The thematic area of "Men and Women Address Gender Based Violence" is new for NCA in Pakistan. Based on the context analysis, findings and the strategic thinking from the Partner Consultation in Islamabad April 2007, NCA in Pakistan will in collaboration with advisors in Norway and local consultants and resource persons, develop a 3 year

program (2008-2010) on the theme. The GBV program is to be developed in line with CEDAW and the intentions of UN Security Council Resolution 1325, focusing on promoting Women's protection in conflict and participation in peace building. NCA is also committed to developing the program in a contextual and conflict sensitive manner.

NCA's Gender Based Violence Program will be developed during Mid October 2007 to February 2008 and is envisioned to encompass the following four main areas of work:

**Support to empowerment of women and girls through economic, social and cultural rights with emphasis on education and health**

The partner consultation emphasised that development programs at community level, like education, health, water provision etc, were strategic entry points to empowerment of women and girls. These programs have the potential of promoting women's participation, and access to basic ESC-rights, and represent very important steps for women's emancipation to be recognised in the program areas of NWFP and Punjab. There is a potential to link and integrate Gender Based Violence components to such partner's programs. However, the commitment to integrate this theme may vary between partners, and it is envisioned that there is a need to raise gender awareness as well as knowledge about Gender Based Violence at partner level. Finding ways and strategies for increasing the participation and visibility of women at different levels and arenas of society will be key focus of the program, as well as identifying ways of using the potential of religious leaders and institutions.

**Support work aimed at improving the legal framework and changing institutional legal practice at national and local level to address GBV issues**

The focus is on civil laws, religious laws, traditional customs and practice, as well as interpretation of law, law reform, lobbying for better legal practice at national and local level institutions. For instance this area of work could imply focusing on NGOs and CBOs networks lobbying at the national level to include domestic violence in national legal code, as well as explore the possibilities to engage with local level legal institutions, tradition and cultural practices to reduce Gender Based Violence. Increased visibility of women in the public sphere through participation of women in local decision making processes, increased participation in the labour force and to form women groups, are means to be explored. The potential for working with religious leaders and institutions will be explored.

**Support to initiatives for the protection of women and girls at local community level**

Explore the possibilities of giving support to concrete initiatives aimed at the protection of women and girl at risk and/or victims of gender based violence.

**Religious leaders are mobilised to advocate and support initiatives against GBV**

The focus would be on the reduction of violations of women's rights and GBV through mobilizing religious leaders and institutions. Women and men are through awareness made conscience of rights given to women in Islam, Christianity and other religions, and are able to distinguish religion and cultural practices with reference to women. Advocacy programs to raise awareness about women's human rights, Women's Rights workshops with involvement of religious leaders as duty bearers, and religious leaders advocating on women's rights, are means to be explored.

NCA will work with NGOs with strong existing structures of local community based organizations (CBOs), in order to involve these CBOs in ensuring the progressive realisation of Women's Rights to protection, participation and economic, social and cultural rights at the community level. Of special interest will be to explore and indentify local women's groups. Awareness rising about Women's rights, given in religion, international treaties and government policies, will be essential. With this knowledge,

women and men will be capacitated to claim their rights and fulfil their duties. We will also give emphasis to clarifying separation of religion and culture when it comes to harmful practices, in order to make people aware that a number of harmful traditional practices (HTP) in Pakistan do not have their base in religion, but are rooted in other cultural tradition, thus wrongly understood as part of religion.

### **3.2.3 Communities for Fresh Water and Safe Sanitation**

The earthquake which hit on October 8<sup>th</sup> 2005, killed more than 80,000, injured another 100,000, left more than three million people homeless, and disrupted water sources in affected areas. The earthquake destroyed water distribution networks across the 28,000 square kilometres affected area. Springs and wells supplying fresh water to villages were severely disrupted. Urban sanitation systems and home latrines were destroyed. In the immediate aftermath, people were living in congested camps with no access to safe drinking water or proper sanitation. More than one million people were vulnerable to high risks of water-borne diseases and illnesses. According to Pakistan's Earthquake Reconstruction and Rehabilitation Authority (ERRA), as of February 2007, 35,000 quake-displaced survivors are still living in camps. UNICEF's plan of action for three years recovery phase to April 2009 indicates a need to build over temporary family latrines to bridge the gap until ERRA housing grants are available to build permanent latrines. Dissemination of hygiene messages to people on safe water consumption, latrine usage, hand washing with soap after toilet use and before handling food, through hygiene education sessions at household, community and school level, need greater attention to support the Government of Pakistan's ongoing water and sanitation services/facilities in residual camps for an anticipated 30,000 people. This includes facilitating and encouraging the use of household filtration of drinking water. NCA Pakistan is already actively involved in water and sanitation interventions in collaboration with CWS P/A in the earthquake affected areas in NWFP. NCA will continue to work primarily with CWS P/A and also directly with other local partners (both faith based and secular) to provide technical and financial assistance related to water and sanitation interventions. NCA's strategy concerning this program sector will be:

- To increase access to pro-poor water policy that improves the quality of, and eases the access to water supply, especially for women.
- To improve the coverage of safe water and sanitation in the NWFP, with special focus on school sanitation.
- To improve understanding of the linkages between hygiene and health through community education campaigns, especially among women and children.

### **3.2.4 Protection in Natural Disasters and Complex Emergencies**

Pakistan is a country prone to disasters such as droughts, floods, land slides and earthquakes. NCA will respond to emergencies through the ACT network and existing local partners. The geographic focus areas will be areas where NCA in Pakistan is already involved, which often also are the areas most prone to disasters.

In addition, NCA will look into possibilities of developing an emergency preparedness where support to people affected by natural disasters and complex emergencies is central. The emergency preparedness is envisaged to include stockpiles of water and sanitation equipment in order to respond quickly to emergency settings. Focus is assistance to local communities with a view to enhancing their capacity to save lives, cope with disaster, and develop options for sustainable livelihoods programs and other disasters that may occur in Pakistan, such as floods, drought, civil strife and refugees. NCA strategy in this regard will be:

- Community-based emergency preparedness and advocacy for national coordination and accountability
- Rapid response to acute needs and basic rights with a focus on water and sanitation.

### **3.2.5 Organizational Development of NCA Partners**

NCA in Pakistan have partners that are very strong, but also partners that are not used to working with international NGOs, such as the religious leaders. It is therefore, difficult to follow one strategy of organizational development of NCA partners. The major need is to strengthen the organizational capacity of the religious institutions, as well as work closely with new establishments such as the World Council of Religions.

NCA will look into offering organisational capacity building through local training opportunities for partners' program staff in the areas of project design, project implementation, planning, reporting, and monitoring and evaluation. This would help partners to understand the program objectives as set out in their strategic plans to ensure that projects and programs developed are consistently meeting the standard requirements of the donors with improved program quality, monitoring and evaluation mechanism, impact and timely reporting to the partner organizations.

## **4.0 Strategies for Rights Holders and Duty bearers**

### **4.1 Rights Holders**

The definition and selection of right holders will be civilians with legitimate unmet needs. Assessments on site, when the programmes are fully developed will give more specific right holders, but at this stage, only a generic overview of the rights holders can be given. Moreover, specific attention will be put on the following marginalized and/or vulnerable groups as rights holders:

- Community members of the specific local communities affected by the October 8th earthquake in 2005, which will be targeted for provision of water and sanitation services, mainly in NWFP. Within these communities, special emphasis will be given to school aged children, and female headed households.
- Students of both gender in Madaris/seminaries in NWFP and Punjab in Pakistan.
- Women and girls in general
- Women and girls at risk and/or victims of gender based violence.
- Church members, with an emphasis on women and youth, who will benefit from engagement in skills training and other programs launched by the churches on HIV and AIDS.

The main strategies will be:

- To be direct implementing in areas of NWFP in the sectors of Water and Sanitation.
- To support local NGOs, specialized in the areas of Water and Sanitation, in order for them to provide safe water and environmental sanitation to local communities in NWFP.
- Information, Education and Communication initiatives related to Women's Rights and Gender Based Violence.
- Working with religious communities/religious leaders in order to promote intra- and inter faith initiatives.

### **4.2 Duty Bearers**

In a rights-based approach, the state is the ultimate duty bearer. This program ultimately seeks to influence important duty bearers such as national and local government. However, there are more duty-bearers to be mobilised and challenged in

order to address the objectives of the program in Pakistan. In following is a list of duty-bearers of the program.

- Given NCA's networks and partners in Pakistan, our strategy will be to engage the religious leaders and institutions as intermediary duty bearers. The program aims to challenge and support the religious leaders in playing an active role within civil society by equipping people as citizens, engaging the state to live up to its responsibility as primary duty bearer in Pakistan and using their moral authority positively to address issues of gender inequality, violence in general, and gender based violence and sectarian violence in particular.
- In various programs local leaders and institutions will be challenged as duty-bearers
- Implementing partners, including NCA, will be held accountable for their programs
- Men in program areas to be mobilised against Gender Based Violence

The main strategies will be:

- Awareness raising and Information activities
- Mobilisation and Advocacy
- Capacity building of partners
- Building and emphasising accountability mechanisms between rights holders and duty-bearers.

## 5.0 Geographic Focus

Pakistan is a large country with diverse religious and ethnic communities. Religion plays an important role in all spheres of life, in addition to cultural and traditional norms, which often restrict mobility and access to many parts of the country coupled with poor security situation, and infrastructure. To work in such areas with limited staff capacity it requires lots of travel and time to access communities. Such an environment affects NCA's capacity to monitor and evaluate partner's work. In water and sanitation activities NCA's focus will be in the earthquake affected areas of NWFP, and will continue working in these areas during the current country program plan. Similarly for intra/inter religious dialogue and gender based violence programs, NCA's particular focus will be to expand program interventions with its existing and new partners working in NWFP and Punjab, and to expand these activities to Balochistan and Sindh. In addition, potential networks in Middle East and SAARC (South Asia Association for Regional Cooperation) countries (India, Pakistan, Bangladesh, Sri Lanka, Nepal, Maldives, Bhutan and Afghanistan) may be supported for promotion of regional peace and intra/interfaith dialogue.

## III. PROGRAMME IMPLEMENTATION

### 6.0 Program Objectives per Thematic Focus Area

#### 6.1 Religion for Conflict Resolution and Peace

**Overall Goal:** Number of faith communities, both interfaith and intra faith, living in peace, harmony and human dignity in Pakistan, has increased

1. Specific Objective	Indicator	Source of Verification
Incidents of religious intolerance, violence, and discrimination through promotion of intra/interfaith dialogue in target areas of NCA partners have been reduced	<ul style="list-style-type: none"> <li>• 20% reduction in incidents of religious violence reported by the end of 2009</li> <li>• Number of intra/interfaith communities promoting peace, justice, harmony and</li> </ul>	<ul style="list-style-type: none"> <li>• Annual reports of national and international human rights organizations (Human Rights Commission, Amnesty</li> </ul>

	<p>respecting each other's religious values and rituals has increased by 50% by the end of 2009</p> <ul style="list-style-type: none"> <li>• Number of intra/inter faith partners and religious leaders condemning acts of religious persecution and violence escalated on sensitive religious issues has increased by 50% by the end of 2009</li> </ul>	<p>International, US Embassy)</p> <ul style="list-style-type: none"> <li>• Progress and Monitoring Reports</li> <li>• Interaction with communities and religious leaders</li> </ul>
<b>1.1 Expected result</b>	<b>Indicator</b>	<b>Source of Verification</b>
Relationship among intra/interfaith communities and religious leaders have been improved	<ul style="list-style-type: none"> <li>• Number of intra/interfaith communities and religious leaders using non-violence approaches to address incidents of religious intolerance, extremism and violence has increased</li> <li>• Number of NCA intra/interfaith partners expressing solidarity with victims of religious intolerance has increased</li> </ul>	<ul style="list-style-type: none"> <li>• Annual reports of national and international human rights organizations (Human Rights Commission, Amnesty International, US Embassy)</li> <li>• Progress and Monitoring Reports</li> <li>• Interaction with communities and religious leaders</li> </ul>
<b>1.2 Expected result</b>	<b>Indicator</b>	<b>Source of Verification</b>
Intra/interfaith structures for peace building at national and local level have been developed	<ul style="list-style-type: none"> <li>• World Council of Religions (WCR) regional chapters in Peshawar, Lahore, and Multan are developed and focusing on strengthening harmonious and respectful co-existence of faith communities (intra/interfaith) and networking locally and internationally to facilitate peace building process</li> </ul>	<ul style="list-style-type: none"> <li>• Progress and Monitoring Reports</li> <li>• Interaction with communities and religious leaders</li> <li>• Interaction with WCR regional chapters and international stakeholders</li> </ul>
<b>1.3 Expected result</b>	<b>Indicator</b>	<b>Source of Verification</b>
Religious leaders on national, and local level in program area, have received proper training on peace building and human rights	<ul style="list-style-type: none"> <li>• Training courses on peace building and human rights education have been conducted</li> <li>• Religious leaders in target areas have attended training</li> </ul>	<ul style="list-style-type: none"> <li>• Progress and Monitoring Reports</li> <li>• Interaction with religious leaders</li> <li>• Workshop reports</li> <li>• Attendance sheet of workshop participants</li> </ul>
<b>1.4 Expected result</b>	<b>Indicator</b>	<b>Source of Verification</b>
Platform for awareness creation on the potential of faith communities and religious leaders playing an important role in peace building and promotion of human rights has been established	<ul style="list-style-type: none"> <li>• Training workshops, seminars, conferences, discussion programs, and consultation events on peace building and human rights awareness for faith communities and religious leaders are conducted by NCA partners by the end of 2009</li> <li>• The government and the society at large make more statements on the capacity and importance of the faith</li> </ul>	<ul style="list-style-type: none"> <li>• Progress and Monitoring Reports</li> <li>• Interaction with communities and religious leaders</li> <li>• Workshop reports</li> <li>• Attendance sheet of workshop participants</li> </ul>

	communities in peace building	
<b>1.5 Expected result</b>	<b>Indicator</b>	<b>Source of Verification</b>
Networking between interfaith forums within Pakistan and internationally are conducted	<ul style="list-style-type: none"> <li>Networking between resources partners (IPS and CSC), strategic partners (CPHD, HDC) and core partners (WCR chapters) have been established</li> <li>Internationally, contact with other groups in the SACCR countries and Middle East countries (Palestine group) have been established through exchange visits</li> </ul>	<ul style="list-style-type: none"> <li>Progress and Monitoring Reports</li> <li>Interaction with partners and other international networks</li> <li>Reports of joint initiatives</li> </ul>
<b>1.6 Expected result</b>	<b>Indicator</b>	<b>Source of Verification</b>
Significant increase of women participation in peace building and human rights program organized by WCR local chapters	<ul style="list-style-type: none"> <li>WCR local chapters in Peshawar, Lahore and Multan have created youth and women groups to integrate UN resolution 1325 into the programs</li> <li>Resource persons among women are to a larger extent involved in the general faith based peace building program.</li> </ul>	<ul style="list-style-type: none"> <li>Progress and Monitoring Reports</li> <li>Interaction with women and youth groups</li> </ul>
<b>1.7 Expected result</b>	<b>Indicator</b>	<b>Source of Verification</b>
Faith communities including youth and women groups are aware about their basic rights	<ul style="list-style-type: none"> <li>Reduction in incidents of human rights violation among target communities of WCR local chapters</li> </ul>	<ul style="list-style-type: none"> <li>Progress and Monitoring Reports</li> <li>Interaction with communities and religious leaders</li> <li>Workshop reports</li> <li>Attendance sheet of workshop participants</li> </ul>
<b>1.8 Expected result</b>	<b>Indicator</b>	<b>Source of Verification</b>
Institutional capacity of NCA partners has been strengthen in planning and management of peace building and human rights programs	<ul style="list-style-type: none"> <li>Impact of peace building and human rights awareness program has been improved with increased technical and financial assistance of NCA</li> </ul>	<ul style="list-style-type: none"> <li>Progress and Monitoring Reports</li> <li>Interaction with communities, religious leaders, and partners</li> </ul>
<b>1.9 Expected result</b>	<b>Indicator</b>	<b>Source of Verification</b>
Curriculum for training on peace building and human rights awareness has been developed	<ul style="list-style-type: none"> <li>Pilot training program is offered to faith communities and religious leaders to get feedback</li> <li>Training material/manual is ready for printing</li> </ul>	<ul style="list-style-type: none"> <li>Progress and Monitoring Reports</li> <li>Interaction with communities and religious leaders</li> <li>Workshop reports</li> <li>Attendance sheet of workshop participants</li> </ul>

**Assumptions and risks:**

- US restrain on attacking Iran on nuclear issue and there is no influx of Iranian refugees coming to Pakistan
- Situation in Middle East on Iraq and Palestine has improved
- US restrain on attacking Pakistan without consultation with the Government in bordering areas of Afghanistan to fight against terrorists
- Resources needed to carry through programs will be available.

- The US policy on fighting terrorism in Iraq, Palestine, Afghanistan and Pakistan is perceived as less aggressive.
- There is less resistance to intra/inter religious dialogue inside the religious sects, congregations and different faiths to slow down the process of intra/interfaith dialogue
- The upcoming presidential and general elections in Pakistan due by the end of 2007 are not manipulated.
- Secterian tension and violence may delay program activities.

### Links between Partners and Program Objectives

Core Partners	Type of Organisation	Geographic Focus	Intervention
International Islamic Centre, Lahore	Islamic faith based academic organization	Punjab	Promotion of intra/inter religious dialogue
Diocese of Raiwind, Lahore	Christian faith based advocacy organization	Punjab	Promotion of intra/inter religious dialogue
Faith Friends, Diocese of Peshawar	Intra/Inter religious and faith based organization	NWFP	Promotion of intra/inter religious dialogue
<b>Resource Organisations</b>			
AVERROES*, Islamabad	Secular research and advocacy organization	Punjab and Islamabad	Develop consensus on intra/inter religious issues
The Christian Study Centre, Rawalpindi	Christian faith based research and advocacy organization	Punjab, Sindh, NWFP	Development of curriculum for Christian seminaries
Institute of Policy Studies, Islamabad	Islamic faith based research organization	Punjab, Islamabad, NWFP	Development of curriculum for Muslim religious seminaries
Jamia Matleh-ul-Ullom, Quetta	Islamic faith based academic organization	Balochistan	Promotion of intra/inter religious dialogue
<b>Strategic Alliances</b>			
Commission for Peace and Human Development Organization (CPHD), Lahore	Secular development, advocacy and rights based organization	Punjab	Promotion of living values education program for peace in regular and religious schools (Madaris)
Human Development Centre (HDC), Toba Tek Singh	Development and advocacy organization	Punjab	Promote intra/inter religious dialogue among grassroots communities

\*Information on AVERROES is not included in the matrix in 7.3 due to no assessment has yet been made.

## 6.2 Men and Women Address Gender Based Violence

**Overall Goal:** The human rights situation of women and girls has improved in regard to their protection, participation and equity and contributed to reduced gender based violence.

1. Specific Objective	Indicator	Source of Verification
NCA in Pakistan has developed a program on Gender Based Violence (GBV) for the period 2008-2010 within the areas of: 1. Support to empowerment of women and girls through economic, social and cultural rights with emphasis on education, health and water. 2. Improving the legal framework and changing	<ul style="list-style-type: none"> <li>• Funding has been obtained for developing a Gender Based Violence Program in Pakistan to be carried out from Oct 15 – Feb 2008.</li> <li>• The Gender Based Violence Program has been developed, by Feb 2008. and sent to back donors.</li> </ul>	<ul style="list-style-type: none"> <li>• The application for the development of the GBV plan.</li> <li>• The program plan of GBV.</li> </ul>

<p>institutional legal practice at national and local level to address GBV issues.</p> <p>3. Support to initiatives for the protection of women and girls at local community level.</p> <p>4. Religious leaders are mobilised to advocate and support initiatives against GBV.</p>		
<b>2.0 Specific Objective</b>	<b>Indicator</b>	<b>Source of Verification</b>
The GBV program is successfully being implemented.	<ul style="list-style-type: none"> <li>To be determined in the GBV program plan in February 2008.</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>

### Assumptions and risks

- Religious leaders and congregations are integral part of the community mobilization process to address gender based violence.
- Change in government after general elections by the end of 2007 is supportive of discouraging gender based violence.
- Extremist elements are not threatening enabling environment for women participation in development interventions that impact household and community livelihoods.

### Links between Partners and Program Objectives:

<b>Core Partners</b>	<b>Type of Organisation</b>	<b>Geographic Focus</b>	<b>Intervention</b>
Aurat Foundation	Research and advocacy on women issues	All over Pakistan	Advocacy with civil society and government bodies on gender based violence issues
Sungi Development Foundation	Research, development and advocacy	NWFP	WATSAN and peace building
Diocese of Raiwind, Lahore	A Christian faith based advocacy organization	Punjab	Women empowerment
Faith Friends, Diocese of Peshawar	Intra/Interfaith and advocacy organization	NWFP	Women empowerment through peace initiatives
Pakistan Village Development Program (PVDP)	Development, education, WATSAN, and advocacy on intra and interfaith issues	NWFP	Awareness raising on gender issues in regular and religious schools
<b>Resource Organisations</b>			
To be explored in process of GBV program development			
<b>Strategic Alliances</b>			
Commission for Peace and Human Development Organization (CPHD)	Development and advocacy	All over Pakistan	Universal values education program for women in schools and religious seminaries
Human Development Centre (HDC), Toba Tek Singh	Development and advocacy organization	Central Punjab	Promote women empowerment and peace at grassroots level

### 6.3 Communities for Fresh Water and Safe Sanitation

**Overall Goal:** Improved living conditions for groups of earthquake affected populations in Pakistan

<b>1. Specific Objective</b>	<b>Indicator</b>	<b>Source of Verification</b>
Establishment of sound, sustainable environmental services for poor and marginalized people in water supply, sanitation, and hygiene promotion in the earthquake affected regions of NWFP by year 2009	<ul style="list-style-type: none"> <li>• 80% of installed public water points are in good working order 1 year after project completion</li> <li>• Composition of management committees reflects local society (gender, ethnical and socio-economic parity)</li> <li>• 85% of primary stakeholders reporting satisfaction with water supply and sanitation</li> <li>• 67% of secondary stakeholders reporting satisfaction with project effectiveness</li> <li>• 85% coverage of target population with water supplies requiring &lt;30 minutes round trip travel time for water collection by the end of the project</li> <li>• Water consumption at HH level increased to at minimum SPHERE standard level among 80% HH by the end of the project</li> <li>• Water quality meets WHO and national standards at HH level in 80% of time</li> <li>• 80% of installed sanitation facilities are in good working order at 1 year after project completion</li> <li>• 85% coverage of target population by competent hygiene promoters by the end of the project</li> <li>• 67% of targeted population have comprehensive knowledge and adapt safe hygiene practices by the end of the project</li> <li>• Safe hand-washing practice increased by 40% among adults and increased by 67% among school-aged children in serviced population by the end of the project</li> <li>• Increment number of girls enrolment and completed school education.</li> </ul>	<ul style="list-style-type: none"> <li>• Project records</li> <li>• School records</li> <li>• Progress and Monitoring Reports</li> <li>• Project end evaluation report</li> <li>• Observation at household level</li> <li>• Interview, review of behaviour of community served</li> <li>• Surveys and comparison with baseline data, pocket voting, and sport checks</li> </ul>
<b>1.1 Expected result</b>	<b>Indicator</b>	<b>Source of Verification</b>
Construction of viable, fully functioning and adequate managed water supplies serving poor people by the end of program	<ul style="list-style-type: none"> <li>• Number of beneficiaries</li> <li>• Water quality and quantity meets national and SPHERE standards in 85% of time.</li> <li>• 85% of water points achieve design discharges</li> <li>• 85% coverage of target population with water supplies requiring &lt;30 minutes round trip travel time for water collection.</li> <li>• Number of well functioning water</li> </ul>	<ul style="list-style-type: none"> <li>• Project documentation, monitoring visits, field surveys, observations.</li> </ul>

	<p>and sanitation committees</p> <ul style="list-style-type: none"> <li>• Composition of management committees reflects local society (gender, ethnical and socio-economic parity)</li> </ul>	
<b>1.2 Expected result</b>	<b>Indicator</b>	<b>Source of Verification</b>
67% of primary stakeholders have acquired comprehensive knowledge of hygiene and environmental sanitation and 50% show sustained change in behavior in relation to personal and HH hygiene.	<ul style="list-style-type: none"> <li>• 85% coverage of target population by competent hygiene promoters</li> <li>• Promotion strategy and tools are sound</li> <li>• Pre- and post hygiene behaviour in target areas meets strategy targets at the end of project</li> </ul>	<ul style="list-style-type: none"> <li>• Project records</li> <li>• Monitoring reports</li> <li>• End of project evaluation</li> <li>• Observation at HH level</li> <li>• Interviews</li> <li>• Review of behaviour of community served</li> <li>• Surveys and comparison with baseline data, pocket voting, spot checks</li> </ul>
<b>1.3 Expected result</b>	<b>Indicator</b>	<b>Source of Verification</b>
Construction of viable, fully functioning and adequate managed school sanitation facilities, water supply schemes and hygiene promotion serving students by the end of the project	<ul style="list-style-type: none"> <li>• Number of beneficiaries and schools served;</li> <li>• Number of school sanitation facilities constructed respecting national standards;</li> <li>• Hygienic use and maintenance of sanitation facilities by 90% of the targeted schools;</li> <li>• Number of well functioning school sanitation committees consisting of students parents and teachers;</li> <li>• 80% of targeted students have comprehensive knowledge and adapt safe hygiene practices by the end of the project;</li> <li>• Increment number of girls enrolment and completed school education</li> <li>• Well functioning and adequate water supply at school</li> </ul>	<ul style="list-style-type: none"> <li>• Project records, school records, monitoring reports, end of project evaluation, observation at school level, interviews, review of behavior of community served, surveys and comparison with baseline data, pocket voting, spot checks.</li> </ul>

### Assumptions and risks

- Target community actively participates in project and contributing to WATSAN interventions.
- Members of the target community are proactive to initiate social mobilization process.
- Community owns WATSAN project and take care of provided material and services.
- Beneficiaries willing to participate in the capacity building training programs offered to acquired new skills and tools related the project interventions.
- Caretaker committees are performing up to the standards.
- Toilet facilities are provided to the beneficiaries on time.
- Females proactively performing their due role regarding active participation in the project interventions related to WATSAN, health and hygiene.
- Concerned Government Departments provide security to staff of implementing partners and facilitate implementation process for WATSAN schemes in the target areas.

## Links between Partners and Program Objectives

Core Partners	Type of Organisation	Geographic Focus	Intervention
Church World Services (CWS) P/A	International donor organization and member of ACT network	All Pakistan	WATSAN in disaster affected areas
Taraquee Foundation	Development & advocacy	NWFP	WATSAN in earthquake affected areas
Sungi Development Foundation	Development and advocacy	NWFP	WATSAN in earthquake affected areas
Pakistan Village Development Program (PVDP)	Development, emergency, advocacy, human and institutional development	NWFP	WATSAN in earthquake affected areas
Pakistan Community Development Program (PakCDP)	Development and emergency response	NWFP	WATSAN in earthquake affected areas

### 6.4 Organizational Development of NCA Partners

**Overall Goal:** With strong understanding of organizational management structures, policies and capacities NCA partners are effectively implementing development programs with increased attention to the interests of marginalized groups

1. Specific Objective	Indicator	Source of Verification
Institutional capacity of four core partners to comply with minimum international standards to meet organizational and donor requirements has increased	<ul style="list-style-type: none"> <li>Pre and post-assessment scores of core partners on standard operational policies and procedures on human resource management, general administration, project management and financial management improved by an aggregate average of 60% by the end of 2009</li> </ul>	<ul style="list-style-type: none"> <li>Progress and Monitoring Reports</li> <li>Partners assessment report</li> <li>End of project evaluation report</li> </ul>
<b>1.1 Expected result</b>	<b>Indicator</b>	<b>Source of Verification</b>
Senior managers have received proper training to meet minimum competency requirements to manage programs/projects more efficiently, effectively, and professionally	<ul style="list-style-type: none"> <li>Senior managers have attended training on proposal design, proposal writing, report writing, monitoring and evaluation, human resource management and general administration by the end of 2009</li> <li>60% of new project proposals submitted by NCA partners to different donor organizations are approved and funded by the end of 2009</li> </ul>	<ul style="list-style-type: none"> <li>Progress and Monitoring Reports</li> <li>Partners assessment report</li> <li>End of project evaluation report</li> </ul>
<b>1.2 Expected result</b>	<b>Indicator</b>	<b>Source of Verification</b>
Finance Managers have received proper training to develop financial management mechanisms to monitor, review, and improve program operations	<ul style="list-style-type: none"> <li>60% of NCA partners are using standard financial policies and procedures with supporting financial management tools by the end of 2009</li> <li>60% of NCA partners have no material weaknesses in audits findings for major projects/programs funded by donors by the end of 2009</li> </ul>	<ul style="list-style-type: none"> <li>Financial reports and statements</li> <li>Partners assessment report</li> <li>End of project evaluation report</li> <li>Annual audit reports</li> </ul>

### Assumptions and risks

- Implementing partners have qualified staff and shown willing to engage seriously in capacity building activities
- NCA identify relevant resource organizations to provide quality training and organizational accompaniment
- Risk of donors other than NCA duplicating capacity building efforts and make unreasonable demands on the time and capacity of the partner organizations
- Risk of partner organizations accepting different capacity building initiatives without assessing their own needs or capacity to institutionalize the training

### Links between Partners and Program Objectives

<b>Core Partners</b>	<b>Type of Organisation</b>	<b>Geographic Focus</b>	<b>Intervention</b>
Diocese of Raiwind	Christian faith based development and advocacy organization	NWFP	Capacity building on organizational management & program development
Diocese of Peshawar	Development and advocacy	NWFP	Capacity building on organizational management & program development
International Islamic Centre, Lahore	Islamic faith based academic organization	Punjab	Capacity building on organizational management & program development
Faith Friends, Diocese of Peshawar	Intra/Inter religious and faith based organization	NWFP	Capacity building on organizational management & program development
<b>Resource Organisations</b>			
DevCon	Development Consultants	All Pakistan	Capacity building on organizational and program management

## 7.0 Rationale for Choice of Partners, Resource Organizations, and Strategic Alliances

### 7.1 Capacity of NCA Partners

Core Partners Partner Name	Abbreviation	Thematic Focus						
		HIV and Aids	Water and Sanitation	Civil Society and Good Governance	Gender based Violence	Religion Conflict and Peace	Emergency Preparedness	Food Security / Livelihood
Diocese of Raiwind	DoR	X				X		
Diocese of Peshawar	DoP					X		X
International Islamic Centre	IIC					X		
Church World Service	CWS		X	X	X		X	
Aurat foundation	AF				X	X		
Taraqi Foundation	TF		X		X		X	X
Pakistan Community Development Program	PAK-CDP		X					
Sungi Development Foundation	SUNGI			X	X	X		X
Pakistan Village Development Program	(PVDP)		X					X
<b>Resource Organizations</b>								
Development Consultants	DevCon			X				
Jamia Matleh Ullom	JMU					X		
Institute of Policy Studies				X		X		
Christian Study Centre	CSC					X		
<b>Strategic Alliances</b>								
Action by Churches Together	ACT						X	
Commission for Peace and Human Development	CPHD					X		
Human Development Centre	HDC			X	X	X	X	

NCA does partner assessments before undertaking partnership. This overview shows the thematic focus of the different partners.

### 7.2 Partnership Strategy

#### Core partners

NCA has assessed which partners are most relevant to cooperate with, given their legitimacy in different geographic areas, their potential to work with the thematic priorities and their commitment. Important is also the partner's institutional role in civil society, management capacity and programmatic competence.

NCA will continue to work with the church related agencies involved in social development in Pakistan. NCA has a commitment to the churches as minorities in Pakistan and as part of the global ecumenical development network.

It is important to strengthen the capacity of partners in relation to accountability, transparency and professionalism. Capacity building will assist the partners to increase their performance, and help NCA to assess whether NCA should continue to support ongoing projects or if there are reasons for changes to be made based on the assessment and new opportunities available. In addition to this, NCA seeks partners which could give synergies between the different themes and programs based on their professional competency. Assessment and selection of partners is therefore an important part of this process.

### Strategic Alliances

NCA seeks to cooperate with its strategic alliances. In particular will Commission for Peace and Human Development Organisation (CPHD) and Human Development Centre (HDC) be important strategic alliances in relation to our program for conflict resolution and peace and program on GBV.

### Resource Organisations

A strategy for NCA will be to facilitate linkages between NCA core partners and resource organisations, which can help to strengthen core partners' capacity, in relation to thematic priorities and core competencies. The resource organizations are, and will be, chosen among organizations, which NCA believes can assist in building the capacity of core partners in Pakistan. NCA will particularly explore resource organisations while developing the programme on Gender Based Violence.

## 7.3 Overview of Partners

### Core Partners

<b>Name of partner</b>	<b>Diocese of Raiwind</b>
<b>Year of Foundation</b>	January 6, 1993
<b>Mission</b>	Act as a service and action ministry to help the poor and marginalized
<b>Constituency</b>	Communities of all faith in Punjab Province
<b>Geographic Focus</b>	Punjab
<b>Thematic Focus</b>	Education (formal and non-formal), preventive and curative health care, gender, vocational programs, and special education for mentally handicapped children, HIV/AIDS Awareness and Intra/Interfaith Dialogue
<b>Strategies</b>	To strengthen local capacities to contribute in social and economic development
<b>Role in Civil Society</b>	A strong promoter of interfaith harmony and minorities rights
<b>Particular Achievements</b>	Inter/religious dialogue
<b>Relationship with NCA</b>	Core Partners for peace and reconciliation, special education and HIV/Awareness programs
<b>Start of Cooperation</b>	August 1, 2007
<b>NCA's rationale for relationship</b>	NCA's commitment to the churches as minorities in Pakistan and as part of the global ecumenical network
<b>Planned increase; decrease; phase-out</b>	subject to improved institutional capacity
<b>Strategic Potential for Future Cooperation</b>	Development, peace and reconciliation
<b>Partners, other than NCA</b>	Not known

<b>Name of partner</b>	<b>Diocese of Peshawar</b>
<b>Year of Foundation</b>	1980
<b>Mission</b>	Service the poor and marginalized to use their human potential
<b>Constituency</b>	Communities of all faith in NWFP

<b>Geographic Focus</b>	NWFP
<b>Thematic Focus</b>	Education (formal and non-formal), health care, community development, social and economic development and Intra/interfaith dialogue
<b>Strategies</b>	To improve social and economic status of poor and marginalized through small community development initiatives
<b>Role in Civil Society</b>	A strong promoter of education, interfaith harmony and minorities rights
<b>Particular Achievements</b>	Education inter religious dialogue
<b>Relationship with NCA</b>	Core Partners for peace and reconciliation, and economic development
<b>Start of Cooperation</b>	Before opening of NCA office in Pakistan
<b>NCA's rationale for relationship</b>	NCA's commitment to the churches as minorities in Pakistan and as part of the global ecumenical network
<b>Planned increase; decrease; phase-out</b>	Subject to improve institutional capacity
<b>Strategic Potential for Future Cooperation</b>	Development, peace and reconciliation
<b>Partners, other than NCA</b>	Not known

<b>Name of partner</b>	<b>International Islamic Centre (IIC), Lahore (Punjab)</b>
<b>Year of Foundation</b>	2002
<b>Mission</b>	To create enabling environment in which people from all religions, sects and school of thoughts live together in peace and harmony
<b>Constituency</b>	Muslim religious leaders, khateeb, teachers and students of Madaris (religious schools)
<b>Geographic Focus</b>	All over Pakistan
<b>Thematic Focus</b>	Peace and reconciliation
<b>Strategies</b>	Promote awareness among communities of all faiths on intra/inter religious dialogue for peace and religious tolerance through workshops, seminars and publications.
<b>Role in Civil Society</b>	Active for peace and harmony at the grassroots level
<b>Particular Achievements</b>	Involved with Government, Ministry of Religious Affairs, Religious leaders from Christian, Hindus, Sikh, and Muslim communities in intra/interfaith initiatives.
<b>Relationship with NCA</b>	Core Partners for peace and reconciliation
<b>Start of Cooperation</b>	January 1, 2007
<b>NCA's rationale for relationship</b>	Relationships with religious leaders of all religious sects, denominations, government agencies, political leaders and civil society organizations
<b>Planned increase; decrease; phase-out</b>	The activities will increase once all the concerned religious leaders agree on finalization of structure and constitution of World Council of Religions
<b>Strategic Potential for Future Cooperation</b>	Peace and reconciliation
<b>Partners, other than NCA</b>	Not known

<b>Name of partner</b>	<b>Church World Service Pakistan/Afghanistan (CWS P/A)</b>
<b>Year of Foundation</b>	1954
<b>Mission</b>	An ecumenical organisation to work for the development and relief of marginalized communities in Pakistan
<b>Constituency</b>	Poor and marginalized
<b>Geographic Focus</b>	It operates through its seven offices which are in Lahore, Mansehra, Murree, Islamabad, Jalalabad, Kabul, with the central office in Karachi.
<b>Thematic Focus</b>	It three main programmes are: social development programme, capacity building programme, and disaster response programme

<b>Strategies</b>	Engage oppressed and poor communities in development and relief initiatives, advocacy on socio-political issues, poverty reduction, strengthening of civil society organisations, women's empowerment, communal harmony and peace
<b>Role in Civil Society</b>	Globally, the organisation is part of Church World Service International, and locally it is rooted through its advisory board and regional networks.
<b>Particular Achievements</b>	CWS P/A has completed over 50 years in the region and has established itself as an organisation committed towards the uplift of oppressed communities
<b>Relationship with NCA</b>	Core partner in Emergency Response.
<b>Start of Cooperation</b>	2005
<b>NCA's rationale for relationship</b>	Both are ACT members. CWS and NCA are jointly involved in earthquake recovery program supported by the ACT network. CWS as a ACT partner is offering its premises to NCA to independently run its operation in Pakistan. CWS also provides its secretarial support to NCA staff in Islamabad.
<b>Planned increase; decrease; phase-out</b>	On-going for major emergencies in Pakistan
<b>Strategic Potential for Future Cooperation</b>	Emergency Response
<b>Partners, other than NCA</b>	All ACT members

<b>Name of partner</b>	<b>Aurat Foundation</b>
<b>Year of Foundation</b>	1986
<b>Mission</b>	Committed to work for women's empowerment and citizens' participation in governance for creating a socially just, democratic and humane society in Pakistan
<b>Constituency</b>	Women and general public
<b>Geographic Focus</b>	All Pakistan
<b>Thematic Focus</b>	Women's economic and political empowerment
<b>Strategies</b>	Work in collaboration with civil society organization, networks, and critical groups in society to influence policy, legislation, and programs for women's greater economic and political power in the society
<b>Role in Civil Society</b>	Advocacy organization on women rights
<b>Particular Achievements</b>	Network of information focal points for community level women in rural and urban communities all over Pakistan
<b>Relationship with NCA</b>	New potential partner to be used as a resource partner for training programs and advocacy on gender based violence issues
<b>Start of Cooperation</b>	Next fiscal year. 2008
<b>NCA's rationale for relationship</b>	NCA's commitment to discourage gender based violence in Pakistani society
<b>Planned increase; decrease; phase-out</b>	Depend on scale of the project
<b>Strategic Potential for Future Cooperation</b>	Gender based violence, peace and reconciliation
<b>Partners, other than NCA</b>	AusAid; CIDA; Heinrich Böll Foundation; NOVIB (Netherlands); ILO; NORAD; DFID; Royal Netherlands Embassy; Swiss Agency for Development and Cooperation; The Asia Foundation; UNDP; UNFPA; UNICEF; and UNIFEM

<b>Name of partner</b>	<b>Taraqee Foundation</b>
<b>Year of Foundation</b>	1994
<b>Mission</b>	To alleviate poverty in Pakistan through gender sensitive, people centred, approaches by providing a set of social and economic services. It advocates for positive change in the society, by promoting linkages with other stakeholders of civil society and

	also my responding to calamities
<b>Constituency</b>	Poor and marginalized
<b>Geographic Focus</b>	Balochistan, Sindh, and NWFP
<b>Thematic Focus</b>	Micro finance, basic health education services, community physical infrastructure, formal education focusing female literacy, services provision, advocacy for eradication of child labor and awareness for rights in accordance with constitution and UN resolutions
<b>Strategies</b>	Strengthen grassroots communities to have access to all basic amenities and facilities of life on equitable basis
<b>Role in Civil Society</b>	Advocacy and community development organization
<b>Particular Achievements</b>	Microfinance, basic health education services, community physical infrastructure, formal education focusing female literacy, services provision, advocacy for eradication of child labour and awareness for rights, emergency relief and rehabilitation
<b>Relationship with NCA</b>	New partner to be supported for WATSAN activities in earthquake affected areas
<b>Start of Cooperation</b>	July 2007
<b>NCA's rationale for relationship</b>	NCA's commitment to rehabilitation of earthquake affected communities for WATSAN services, gender based violence, peace and reconciliation
<b>Planned increase; decrease; phase-out</b>	NCA will explore potential for continuation in partnership after completion of WATSAN
<b>Strategic Potential for Future Cooperation</b>	Gender based violence, peace and reconciliation
<b>Partners, other than NCA</b>	AKF, AusAID, CIDA, CRS, Govt. of Balochistan, Mercy Core, USAID, Pakistan Poverty Alleviation Fund, Trust for Voluntary Organizations, UNHCR, UNICEF

<b>Name of partner</b>	<b>PakCDP</b>
<b>Year of Foundation</b>	1994
<b>Mission</b>	Pak Community Development Program (PAK-CDP) is an NGO that works with community for improvement of health and general living environment of rural and urban communities as well as refugees, through provision of clear drinking water and sanitation.
<b>Constituency</b>	Community women, children and male members, school teachers/ students, members of CBOs and farmer community.
<b>Geographic Focus</b>	NWFP
<b>Thematic Focus</b>	Water and sanitation, hygiene promotion, community mobilization, capacity building, female literacy, female vocational training.
<b>Strategies</b>	Improvement of the quality of life in NWFP through Development initiatives in the target area.
<b>Role in Civil Society</b>	Working closely with other NGOs for uplift of the marginalized community of NWFP.
<b>Particular Achievements</b>	PakCDP has successfully completed various projects like Water supply, Sanitation project and Hygiene for afghan refugees and earthquake areas of NWFP.
<b>Relationship with NCA</b>	PakCDP will contribute in the improvement of water and sanitation situation in NWFP with collaboration of NCA.
<b>Start of Cooperation</b>	2007
<b>NCA's rationale for relationship</b>	NCA's commitment to rehabilitation of earthquake affected communities for WATSAN services, gender based violence, peace and reconciliation
<b>Planned increase; decrease; phase-out</b>	NCA will explore potential for continuation in partnership after completion of WATSAN
<b>Strategic Potential for Future Cooperation</b>	Water sanitation and Hygiene promotion
<b>Partners, other than NCA</b>	CRS, OXFAM (GB) UNICEF and Japan Embassy

<b>Name of partner</b>	<b>Sungi Development Foundation</b>
<b>Year of Foundation</b>	1989
<b>Mission</b>	Sungi Development Foundation, endeavours to bring about policy and institutional changes by mobilizing and empowering deprived and marginalized communities with a view to creating an environment in which communities at the local level are able to transform their lives through the equitable and sustainable use of resources
<b>Constituency</b>	Deprived and marginalized communities
<b>Geographic Focus</b>	NWFP
<b>Thematic Focus</b>	Good governance, people's rights, poverty alleviation, community development work at the grassroots providing relief, rehabilitation and reconstruction services to effected people of the disaster hit area in Hazara and Azad Jamu
<b>Strategies</b>	Extends outreach to local, national, regional and international forums to advocate for equal, just and sensible distribution of resources based on an unbiased approach towards religion, sex, caste and need of the environment so that a prosperous society develops on the principle of justice
<b>Role in Civil Society</b>	To bring policy and institutional changes by mobilizing and empowering deprived and marginalized communities
<b>Particular Achievements</b>	Creating an environment in which communities at the local level are able to transform their lives through the equitable and sustainable use of resources
<b>Relationship with NCA</b>	New partner to be used as a resource partner for WATSAN and advocacy to discourage gender based violence
<b>Start of Cooperation</b>	Current and next fiscal year. 2007
<b>NCA's rationale for relationship</b>	NCA's commitment to rehabilitation of earthquake affected communities for WATSAN services and gender based violence
<b>Planned increase; decrease; phase-out</b>	Depends on scale of the project
<b>Strategic Potential for Future Cooperation</b>	Gender based violence
<b>Partners, other than NCA</b>	Oxfam GB, Save the Children US, Plan Pakistan, Norwegian Embassy, NOVIB, Swiss Development Corporation/Government of Pakistan, Canadian International Development Agency, and Children Are the Future

<b>Name of partner</b>	<b>Pakistan Village Development Program (PVDP)</b>
<b>Year of Foundation</b>	1999
<b>Mission</b>	To build a just civil society by harnessing the creative energies of poor and underprivileged
<b>Constituency</b>	Poor and marginalized
<b>Geographic Focus</b>	In Human and Institutional Development, and HR advocacy the geographic focus is local to national level. While PVDP sectoral programmatic interventions are implemented in the central, southern and northern districts of NWFP and FATA (Federally Administered Tribal Areas). The focused districts in NWFP include Peshawar, Charsadda, Buner, Dir, Swat, Kohat, Karak, Mansehra, Shangla, and Kohistan. While in FATA activities are implemented through a network of local partners in Khybar, Mohmand and Kurram Agency
<b>Thematic Focus</b>	PVDP interventions focus on Human and Institutional Development, Education, Primary/Reproductive Health Care, Human Resource Management and WES (Water, Environment and Sanitation).
<b>Strategies</b>	To work in close collaboration with partner communities and development organizations through a participatory, demand responsive, gender and poverty sensitive integrated development approach in the North-West Frontier Province
<b>Role in Civil Society</b>	Advocacy and community development organization

<b>Particular Achievements</b>	PVDP is registered under Societies Act 1860, and is certified by PCP (Pakistan Centre for Philanthropy) and USAID and is recognized by the Government and the international donors as an organization with standard operating procedures, systems and technical capacity to manage large funding support for Human and Institutional Development, Education, Primary/Reproductive Health Care, Human Resource Management and WES (Water, Environment and Sanitation)
<b>Relationship with NCA</b>	New potential partner to be supported for WATSAN activities in earthquake affected areas
<b>Start of Cooperation</b>	July 2007
<b>NCA's rationale for relationship</b>	NCA's commitment to rehabilitation of earthquake affected communities for WATSAN services, gender based violence, peace and reconciliation
<b>Planned increase; decrease; phase-out</b>	NCA will explore potential for continuation in partnership after completion of WATSAN
<b>Strategic Potential for Future Cooperation</b>	Gender based violence, peace and reconciliation
<b>Partners, other than NCA</b>	AKF, AusAID, CIDA, CRS, Govt. of Balochistan, Mercy Core, USAID, Pakistan Poverty Alleviation Fund, Trust for Voluntary Organizations, UNHCR, UNICEF

### Resource Organizations

<b>Name of partner</b>	<b>Development Consultants (Pvt.) Ltd.</b>
<b>Year of Foundation</b>	April 2006
<b>Mission</b>	Provide Quality Services to ensure the adequacy, implementation and consistency of internal controls, policies and procedures and overall organizational operations to assist management at all levels to achieve their organizational objectives.
<b>Constituency</b>	Local and International NGOs
<b>Geographic Focus</b>	Pakistan
<b>Thematic Focus</b>	Institutional development and capacity building, Financial monitoring and Audit Services, Internal Audit services, monitoring evaluation and reporting systems, financial accounting software, studies surveys and evaluations, project /program development, training courses.
<b>Strategies</b>	Carrying out a detailed system review of the organizations to get a sense of their existing systems and controls. Developing manuals based upon the organizational setup, needs and assessment findings. On job capacity building of concerned staff in the areas of improvements identified in the capacity building action plan. Follow-up visits to assess the implementation level of commended systems and controls as outlined in the manuals and as highlighted and covered during the training phase.
<b>Role in Civil Society</b>	Capacity building local and international NGOs in fields of administration, human resource management and financial management.
<b>Particular Achievements</b>	Provided consultancies to numerous local and international NGOs like OXFAM GB, OXFAM NOVIB, Doer Trust, American Red Cross, Adult Basic Education Society (ABES), Indus Institute of Research and Education.
<b>Relationship with NCA</b>	DevCon will provide consultancy Services to NCA partners.
<b>Start of Cooperation</b>	Next fiscal year 2008
<b>NCA's rationale for relationship</b>	DevCon will help NCA in capacity building of partner organizations in order to improve their abilities for financial and human resources management.
<b>Planned increase; decrease; phase-out</b>	Increase in program activities will depend on success of the curriculum to be used in the religious Madaris
<b>Strategic Potential for</b>	Capacity building of Partner organizations.

<b>Future Cooperation Partners, other than NCA</b>	Several, CWS, CRS
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<b>Name of partner</b>	<b>Jamia Matleh Uloom Quetta (JMU)</b>
<b>Year of Foundation</b>	1942
<b>Mission</b>	Promotion of intra-and inter-faith harmony through religious and modern education in order to produce better Muslims and useful citizen in Pakistan.
<b>Constituency</b>	Students interested in religious and modern education
<b>Geographic Focus</b>	Balochistan
<b>Thematic Focus</b>	Islamic Education, Fiqah, Hifz-e-Quren, Intra- and inter-faith harmony.
<b>Strategies</b>	Conducting seminar and workshops for the teachers and student of religious madaris on the topics of Intra- and inter-faith Harmony. Providing religious education to the students from different parts of Balochistan.
<b>Role in Civil Society</b>	Providing quality religious education in the society and promotion of peace and inter-faith harmony through seminars, workshops and media.
<b>Particular Achievements</b>	Number of workshops and seminars are conducted for religious leaders, teachers and students of Madaris.
<b>Relationship with NCA</b>	Excellent (ikke hva man spør etter)
<b>Start of Cooperation</b>	2007
<b>NCA's rationale for relationship</b>	JMU will contribute in awareness raising and promotion of inter-faith tolerance and mutual respect through madaris and religious circles
<b>Planned increase; decrease; phase-out</b>	Increase in program activities will depend on success of the project activities supported by NCA.
<b>Strategic Potential for Future Cooperation</b>	Peace and reconciliation
<b>Partners, other than NCA</b>	No other partners

<b>Name of partner</b>	<b>Institute of Policy Studies (IPS)</b>
<b>Year of Foundation</b>	1979
<b>Mission</b>	Development of sound policies at the national, regional, and international level through analysis and research
<b>Constituency</b>	Mass media at national and international levels
<b>Geographic Focus</b>	Pakistan
<b>Thematic Focus</b>	Country affairs, education, economy, governance, politics, security, international relations, and contemporary Islam
<b>Strategies</b>	Emphasis on optimal participation of the entire range of stakeholders to reach out to eminent policy makers, political leaders, legislators, jurists, policy analysts, researchers, academia, media and journalists
<b>Role in Civil Society</b>	Dissemination of research materials through national and international conferences, symposia, seminars, publication of books, periodicals, research papers and debate.
<b>Particular Achievements</b>	Research materials on various issues is widely used as reference and for training purposes
<b>Relationship with NCA</b>	Resource partner to assist in developing curricula on peace education
<b>Start of Cooperation</b>	Since January 2007
<b>NCA's rationale for relationship</b>	IPS will contribute in development of curriculum for Madaris (Muslim religious schools) on intra-interfaith harmony
<b>Planned increase; decrease; phase-out</b>	Increase in program activities will depend on success of the curriculum to be used in the religious Madaris

<b>Strategic Potential for Future Cooperation</b>	Peace and reconciliation
<b>Partners, other than NCA</b>	IPS's work is funded by endowments, sponsorships, and private donations, as well as proceeds from the sale of its publications, sponsored and collaborative/contractual research, and membership fees.

<b>Name of partner</b>	<b>The Christian Study Centre, Rawalpindi</b>
<b>Year of Foundation</b>	1967
<b>Mission</b>	Promotion of interfaith harmony among communities of different faiths in Pakistan through interfaith dialogue
<b>Constituency</b>	Pakistani communities (Muslim, Christian, Hindu, Sikh religious leaders, grassroots communities, journalists, lawyers, teachers, poets and intellectuals)
<b>Geographic Focus</b>	All over Pakistan
<b>Thematic Focus</b>	Peace and reconciliation
<b>Strategies</b>	To raise awareness on interfaith harmony through workshops, seminars and publications, research, advocacy and networking with civil society organizations.
<b>Role in Civil Society</b>	Peace and interfaith harmony in society
<b>Particular Achievements</b>	Introduced concepts of social and interfaith harmony at grassroots level, launched research based publications on issues of blasphemy, joint electorate, women rights and democracy.
<b>Relationship with NCA</b>	New partnership with NCA
<b>Start of Cooperation</b>	2007
<b>NCA's rationale for relationship</b>	Expertise and experience of CSC in research and training curriculum focusing peace building and inter-religious dialogue
<b>Planned increase; decrease; phase-out</b>	Partnership efforts are in process with CSC
<b>Strategic Potential for Future Cooperation</b>	Peace and Reconciliation
<b>Partners, other than NCA</b>	EED, ECHO, Catholic Relief Services, Church Of Sweden,

### Strategic Alliances

<b>Name of partner</b>	<b>Action by Churches Together (ACT)</b>
<b>Year of Foundation</b>	1994
<b>Mission</b>	ACT International is today a 126-member global alliance of churches and related agencies working to save lives and support communities in emergencies worldwide.
<b>Constituency</b>	ACT strives to reach people in need across front lines, national borders and other ethnic, political or religious divides. ACT provides assistance irrespective of race, gender, belief, nationality, ethnic origin or political persuasion.
<b>Geographic Focus</b>	Global
<b>Thematic Focus</b>	ACT offers assistance to people caught in natural and environmental disasters as well as in emergencies caused by war or civil conflict.
<b>Strategies</b>	ACT has strong local roots within populations affected by humanitarian crises and is therefore able to provide locally based knowledge, analysis and understanding of the emergencies. Anchored in local communities, ACT members are equipped and well-placed to lift up these communities' own priorities and coping mechanisms. Strengthening capacity is at the heart of the ACT emergency response strategy.
<b>Role in Civil Society</b>	ACT and its members are signatories to the Code of Conduct in Disaster Relief and aim to uphold the Humanitarian Charter and Minimum Standards in Disaster Response, known as the Sphere standards.

<b>Particular Achievements</b>	ACT is a global alliance of churches and related agencies working to save lives and support communities in emergencies.
<b>Relationship with NCA</b>	NCA has been an active participant in the ACT alliance, and sources and provides a substantial proportion of ACT's annual funding, in addition to personnel and expertise, particularly within the field of water and sanitation.
<b>Start of Cooperation</b>	Since its foundation in 1995
<b>NCA's rationale for relationship</b>	NCA is ACT member. Over its ten-year history, ACT provided support and assistance to people surviving emergencies big and small.
<b>Planned increase; decrease; phase-out</b>	On-going for major emergencies
<b>Strategic Potential for Future Cooperation</b>	On-going
<b>Partners, other than NCA</b>	Other international Churches

<b>Name of partner</b>	<b>Commission for Peace and Human Development (CPHD), Lahore</b>
<b>Year of Foundation</b>	2003
<b>Mission</b>	The Commission believes that all human beings are equal and it will work to defend the human dignity and human rights irrespective of color, creed, ethnicity, gender and political affiliations.
<b>Constituency</b>	All Pakistani Communities
<b>Geographic Focus</b>	All Pakistan
<b>Thematic Focus</b>	Peace and reconciliation
<b>Strategies</b>	Promote universal living values education in religious and regular schools and intra/inter religious dialogue among general communities through advocacy and media
<b>Role in Civil Society</b>	Advocacy on peace, harmony and human rights issues
<b>Particular Achievements</b>	Promotion of universal living values education program among students of religious and regular schools
<b>Relationship with NCA</b>	New potential partner to be used as a resource partner for training programs in religious schools and regular schools
<b>Start of Cooperation</b>	2008
<b>NCA's rationale for relationship</b>	NCA's commitment to promote peace and reconciliation among Pakistani society
<b>Planned increase; decrease; phase-out</b>	Depends on scale of the project
<b>Strategic Potential for Future Cooperation</b>	Peace and reconciliation
<b>Partners, other than NCA</b>	CRS, Christian Study Centre

<b>Name of partner</b>	<b>Human Development Centre (HDC), Toba Tek Singh</b>
<b>Year of Foundation</b>	1984
<b>Mission</b>	Empower communities to build enabling environment for peace building, interfaith harmony and development to address issues of sectarianism and religious intolerance
<b>Constituency</b>	Poor and marginalized communities with particular focus on women and interfaith communities
<b>Geographic Focus</b>	District Jhang, Toba Tek Singh, and Faisalabad
<b>Thematic Focus</b>	Interfaith harmony, peace building, women empowerment, gender, education, micro-credit, governance, human rights, and emergency response
<b>Strategies</b>	Focus poor communities, religious minorities, women, children, and labourers through advocacy, interactive theatre to promote peace so that they contribute for their own development

<b>Role in Civil Society</b>	Advocacy and development organization
<b>Particular Achievements</b>	Peace and advocacy on interfaith harmony and human rights
<b>Relationship with NCA</b>	New potential partner to be used as a resource partner for training programs on interfaith harmony with grassroots communities
<b>Start of Cooperation</b>	2008
<b>NCA's rationale for relationship</b>	NCA's commitment to promote peace and reconciliation among Pakistani society
<b>Planned increase; decrease; phase-out</b>	Depend on scale of the project
<b>Strategic Potential for Future Cooperation</b>	Peace and reconciliation
<b>Partners, other than NCA</b>	CRS, ActionAid, Step Foundation, World Emergency Relief, Handicap International

## 8.0 NCA Contributions

In addition to the financial assistance, NCA's contribution to partners will include the following:

- Facilitate meeting and reflection space for different partners working on common issues.
- Accompaniment of partner processes, including capacity building support for internal organizational development.
- Collaboration on action research, policy analysis and reflection.
- Facilitate linkages between core partners and relevant resource organizations, which can assist in developing expertise in programmatic areas.
- Look into possibilities of developing an emergency preparedness and response.
- Look into possibilities of developing a program on youth and conflict.
- In cooperation with the Ministry of Foreign Affairs look into possibilities of developing a program related to linkages between the Pakistan diaspora in Norway and communities in Pakistan.

## 9.0 Monitoring and Evaluation

NCA will prepare detailed M&E work plan to monitor its commitments. To further support monitoring and evaluation plan, NCA will develop internal performance expectations and a reporting strategy for M&E (performance measurement strategy); undertake a 6-month (or more frequent) review or status report on the plan and report any changes to the plan to Resident Representative and other key stakeholders (e.g. audit, program managers, NCA Head Office, and back donors); and, monitor and report on the progress of implementing approved management action plans from evaluation studies where feasible and applicable. By monitoring (and if necessary adjusting) the plan, the NCA Pakistan Program will ensure that commitments are being fulfilled and appropriate action is taken to address unexpected changes in the environment such as new policies or priorities, new or emerging risks, increases/decreases in program budgets, unexpected human resource changes, etc.

## 10.0 Assessments

### 10.1 Assessment of relevance of program in relation to national plans and priorities

The President Musharaf's concept of enlightened moderation is a direct response to a growing world perception that Islam is linked to fundamentalism, extremism, and terrorism. It is a strategy meant to both shun the militancy that is rooted in political injustice, denial, and deprivation and to bring socioeconomic uplift in Pakistan and the Muslim world. Musharaf has called upon Muslims to "adopt a path of moderation" and a conciliatory approach to fight the common belief that Islam is a religion of militancy in conflict with modernization, democracy and secularism. Many Pakistanis have welcomed this approach and see religious extremists as the main obstacle.

The Government of Pakistan MTDf (Medium Term Development Framework) 2005-10, synchronizes development plans, especially with reference to women's empowerment and gender equality, with national as well as international commitments notably the Beijing Declaration and Platform for Action, Millennium Development Goals and the Convention on Elimination of all forms of Discrimination Against Women (CEDAW). Fulfilment of these commitments is one of the top priorities of the Government. The MTDf translates these commitments into concrete and tangible developmental efforts with benchmarks and financial outlays during 2005-10.

A National Drinking Water and Sanitation Policy along with the Clean Drinking Water for All Program, has been launched by the Ministry of Environment as an integral part of the MTDf (Medium Term Development Framework) 2005-10, focusing on provision of clean drinking water to entire population; improving and expanding delivery of water services; ensuring conservation of water and increasing system efficiencies; and to maximize the coverage of sanitation services both in urban and rural areas. The Policy will link the water and sanitation to national development goals and to protect the environment through: i) improving water and sanitation management to reduce the inefficient use of water, excessive groundwater pumping; and ii) reducing pollution by urban and industrial users through the on-site or combined wastewater treatment and reuse.

Under the Local Government Ordinance (LGO) 2001, the urban and rural limits have been abolished. The responsibility of water supply and sanitation, as per new institutional arrangement under the LGO 2001, has been devolved to Tehsil (municipality) Governments. The water supply and sanitation resources will be allocated according to the Water Supply and Sanitation Action Plan, to be prepared by each Local Government in consultation with the respective Provincial Government. Such implementation measures will be adopted by the Local Governments, which along with capacity building of the Tehsil and District Governments would ensure timely implementation of the water supply and sanitation programs and projects.

### 10.2 Assessment of relevance in relation to Norwegian development objectives

#### **The Norwegian Government's Action Plan for the Implementation of UN Security Council Resolution 1325 (2000) on Women, Peace and Security (March 2006):**

In its policy platform, the Government of Norway has committed itself to intensifying efforts to promote a more just world. The implementation of UN Security Council Resolution 1325 (2000) on women, peace and security is part of this commitment. This action plan has been drawn up by the Ministry of Foreign Affairs, the Ministry of Defence, the Ministry of Justice and the Police and the Ministry of Children and Equality to promote global security, peace and justice and intensify its efforts both to increase women's participation in civil and military peace operations, peacemaking and peace building, and to enhance the protection of the human rights of women in conflict areas. Norwegian Government wants to pursue a policy that promotes gender equality at home and in a

global context. In this regard, NGOs will be required, where relevant, to integrate gender perspectives into their projects, programme applications and reporting in order to be eligible for funding from the Ministry of Foreign Affairs/the Norwegian Agency for Development Cooperation (Norad). This can be done, for example, by reporting on cooperation with local women's networks and organisations. The Ministry of Foreign Affairs/Norad will also attach particular importance to NGOs' efforts to recruit more women to international positions, and to training of the NGOs' own personnel on issues relevant to Resolution 1325. NGOs working on projects funded by the Ministry of Foreign Affairs/Norad are required to develop their own codes of conduct for their employees.

**Action Plan for Women's Rights and Gender Equality in Development Cooperation 2007–2009:** The Government of Norway wants to be a fearless champion of women's rights and gender equality. Accordingly, the rights, participation and influence of women will be at the core development cooperation efforts. Its aim is to ensure the realisation of the rights of women that are set out in international human rights conventions. This is vital in order to achieve the UN Millennium Development Goal of eradicating extreme poverty. This action plan is intended to boost efforts to promote women's rights and gender equality in the international community and among Norway's cooperation partners. The Government will contribute to secure greater recognition and realisation of women's rights, their economic opportunities and their opportunities to influence social development. It will help to ensure that women have greater control over their own lives. The key issues are the right and opportunities of women to participate in national and local government on an equal footing, and their legal, economic and social independence. The Government will concentrate on four thematic priority areas, which are: women's political empowerment; women's economic empowerment; sexual and reproductive health and rights; and violence against women.

### 10.3 Assessment of Risks

The current political developments in Pakistan as a result of the crisis which started on March 9, with suspension of the Supreme Court Chief Justice, have threatened Government to consolidate its power. This crisis has triggered street protests demanding an end to military rule by lawyers, opposition political parties, and the media joined by women's groups, journalists and civil society organizations. The poor people are also protesting increases in the prices of food and other necessities and shortages of electricity in the scorching weather conditions. Running parallel to this domestic political crisis is the growing problem of radical Islam. The Government has not been giving adequate attention to check growing extremism in the country, resulting in growing tension and fear within large segments of the community at large. Handling the current crisis is the biggest challenge faced by this Government. This could impact development interventions of the national and international NGOs working in underdeveloped areas where security situation is already not very supportive if situation goes out of control of the present Government.

Natural or man made disasters such as floods and earthquake are quite frequent and common in Pakistan. The absence of timely emergency response capacities of the present Government and civil society organizations can negatively influence the implementation of ongoing and long term development programs in the communities. Another potential risk is capacity issue of the faith based partners to carry forward the program priorities in a robust manner. This could impact NCA's capacity to raise additional funding resources for its new programs if capacity issues by the partners are not addressed in a timely manner.

#### **10.4 Assessment of Sustainability**

The factors which are crucial to sustainability of NCA program in Pakistan are: technical capacity, commitment, and ownership of the local partners both faith based and secular, to effectively plan, implement, report, and improve their work to ensure its relevance with the immediate and long term needs of the poor men, women and children which leads towards self-reliance and sustainability. Likewise other elements equally important for success of the NCA program are: establishment of an independent country office, recruitment of qualified NCA staff with experience and capacity to build strong relationships with local partners and communities to strengthen organizational capacities and institutions which are prerequisite to raise reliable and diversified funding sources for future NCA programs.

#### **11.0 Budget Estimates for 2007-2009**

<b>Year</b>	<b>2007</b>	<b>2008 (estimates)</b>	<b>2009 (estimates)</b>
<b>Amount (NOK)</b>	<b>12 Million</b>	<b>10 Million</b>	<b>12 Million</b>

## ABBREVIATIONS

ACT	Action of Churches Together
AIDS	Acquired Immunodeficiency Syndrome
AJK	Azad Jammu and Kashmir
CBO	Community Based Organizations
CEDAW	UN Convention on the Elimination of all forms of Discrimination Against Women
CCPR	International Covenant on Civil and Political Rights
CESCR	Committee on Economic, Social and Cultural Rights
CSOs	Civil Society Organizations
CWS	Church World Service
DB	Duty Bearers
DCA	DanChurchAid
DCO	District Coordination Officer
DoR	Diocese of Raiwind
DoP	Diocese of Peshawar
ESCR	International Covenant on Economic, Social and Cultural Rights
ERRA	Earthquake Reconstruction and Rehabilitation Authority
FCA	FinnChurchAid
FAO	Food and Agricultural Organization
FATA	Federally Administered Tribal Areas
GBV	Gender Based Violence
GDP	Gross Domestic Product
GEA	Gender Empowerment Assessment
GMIS	Gender Management Information System
GoP	Government of Pakistan
GRAP	Gender Reform Action Plan
HIV	Human Immunodeficiency Virus
HDI	Human Development Index
HDR	Human Development Report
IDPs	Internal Displaced Peoples
Jirga	Tribal assembly
LFA	Logical Framework Approach
LGO	Local Government Ordinance
Madrasa	Religious School
MDGs	Millennium Development Goals
M&E	Monitoring and Evaluation
MFA	Ministry of Foreign Affairs
MoWD	Ministry of Women Development
MTDF	Medium Term Development Framework
NACP	The Pakistan National AIDS Control Program
NCA	Norwegian Church Aid
NDMA	National Disaster Management Authority
NDMC	National Disaster Management Commission
NGO	Non Governmental Organization
NORAD	Norwegian Agency for Development Cooperation
NPA	National Plan of Action

NSCW	National Commission on the Status of Women
NPDEW	National Policy for Development and Empowerment of Women
NWFP	North Western Frontier Province
PBUP	The Holy Prophet Mohammed
PRSP	Poverty Reduction Strategy Plan
RBA	Rights Based Approach
RH	Rights Holders
SAARC	South Asia Association for Regional Cooperation
Sharia	Islamic Religious Law
STD	Sexually Transmitted Diseases
TB	Tuberculosis
UN	United Nations
UNDHR	United Nations Declaration of Human Rights
UNDP	United Nations Development Programmes
UNHCR	United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
WATSAN	Water and Sanitation
WCR	World Council of Religion
WHO	World Health Organization