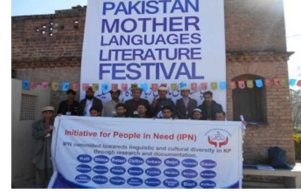


PROJECT COMPLETION REPORT



PROJECT COMPLETION REPORT

April 10

2016

RICH-Revival of indigenous cultural heritage is an initiative of the directorate of culture, govt. of KhyberPakhtunkhwa. It was started in February this year simultaneously in all the districts of KP while involving dozens of civil society organizations in one time. This was the first time ever historical public private partnership in the province where dozens of civil society organizations were implementing the same project with focused activities and objectives. RICH KOHISTAN was implemented by initiative for people in Need (IPN) in district Kohistan. A total of 6 main activities and 9 sub-activities while making 15 number of activities as part of this project to be implemented in a period of two months (February & March). This report is the project completion report. It talks about the successes, failures, challenges, lessons learnt as well as financial narratives.

**REVIVAL OF
INDIGENOUS
CULTURAL
HERITAGE (RICH)- A
JOINT VENTURE OF
THE DIRECTORATE
OF CULTURE, GOVT.
OF KP & INITIATIVE
FOR PEOPLE IN NEED
(IPN) Kohistan.**



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ACKNOWLEDGEMENTS

On behalf of Initiative for People in Need (IPN), I am highly indebted to Directorate of culture for the grant of the project titled; "RICH KOHISTAN" to IPN to implement in Kohistan district, KPK, Pakistan. While acknowledging the services, sincerities, commitments, cooperation, assistance & devotions, several people are on the list and it would be not fair if they are not mentioned here.

The first ever & foremost person to be acknowledged here is the secretary of culture who innovative idea of RICH KP has enabled the directorate to set an example of public private partnership in a large number as an historic task to document the diverse cultural heritage in the province.

Thanks are also extended to Mr. Basit Ali; provincial director of culture, whose commitment, devotion, sincerity and above all understanding enabled us all to see the dream of RICH Project as a reality.

I am also thankful to Mr. Arshad Khan; RICH project coordinator, Mr. Bilal Khan and Mr. Adil Khan, Mr. Imran and Mr. Faizan from Directorate of Culture Peshawar for their cooperation, coordination and commitment to see the dream into reality.

It gives me immense pleasure to acknowledge the cooperation, guidance and assistance in terms of financial loan of Mr. Talib Jan Abasindhi; Chairman IPN Kohistan. His cooperation, guidance and assistance have enabled us to smoothly run the project within its parameters amidst of very unfavorable conditions.

Last but not the least, I am deeply indebted to the services, commitment, sincerity with the cause and above all accountability of the RICH Kohistan project coordinator and the entire team of volunteers whose dedication, untiring efforts and above all commitment in this project have been of great support and assistance.

(GUL MUHAMMAD KHAN)

Executive Director

IPN, Kohistan, KP, Pakistan.

Project Background

RICH KP- An initiative of the directorate of Culture, Government of KP was started from February 5, 2016 for a period of two months simultaneously in all the districts of the province. Following were the three prominent features of this project.

1. First time historical initiative of the provincial government in terms of the nature of the project, its significance and coverage.
2. First time historical public-private partnership in terms of large number of civil society organization's involvement at a time across the province.
3. First time best, innovative & effective use of social media (Facebook) through the creation of Facebook page for each district in order to monitor the daily activities of all the implementing partners on daily basis or as per their respective implementation plan.

The entire theme of the project centered round the following main objectives.

- Revival of the indigenous cultural heritage.
- Involvement of youth in large number in the activities to encourage them for revival of indigenous cultural heritage.
- Documentation of cultural heritage.
- Awareness raising and advocacy through activities, pictures and videos on social, print & electronic media.

The project (**RICH KOHISTAN**) had the following activities in total; the detail of which will be given in the following pages.

1. School Youth orientation sessions (3 in number)
2. Traditional Jirgas (3 in number)
3. Out of school youth exposure visits to museums and historical sites. (2 in no)
4. Cultural Melas (2 in number)
5. Interactive Theatre (1 in number)
6. Traditional games (4 in number)

The project was structured in a nicer way having the following structural components.

1. Facebook Page Development:
2. Documentation through pictures and videos:
3. Presence in print media:

The project goals and objectives were very much clear, concise and concrete and there were few specified channels through which those were targeted as has been mentioned earlier.

Organization's background

Initiative for People in Need (IPN) is a non-government, not-for-profit and non religious impartial organization established in January, 2012. IPN was officially registered on April, 04, 2013 under the office of the provincial registrar joint stock companies & societies Peshawar, KP, under the registration of societies act XXI of 1860, with registration no 134/5/7361.

Goal: Human welfare through reaching the unreachable, the most vulnerable, and above all the neediest.

The Vision: "IPN envisages a developed & just society which is free from all kinds of discriminations based on race, color, religion, language & ethnicity".

Mission statement: "To bring a positive change in the society while meeting the miseries of people and peoples' empowerment through peoples' participation, mobilization of available resources, a pool of professional humanitarian aid workers, & philanthropists leading to sustainable development."

Core Values:

Following are the core values of the organization which determines the way and direction of actions for those who are associated with it.

1. Professionalism.

We are professionalism in terms of organizational environment and delivery of services.

2. Team work.

We believe in team work for better, effective and efficient results of activities carried out.

3. Accountability.

We believe that we are accountable to all the stakeholders we are connected with or having any direct or indirect relationship.

4. Networking.

We believe in networking for reciprocal learning, sharing of experiences and delivering the better results.

Ways of Working:

To carry out its mission, IPN:

- ✚ Works in partnerships with others on strategic priorities;
- ✚ Uses all opportunities to strengthen and support its offices;
- ✚ Fosters good practice in NGO operation and capacity strengthening.
- ✚ Develops effective, focused, productive and smart relationships.

Areas of strategic Focus:

Education with special focus on Mother Tongue Based Multi-lingual education and documentation of Kohistani culture are the Key sectors of intervention of the organization. However, with the passage of time, the capacity once built other sectors like; Conflict resolution & peace building, environment, DRR, health, conservation of wildlife & forestry & above all responding natural calamities, shall be dealt in the longer run.

Organizational strategies and approaches: Paying primary attention to UN declaration on Millennium Development Goals (MDGs), we have a 3 pronged approach (RCR) for achieving our goal, objectives and above all the vision.

Project activities in brief

Following were the six main activities in RICH KOHISTAN Project implemented by IPN in the district.

1. **School Youth orientation sessions:** Three such sessions were planned in different schools in different target areas in the district. The aim of such sessions was to make the school youth aware of their cultural heritage and lost traditions and the significance of their revival. These sessions were attended by the schools' administration, staff and volunteers in addition to the students. In total hundreds of participants were made aware of the program with its objectives. In addition, the indirect audience was the general public and youth outside the schools who were reached through Facebook page and press releases.
2. **Traditional Jirgas:** Jirga has always played a positive and important role in the social and cultural set up of the tribal society in Kohistan. It once used to be a prominent and most important social institution in the society but with the passage of time, it has lost its value, significance and its role minimized due to a variety of reasons. The introduction of courts in the area, practices rather mal practices in the court system by the lawyers and increased level of greed among the people and deprivation of the sense of justice and fair play in the society are the few to mention. Thus, in this project a total of three grand jirgas

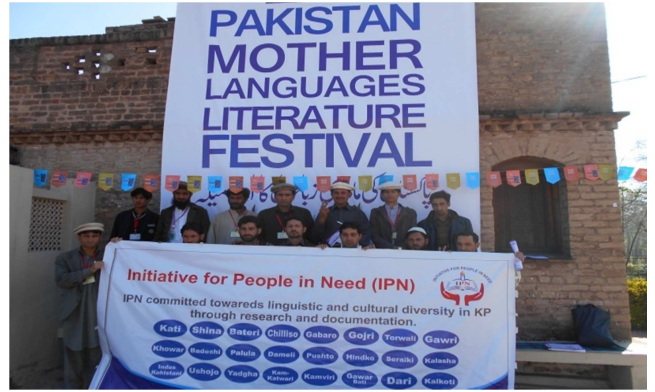
were held in the project area where not only the elders rather youth were also part of it to talk about the jirga in detail. The theme created was, "**Jirga for the sake of Jirga**". During these jirgas, the youth and elders compared the todays jirga with the past and had have a detail discussions on the role and importance of this institution in the social and cultural background in the area. The key messages associated with Jirga were advertised and disseminated through the project channels like; RICH KOHISTAN Facebook page, print media and reports. The program was appreciated equally by youth and elders and they all reiterated that this institution needs to be strengthened.

3. **Out of school youth exposure visits to museums and historical sites:** Two exposure visits were organized for the out of school youth to historical sites and Museums. One visit for the youth from lower Kohistan was organized to the 300 years old Mosque in Seo Village; Tehsil Dasu, Upper Kohistan. The age of the mosque, its makeup, the size of wood timber beams and pillars used in it as well as wood carving were of high interest of the visitors. All of them were the first time visit to this mosque. They all enjoyed it. A representative of the cultural department from Peshawar also accompanied them during this visit. Another 4 days visit was organized for the youth from upper Kohistan to Lok virsa Islamabad and Taxila Museum. The Visit to Lok Virsa Museum Islamabad was paid with the following key outputs.

- a. Got interacted with the old and lost Material part of Kohistani culture and folk lore which are saved and placed in the Museum.
- b. The youth visitors also got exposed to other cultures and folk lore from across the country during this visit to Lok virsa Islamabad.
- c. They got aware of the different aspects of human life in different parts of the country among different ethnicities ranging from material culture, folk life, music and musical instruments, agriculture and love etc. Youth visitors took keen interest in the displays at museum and also enjoyed the activities during those two days at virsa museum.



Participated in two days program (Feb. 20, 21) at Lok Virsa Islamabad, organized jointly by Indus Cultural Forum, Lok Virsa, Strengthening Participatory Organization (SPO) and Pakistan Reading Project of USAID in commemoration of



International Mother Tongue Day on Feb. 21, 2016. Following were the programs where the youth visitors from Kohistan under RICH KOHISTAN project participated.

- d. Youth Visitors from Kohistan got interacted with renowned scholars, writers, researchers, singers, poets, activists, and academic persons from different government and non-government organizations and institutions in Pakistan.
- e. Got a chance to set in the sessions during two days which included;

- i. **Inauguration session with Key speakers.** During this session, Dr. Tariq Rehman from Beaconhouse National University Lahore did talk about the language diversity and death in Pakistan. welcome address was made by Dr. Fauzia Saeed; Executive Director Lok Virsa Islamabad. Mr. Naseer Memon; CEO-SPO talked about the cultural and linguistic diversity in Pakistan and way forward. Miss Babra from Pakistan Reading Project funded by USAID talked about this project in Pakistan. She said that it is the biggest every



projects of USAID in the world. Dr. Nuzhat spoke as a chief guest at the end of the session followed by a theater with the title, "our language, our identity" which was written and directed by Safeerullah Khan; Executive Director, Bedari Pakistan and was performed by the students of NUST and NUML Islamabad.

- ii. **One Message-Many Voices:** This session was started at 12.00 at noon and continued for one hour. Seven speakers from different parts of Pakistan and from different walks did talk on different subjects. These included; the lives of different saints and poets in different parts of the country from the past like; Rehman Baba, Bhule Shah, Shah Abdul Lateef Bhitai etc.
- iii. **Folk literature of Mother languages:** There were 8 speakers from different languages who spoke about folk literature in their respective mother tongues across Pakistan.
- iv. **Endangered languages of Pakistan:** 8 speakers did speak about the endangered languages in Pakistan. The crux was there are 27 out of 70 languages in Pakistan which are endangered and need greater attention of the government as well as the researchers.
- v. **Print & electronic media in Mother Languages:** There were 8 speakers in this session from different languages and areas of Pakistan. They talk about the role of media in mother languages.





Contemporary literacy trends in Mother

Languages of Pakistan: There were 9 speakers

in this session from different universities and

research institutions. The same number of languages were covered in

this session.

- vii. **Launching of New Books in Mother Tongue:** There were 6 authors from 6 languages who spoke in this session regarding their new publications.
- viii. **Fiction in Mother Languages of Pakistan:** There were 9 speakers in this session from 9 different languages in Pakistan who talk about different aspects of fiction writing.
- ix. **Translation of International literature in Pakistani Languages:** There were 7 speakers in this session who talk about the subject in detail and with different perspectives were covered.
- x. **Multilingual Mushaira:** The poets from 14 languages had participated in this session.
- xi. **Language Movements in Pakistan:** There were 9 speakers in this session who talk about different language based movements in Pakistan, their objectives, successes and failures.
- xii. **Institutional arrangements for promotion of languages in Pakistan:** There were 7 speakers in this session who spoke about the subject from different perspectives while giving lot of information to the audiences.
- xiii. **Mother Languages for peace and tolerance:** There were 9 speakers in this session who covered the subject matter with detail and thus sharing very much interesting data and information with the audience.

xiv. **Contemporary poetry and drama in Mother Languages:** There were 8 speakers in this session who covered poetry and also the drama writing in lesser known and regional languages of Pakistan.



xv. **Closing ceremony:** Mr. Senator Pervez Rashid was the chief guest. He talked about the government commitment towards the cause of Multilingual Pakistan and society. He said that his ministry; information, broadcasting and heritage is open for all the ethnic and linguistic community in Pakistan and that it should be used to the maximum.

xvi. **Night Open air Music Program:** in this night program, singers from 9 languages were given chance to sing. This multilingual singing program was very much colorful, attractive and joyful.

Visit to Taxila Museum: on Feb. 22 on the way back to Kohistan from Islamabad, the visitors got a chance to Visit Taxila Museum and Ruins. The Administration representative at the ruins did talk about different aspects to the visitors. The visitors also got a chance to see and talk about different things placed in the Museum.



4. **Cultural Melas**: in order to orient the general public, government officials and the youth at large from the old traditions as well as the material culture of Indus Kohistan, two Melas were organized; one in Lower Kohistan and one in Upper Kohistan.
5. **Interactive Theatre**: An interactive theater on the subject of Marriage and associated customs in Indus Kohistani culture was organized by IPN under RICH KOHISTAN Project. This was a historical event as this was for the first time in the history of the area. The role of female was played by male in female clothes. It was resisted by the so called religious scholars. The issue was settled after a great struggle by IPN management to some extent.
6. **Traditional games**: Kohistan is characterized with mountains

Weakness from IPN's side

- **Lack of proper understanding of the project conditions for liquidation**: As the project was of shorter duration, both the staff from Directorate of Culture and IPN administration were in haste and therefore remain not so clear of the project conditions. Due to lack of time, the administration of IPN had asked the management to provide loan for the first month. In the second month, the file was taken to DC and the PC came to know of different conditions which were not fulfilled due to various reasons as mentioned before in the challenges. This was a great difficult time where management intervene and provided the support for the smooth running of the project.
- **Project coordinator**: The project coordinator appointed was not so able enough to conduct the activities alone and was lacking in the self confidence. The executive director had to support him to fill the gap.

Weaknesses from Directorate side:

- **Lack of proper and timely communication**. As there was a counted number of staff responsible for the entire province to communicate electronically, and therefore it was one of the weaknesses from the DC side.
- **NO staff for IP**: The Directorate did not have any staff provided for the IP which was indeed also a weakness.

Strengths from IPN's side:

- **Commitment, hard work and attachment to the cause**: it was the commitment, hard work and attachment to the cause of IPN's management that this looking very simple project from outside but having been very complicated from inner side was completed during a shorter period of time. This was in this background that keeping in view the weaknesses of hired staff and their being understaffing, other capable staff members from other projects of IPN were asked to help them during the weekends and off days. This approach did prove very well till the third program manager was taken in who had

tackled the project along with all challenges and issues. In addition to this, the volunteers did play a positive role and enabled us to complete the project in time.

- **Professional approach in project management:** The management tried its level best to guide the project staff to carry the project according to the guidelines and procedures professionally and this approach brought ease to the entire mechanism.
- **Both organization and the staff were local:** it was strength of the organization that not only the organization but the hired staff (PC) was also local and well aware of the local customs, values and norms. The staff also had linkages with the community previously.
- **Linkages with the local community and stakeholders:** As IPN is a local organization working in this area since 2012. This has been a great strength for this project that the management and staff had good relations and linkages with the local community leaders, religious leaders, general public and above all with the Civil society organizations in the area.
- **Timely coordination with DC:** This has been strength of the organization that it has always been in close and direct coordination with DC and this timely coordination proved strength of the organization.

Strengths from Directorate's side:

- **Monitoring visits:** it was indeed a good strength of DC that the staff used to have field visits of the project sites with intervals and this practice was good for the staff, community and the DC alike. Because of this, the staff used to see their weaknesses and gaps as diagnosed by the visiting DC team. These visits also used to be a pushing factor and encouraging for the PC and management.
- **Cooperation and facilitation with the project team:** The DC staff members had have good cooperation and facilitation in technical terms with IPN staff and this practice was a strength of the CACH.
- **Friendly and professional approach:** The behaviour and interaction of DC staff with IPN staff have been friendly and professional and it had have a good impact on the project activities and the relationships.

CHALLENGES

This project was full of challenges from start to the end. Major challenges during this project and how those were tackled are highlighted below.

- **Unique nature of the project:** This project had have its own kind of nature. It used to be very simple while looking at it from the outside but internally it was well enough complicated being multidirectional. It had several challenges and issues as listed here and therefore it had a unique nature. It was indeed a unique and historical idea. The idea was unique and initially it was not looking that this project shall be in a shorter period of two months, but, due to the dedication of the team, technical assistance and support from CD staff enabled us to complete both the components of the project in time.

- **Weather hindrances:** With the extension of the project till April 10, 2016, the weather became a challenge too for the staff to tackle. The work was stopped for several times and for several days due to rains. However, this extension for ten days provided us the opportunity to come over the challenge of weather constraints. Twice in March and April, this hindrance put us in great trouble characterized with the road blockages due to landslide and thunder lights.
- **Unaware community:** The community in this area is not indeed flexible and their perception about NGOs is not so positive. Different people and groups in the community have different ideas and stories about NGOs. People are more like individualistic in nature when it comes to the interventions of NGOs in the area. Therefore, it was a kind of challenge for the project team to mobilize them to participate in project activities having no monetary are individual benefits for them. The project team did its level best to convince the people about this project as a public private partnership which helped to greater extent.
- **Shorter Project duration:** Shorter project duration of 2 months was also a big challenge for the management of the organization. On one hand Kohistan has different problems when it comes to amenities and on the other hand lots of activities with no staff given with a tight schedule was indeed a great challenge. This was tackled while hiring a project coordinator, involving more volunteers and stakeholders in the area.
- **Resistance from the religious clerics.** The project went well till the mid of March when the interactive theatre was held. After this, great resistance from the religious clerics and so called religious scholars came to the front and they started talking about the event while saying that a boy has been married to another boy without not having any investigation and research. The management of IPN took direct intervention while involving the learnt scholars to intervene and make them understand that it was not an un Islamic program and was fair.
- **Lack of cooperation from education department:** The head of education department; Mr. Riasat Khan is a suspicious person. He has a negative image of NGOs in his mind. He turned to be non cooperative to IPN even in the presence of the letter from Deputy Commissioner and cultural directorate. He did not permit the activities of the project to be held in public schools. The management talked to private sector and they welcomed the initiative and took greater interest in the events.
- **Non-availability of print media persons in the area:** It was a condition for the liquidation of the project budget that each activity should have its presence in print media amidst of the facts that there are not enough no of media persons in the area. The shorter project duration with no staff and amidst of lack of communication sources in the area, it was a great challenge for the management.
- **Lack of electricity:** Lack of electricity in the area had confronted us with delayed reports printing, updating the web page, and sending the reports to the directorate. This challenge was tackled with having the alternative source of light; the petrol generator which was indeed costly but it did solve the issue.

LESSONS LEARNT

This project has been greater source of learning for the direct and indirect staff of the organization. Some of the main learning points are hereby shared as reflections in the lines given below.

- ✓ **Shorter duration:** it has been a main point of learning from this project that in future, IPN's administration and management must be highly careful in developing and submitting of proposals. There should not be either short duration projects less than one year or the duration and the activities including risks and challenges having futuristic vision in mind should be well matched and calculated.
- ✓ **Proper record keeping:** Proper record keeping is one of the important aspects of project management and of a successful project. Lack of staff in this project had confronted the management with great difficulty towards this end. The executive director lead by himself this project and gave his input in this direction which was of great benefit.
- ✓ **Sensitivity of the area:** The sensitive parts of the project must go through proper consultation rounds with stakeholders and management before those are allowed for implementation in the area.
- ✓ **Proper understanding of the project in advance:** lack of understanding of the project conditions especially when it comes to the liquidation of expenses was also a great problem and that was latter on tackled by the management with loans. It is highly important that such conditions are needed to be understood well in time.
- ✓ **Selection of right person for right Job:** The project coordinator was not so expert as well as individual task oriented and task driven. He needed always a supervision which executive director of IPN did provide. Thus, in future, right person for the right job must be taken into consideration.

Final Financial Report of Caritas Swiss Funded Livelihood Project

Improvement through Skill Enhancement Training of 160 Youth

IPN-Besham Office

1 .Duration of Project & Budget:

As per initial agreement between IPN and Caritas Swiss this livelihood project was planned for six months starting from 15 May, 12 and will be completed on 15 November, 12. Later on project was extended till December 2012 (1.5 months) due to unforeseen circumstances i.e. continuous raining, road blockage and non-availability of link road to one site. There was a lot of cement which was not possible in rainy days. This was no cost extension and project was successfully completed in this 7.5 months.

2. Budget Items:

To cover the expenses of the project to achieve the project objective and aspiration a total of 17, 561,330.22 PKR was planned for this six months project. As mentioned above that 1.5 months extension was of no cost, so no additional funds were granted for this extension period. The total budget was sub categorized into the following six main heads.

- Investment cost: PKR12, 020326.40
- Equipment cost: PKR126, 000
- Operational cost 492,250
- Travel cost 534, 000
- Personnel cost PKR 3,552,500
- Technical support cost for IPN (5% of the total project cost): PKR 836,253.82

3. Financing:

IPN also implementing project funded by CRS, in this regard cost was shared between both donors as per requirements and for the judicious utilization of resources. The salary of one cleaner and Finance Officer was shared by IPN & CRS 50% and 75% respectively. Furniture and other official equipments for office were purchased only from Caritas Swiss funding because there was no other budget to charge. The expenses for furniture were little above from allocated cost but was adjusted in the other line item cost.

IPN also utilized their support funds during no cost extension period to complete the remaining/incomplete activities. In this regard IPN hired one full time engineer for the monitoring of field activities, rent along with fuel expenses for the vehicle for that period was charged to IPN's support fund. Furthermore, all the project staff was retained for that no cost extension period to ensure quality of work. All these expenses were charged to the organization support cost.

4. Other Modifications:

As mentioned earlier that the mentioned budget was planned to cover expenses of the original period of project i.e. six months. Project was extended for 1.5 months period with no cost extension with the consensus of both the parties. Initially IPN tried to convince Caritas to make amendments in the budget but Caritas Swiss did not agree upon this. In this regard to adjust and cover the expenses of project and to not increase the total budget, few modifications were made in the budget by increasing the cost of one budget line and decreasing the cost of another

budget line but the total cost/budget remained not changed (*for further detail please refer to financial report attached as an annexure with this report*).

5. Funding Plan:

During agreement IPN and Caritas Swiss were agreed upon the transfer of funds in three instalments to ensure smooth implementation of project activities. As per agreements Caritas Swiss will transfer first instalment of PKR 8,780,665 to IPN but PKR 8,656,528 was transferred. In the same way second instalment of PKR 7,024,532 was planned but actual 6,947,157PKR was transferred to IPN account. According to agreement third/final instalment of the budget will be transferred to IPN account after the submissions of financial, audit and narrative report of project.

6. IPN Payments Procedures:

IPN applied his standard payments polices in spending project budget. Payments to vendors were made through cross cheque. While for filed operation i.e. per diem, transportation etc. issued advances as per limits to project staff. All the payments to trainees was processed after VDO verification and presenting the original CNIC to Finance Manger at the time of payments. All the per diems was paid on site/field

7. IPN's & Donor Strengths:

During the implementation of project below mentioned were the key strengths of IPN. In this regard IPN used its strengths for the successful completion of project.



- **Timely response:** Timely payments to the vendor as well as to the trainees according to the rules expedite the material supply and construction. Timely payments also build the good relationship between vendors, trainees and IPN.
- **Standard Documentation System:** IPN followed the standard documentation system and keep all the record in proper manner. This documentation remained very helpful for tracking record of the expenses and during audit.
- **Timely delivery of the Material:** IPN selected competent vendors on merit basis, who ensured supply of materials in the agreed time, which support and ensured timely implementation of project activities
- **Standard HR system:** IPN followed proper system and policies during hiring of the staff for this project and involved Caritas Swiss in the recruitment process to learn from each other experiences and to recruit competent and experienced staff for the project.
- **Standard procurement system:** IPN followed the standard procurement policies and procedures during procurement of the martial for the project.
- **Standard logistic system:** IPN provided standard logistic support to the staff for the smooth running of the project activities
- **Strong coordination with Caritas :**IPN have proper coordination with the Caritas team timely finance reporting and facilitation of the caritas team during the field visit
- **The organization has good local network:** IPN has good local network and have different VDOs and Cos in the targeted communities the VDOs & Cos provided support to the IPN staff during the project implementation.
- **Visit of Caritas Financial staff with good enough intervals:** it was a good and positive point that caritas financial staff used to visit the IPN office with regular intervals to check the

project activities and financial transactions which in turn helped us to learn and to move in forward direction smoothly.

- **Timely budget instalment transfer by Directorate of culture:** The timely transfer of the instalments by CACH to IPN's account did help us to run and execute the project in a proper way.

8. IPN and CACH weaknesses:

- **Under staffing:** As it is clear that the project was designed different and have one person from the Admin and finance department and only two FOs 50% of the project time One PM , one ware house assistant ,one part time engineer and security Guards. Keeping in view the nature of the project, the staffs was not sound enough for the project of a unique nature.
- **Fixed budget:** The budget was fixed and was not allowed to introduce any amendments by the donor organization which in turn had confronted us with great difficulty with budget management.
- **Short project duration:** short project duration was also an obstacle in our way to proceed with efficiency and success.
- **No training:** it was observed that proper training for the project staff and especially for the master trainers was not provided and it had somehow affected the project.
- **Financial management training and software development:** Although, communication in this regard was made with CACH management but it could not be materialized and therefore it had up to some extent, it had affected the project activities.

ANNEXES

Annexure No. 01: A case study.

Annexure No. 02: Sample certificate given to the Volunteers.

Annexure No. 03: Copy of the project agreement