Project Report

Feb 2010 - Dec 2010

Youth Development in FATA





Acknowledgment

"ASK is pleased to acknowledge commendable work by Miss. Hina Akram and Miss. Fakeha Rashid for compilation and Mr. Tahir Bashir for coordination of production process of this report.

This report is published for information dissemination and its information may be used by development professionals with appropriate reference."

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Acronyms

ASK Development

ATC Anti Terrorism Compliance

FATA Federally Administered Tribal Area

FHA Frontier Highway Authority

FDP-LD FATA Development Program Livelihood Development

FDA Fata Development Authority

HRD Human Resource Development

M&E Monitoring & Evaluation

NHA National Highway Authority

NCA National College of Arts

PDA Peshawar Development Authority

SDC Skill Development Cell

Foreword

ASK Development achieved another milestone by successfully implementing project named **Youth Development in FATA** in collaboration with FDP-LD. The project was carried out in two phases. The *first phase* started on *February 2010* and ended on *July 2010* and *second phase* was implemented between *8th August, 2010* to *31st December, 2010*. During this project, ASK Development pledged through commitment, dedication and hard work to successfully complete the project up to the satisfaction of government, civil society and other stake holders. In a short span of 10 months, ASK empowered number of young people from FATA to earn their livelihood.

The objective of this report is to highlight the needs of a community that requires utmost attention, i.e the FATA Youth. We aspire to enlighten the stakeholders to take joint steps and help in the uplift of this community. The report also underlines the challenges encountered and remedial actions taken which shall prove as a guideline to all stakeholders. We hope that this report will inspire other organizations to step forward and help change lives.

I am highly indebted to my team, who despite all the notoriety and geopolitical problems, made it possible for ASK to contribute.

We also express our gratitude to the team of FDP-LD Mr. Asif Hayat, Mr. Furqan Ahmed and a special thanks to Mr. Mohammad Azhar Khan, Mr. Nazeer Ahmed, Mr. Irsahd Abbasi and other team members.

We do understand that this project benefitted just a small representative group of youth. However, a lot more has to be done to bring life back to normal for the disrupted community of FATA. We hope this initiative will encourage others to step forward and work for the benefit of FATA people.

Arshad Mahmood Akif

CEO

Executive Summary

The program **"Youth Development in FATA"** aimed at raising young people quality of life in Federally Administered Tribal Areas (FATA) by developing skills and creating jobs. The project had two components:

- 1. Apprenticeship Scheme for Youth in Lower FATA
- 2. Skills Training Initiative for Youth in Lower FATA

ASK Development and FDP-LD entered into an agreement for implementing the project in five Frontier Regions (Kohat, Bannu, Lakki, Tank and Dera Ismail Khan) and four Tribal Agencies (Orakzai, Kurram, North Waziristan and South Waziristan Agencies). The project was implemented in two phases:

- First Phase- February to July 2010
- Second Phase- August to December 2010

During "Apprenticeship Scheme", ASK enhanced employability and business compatibility skills of 250 youth of Southern FATA. This was achieved in only 10 months period by placing them in public and private organizations through apprenticeship/internship program. ASK also conducted pre-apprenticeship training, both in-house and on-the-job for personal development.

The project had a tremendous impact on the lives of these FATA youth. It brought a ray of hope for earning their living with dignity and increased confidence and morale. They learned to care for personal hygiene, and improved their communication and interviewing skills. The impact of the program can be gauged by the fact that many employers offered permanent jobs to their apprentices.

For the "Skills Training Initiative", FDP–LD and ASK Development entered into an agreement for project implementation with the First party as "Donor" and second as "Implementing partner" from September 1st to December 31st, 2010. The project aimed at "on-job training" of 160, less educated youth and placing them in their relevant trades.

The constructive project approach was to place the youth directly at work with an access to practical and hands on knowledge from the first day. However, for attitude and self-development, trainings were held every 15 days. These trainings yielded greater results and youth was better equipped with technical skills related to their trades.

The assignment was quite tough due to the background of FATA youth, prevailing recessions in the job market and geopolitical situation in Khyber Pukhtonkhawa (KPK). Despite these challenges, the program was successfully completed in record time. 132 youths from Southern FATA were placed in various shops and workshops of Mobile Repairing, Domestic Wiring, Plumbing & Pipe Fitting, Professional Tailoring & Auto Electrician trades.

YOUTH DEVELOPMENT IN FATA

Introduction

Youth is the heart and future of any community. It is a social capital that requires priority investment. Being underskilled and less educated, FATA Youth are unable to find jobs and earn adequately to fulfill their needs. They lack core life skills, development skills that render them unable to improve the quality of their lives. Youth development is a process that addresses the broader development of the youth, preparing them to meet the challenges of adolescence through a coordinated, progressive series of activities and experiences, which helps them in becoming socially, morally, emotionally, physically, and cognitively competent.

FATA Secretariat and FATA Development Authority joined hands for the FATA Development Program named – "Livelihood Development "(FDP-LD). The program focused on southern areas of FATA (Kurram, Orakzai, and North and South Waziristan Agencies, and the Frontier Regions of Kohat, Bannu, Lakki, Tank and Dera Ismail Khan).

FDP-LD joined hands with ASK Development to implement the project, which constituted two phases. First phase was from February to August 2010 and second from September to December 2010.





Component I: Apprenticeship Scheme for Lower FATA Youth

Goals and Objectives

Goal:

To improve the livelihood in the educated youth of lower FATA by creating internship and apprenticeship opportunities with focus on employability skills.

Objective:

To enhance the employability skills of 250 educated youth from Southern FATA within 10 months by placing them in reputable organizations.

Implementation

Key steps of the implementation strategy:

I. Criteria

- DAE, Graduates and unemployed youth.
- 18-30 years of age
- Belonging to/residing in designated FATA (identified regions)
- Willing to work hard and disciplined.
- Keen on learning relevant skills of specified trade.
- Belonging to low income family group.

II. Identification and Selection of the Youth

- Advertisement in the newspaper.
- FDP-LD list.
- Project brochures with technical training institutions.
- Advertisement through radio transmission in South Waziristan.

III. Listing Apprenticeship/Internship Needs

ASK segmented the youth from three sources namely; FDP-LD, FDA and Open Source according to their qualifications and trades.

IV. Listing Organization

Team visited 108 organizations and signed MoU's with 72 organizations, out of which 17 were public and 55 were private organizations. Following organizations signed MoU's with ASK:

Partner Organization	
Private Sector Organizations	Public Sector Organizations
Afkar Associates	Directorate Of Information Technology
Al-Falah Medical Center	Excise & Taxation CoPT
Al- Syed Associates	Federal Urdu University
Ashraf Auto Workshop	Frontier Highway Authority
Bannu Sugar Mill	National Highway Authority
Computer Public School	Peshawar Development Authority
Cool Waves Engineering	PTCL, Peshawar
Corvit System	Railway Pakistan
Development Management Consultants	Sarhad Development Authority
Engineering Consultant International (Pvt) Ltd	
Iqra University	
Khyber Trading Material	
Maqbul Associates	
Maqbul Constructions Works	
Marhaba Mobile Palace	
Meirman, Kohat	
Moon Light Electrical	
MS Engineering	
Muhammad Khan & Company	
National College of Arts	
NESPAK	
New Habib Motors	
Punjab Collage Of Kamra	
Razmak Cadet College	
Saeed Methani Mushtaq & Co	
Sega Pakistan	
Shan Model High School, D.I.Khan	
Techno International	
Telenor Franchise	
Tribal Union Of Journalist	
Ufone Franchise, Kohat	
United Office Equipment	
Universal Computers	
Usman Brothers Electric Works	
Wahab Electronics	
Western World International	
Zaib Sanitary and Tiles store	

V. Coordination between Youth & Organizations

Project Coordinator conducted orientation session on the first day to familiarize the participants about the project, code of conduct, and attendance percentage. To build an environment of trust between the internees and the organizations, following steps were taken:

a) Orientation Sessions for Supervisors:

Orientation sessions with supervisors were conducted after every fifteen days for the following purpose:

- Monitoring & Evaluation Support
- To carry out the activities as planned
- Upgrade the learning of apprentices
- Guidance in an effective manner

b) Orientation Session for Trainees:

Ustads were trained about their role from time to time and in turn the orientation sessions with the trainees were made part of the project. The sessions were conducted for the following purpose:

- Marking attendance
- Watching apprentice's conduct at work place
- Coaching on the job for performance improvement
- Technical guidance & on-job training
- Reporting & liaison with ASK on prescribed forms





Training

5-day Training was conducted in two components: in house and on the job technical training which included:

- Communication Skills
- Personal Effectiveness
- The power of positive thinking
- Corporate Grooming & Etiquettes
- Interviewing Skills & Resume Writing
- Team building
- Stress management
- Career Management





Table 1 On-Job Training Component

Area and Trade Wise Training Summary

Sr. No	Trade	FR	FR	FR Lakki	FR Tank	FR D.I.K	Orakzai Agency	Kurram Agency	North	South Waziristan Agency	Total
1	Computer H/W	-	2	-	-	-	-	1	1	1	5
2	Auto Cad	-	-	-	-	-	-	2	-	-	2 /
3	Office Automation	4	2	-	1	-	8	10	19	3	47
4	DIT	-	1	-	-	-	-	1	9	-	11
5	Electrician	-	2	-	-	-	1	1	2	-	6
6	Lab Assistant	-	-	-	-	-	1	-	-	-	1
7	Material Testing	2	-	-	-	-	1	3	4	2	12
8	Mobile Repairing	-	-	-	-	-	2	1	-	-	3
9	B. Ed	-	-	-	-	-	-	1	1	-	2
10	Q. Surveyor	3	-	-	-	-	4	3	3	-	13
11	Civil Draftsman	-	1	-	1	-	6	1	-	1	10
12	Surveyor	2	2	-	-	-	6	9	7	2	28
13	Auto Mechanic	1	-	-	-	-	3	-	-	-	4
14	BIT	-	-	-	-	-	-	1	1	-	2
15	MBA/ MSC	-	-	-	-	-	4	-	-	1	5
16	AC & Ref. Repairing	1	-	-	-	-	1	-	-	1	3
17	Heavy Machinery	5	2	-	-	-	6	6	3	3	25
18	Light Eng.	-	-	-	-	-	1	-	-	-	1
19	Plumber	1	1	-	-	-	-	2	-	-	4
20	X-Ray Machine Operator	-	-	-	-	-	1	-	-	-	1
21	Bùilding Electrician	-	-	2	-	-	-	3	-	1	6
22	Steel Fixer	-	1	-	-	-	-	1	-	-	2
23	Turner Mechanic	1	-	-	-	-	-	-	-	-	1
24	BBA/ BA / BCS	2	-	-	-	-	2	1	-	2	7
25	Networking	-	-	-	-	-	-	-	2	-	2
	Total	22	14	2	2	0	47	47	52	17	203

Table 2: Targeted Number of Trainees

Placement Type	FDPLD	FDA	Open Source	Total
Apprenticeship	90	100	50	240
Internship	10			10
Total	100	100	50	250

Training Methodology

Lectures



Group discussions



Presentations



• RolePlay



• On the job Training



Component II: Skills Training Initiative for lower FATA Youth

Goals and Objectives

Goal

Reduce unemployment through Innovative Approach of Skills Development in Technical Trades in order to reduce poverty in Southern FATA and FR regions.

Objective

- On job Training and Replacement of 160 less educated youth with shops of relevant
- Technical skills for a period of 2.5 3 months.

Implementation

Key steps of the implementation strategy:

I. Criteria

- Primary educated or under- matriculation unemployed youth.
- 18-30 years of age.
- Belonging/residing in FATA (identified regions)
- Willing to work hard with discipline.
- Having an aptitude of learning relevant skills of the given trade
- Belonging to low income family

II. Identification & Selection of the Youth

- Radio Announcements
- Telephonic Calls

III. Selection of Ustaads / Trainers

ASK selected Ustaads keeping in view the following selection criteria:

- Education: Primary or under-matriculation
- Experience: At least 3 years experience
- Age: 25 40

IV. Listing / Mapping Organization

Selection criteria of shops:

- Located in safe and reputable areas
- Have at least 1 Ustaad in workshop at prescribed criteria
- Should be trade specific with necessary tools & equipment
- Willing to place two less educated youth as on job trainees.
- Willing (preferably) to hire trainee after project completion as employee.
- Willing to follow syllabus, monitoring and reporting requirements.

Total 104 shops were visited, and ASK signed MOU's with 80 shops.

V. Coordination between Youth and the Shops

ASK built a bridge & liaison between the trainees & the shops owners or Ustaads. The Program Officer ensured its implementation through visiting the shops, meeting with the owner or Ustaads, social contacts and market unions to ensure proper selection of shops and Ustaads.

a. Orientation Sessions for Trainers/Ustads:

Orientation sessions were conducted for the trainers every 15 days to brief them about the extended project. These sessions described the trainee's performance and learning interest evaluated by their Ustaads through practical work.

Training

ASK conducted the "Basic Life Skills" learning classes once a week for building communication skills, emotional intelligence, positive thinking, entrepreneurship and confidence building. ASK arranged the Intermediate learning sessions for the trainees which covered:

- Communication Skills,
- Team Building,
- Stress Courses & Remedial Measures,
- Career Counseling

Training Methodology

- Interactive learning approach had been adapted by the trainers to extract the trainees' ideas and involve them to the maximum level.
- Group activities, role plays and quizzes were additional approaches adapted by the trainers.

Table 3: Number of Trainee/Shagird Last Placements

Region	Mobile Phone Repair	Professional Tailoring	Plumbing & Pipe Fitting	Auto Electrician	Domestic Wiring	Total
Phase 1	31	24	33	18	30	136
Phase 2	24	17	27	12	27	107

Figure 1: Trade Wise Number of Trainees/Shagird



Monitoring and Evaluation

Monitoring & Evaluation was an integral part of the project with 4 levels:

- Process level monitoring,
- Output level monitoring,
- Outcome/impact measurement and
- Validation of the data.

Each of the level had its particular indicator and tool for monitoring and evaluation. Following table shows the details of the each level:

Level	Indicator	Tools		
Process Level	Regular Attendance	Attendance Sheet		
Output Level	Covering Learning contents	Feedback form filled by the supervisor of the department		
Outcome Impact	Testing of Learning	Exam (Would be online or on location)		
Validation	Attitudes & relations at work place	Physical Visits		

Process Level Monitoring:

- Check list and guidelines for the selection of organization
- Check list and guidelines for the placement of Trainees/Shagirds
- Code of conduct for managing positive behavior of trainees at shops

Output Level:

- Monitoring Tool for Program Officers
- Record of Practical for Ustaads
- Training Evaluation Forms

Validation Level:

• Learning Tracking Sheet to portray learning graph of each trainee/shagird







M&E also consisted of:

- Regular attendance sheets for trainees and trainers
- Regular visits to ensure better performance of the trainers.
- Monitoring Assessment Form was filled and maintained on regular basis by the supervisors.
- Daily monitoring by Project Coordinator, Program Officer, Trade Officer and M&E officers to evaluate the performance and learning of the apprentices and obtain feedback from their respective supervisors.
- Frequent visits by M&E and Project officers for Monitoring and Evaluation purpose.

Trade Officer:

- Daily updates by trade officers, from 5 trades of Mobile Repairing, Domestic Wiring, Plumbing & Pipe Fitting, Professional Tailoring and Auto Electrician to the SPO
- Monitoring by the trade officers of their relevant trade shops

Program Officer:

- The Program Officer visited the shops and conducted meetings with the owners/Ustaads, made social contacts and visited market unions.
- Weekly Sessions by Program Officer with STI Staff.

Apprenticeship Management

ASK facilitated youth by providing them monthly stipend to cover food, intercity travel, accommodation and incidental expenses. Supervisors were paid monthly honorarium to motivate them and gratitude their contribution in teaching to apprentices.

Impact of the Project

Due to its uniqueness, the project had an effective and positive impact on FATA youth and the business community. Some of the major impacts of the project were:

- Hope for youth to earn their living with dignity.
- Boost in confidence and morale of Youth
- Care for personal hygiene
- Improvement in communication, interviewing and positive thinking
- Etiquettes in office premises developed everyday during their apprenticeship
- Refraining to get involved in unhealthy activities
- Customer handling for their future ambitions
- Change in employer's attitude towards FATA youth. During Mapping of Organizations phase, employers were reluctant to keep FATA youth as apprentices and asked for securities from ASK.
- Change was reflected through their neat and clean dress, body language and conversation as compared to the initial days.

Challenges Encountered

Few of the many challenges faced are discussed below:

Concern over Security of Assets

Organizations with heavy machinery were reluctant to offer apprenticeship for fear of damage to the machinery. In such a scenario, apprentice was not given enough space for training such as Maqbool Associates (Construction Company) and Frontier High Authority.

Procedural Compliance

Anti-terrorism Compliance (ATC) of apprentices and the supervisors posed a great constraint as the resources and time of project were over consummated. Therefore, they were reluctant and hesitant in sharing their personal details. Secondly, most of the supervisors were from far flung areas i.e. Kohat, Bannu, Dera Ismail Khan, Beesham, Manshera, Batgram, which proved time consuming in getting their personal details.

Law and Order Situation in Khyber Puktonkhawa

Most of employers showed reluctance in engaging the youth in their business due to prevailing insurgency in FATA, especially North and South Waziristan Agencies. On placement due date, some of the apprentices were absent. They were unable to return from their agencies because of poor law and order situation and military operations in their areas.

Lack of Co-ordination with Employers

- Team faced many challenges in coordinating with employers
- Hurdles in meeting with employers
- Risk of damaging equipments of employers
- Closing of the site operations e.g. Amir Muqaam & Co
- Changes in management of organizations
- Closing of projects of training organizations

Success Stories

Name: **Masood Khan** S/O: Momin Khan

Trade: Mobile Repairing **Placement:** Applico Mobile

Resident: FR Lakki

Masood Khan S/o Momin Khan is a resident of Lakki Marwat Mohalla Garabin. His father is a retired 4th grade officer from Public Health Department. When he saw advertisement of ASK Development for Lower FATA Youth with the collaboration of FDP-LD, he visualized this as an opportunity which would help him enlighten his life.

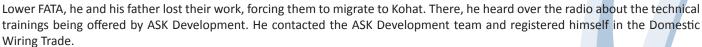
After registration, he was placed at Applico Mobile and improved his skills on a daily basis. He was very pleased to be able to provide support to his family now. After few days, he received a call from ASK Development for the extended project and his replacement. He looked forward to this opportunity as a chance to enhance his skills further. He was placed again at "Applico Mobile Shop". The trainer of Applico Mobile, Mr. Muhammad Nadeem offered him a permanent job at his shop on a daily wage. This helped him in gaining relevant experience and financial stability.

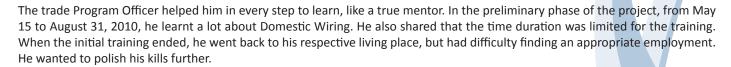
Name: **Khalid Usman** S/O: Rahim Gul

Trade: Domestic Wiring **Placement:** Latif Electric Store

Resident: Quom Akhel, Tappa Shumali Nawasi, Tehsil Ismail Zai, Orakzai Agency

Mr. Khalid Usman S/o Rahim Gul is a resident of Orakzai Agency. He has three brothers and two sisters with scarce resources for the family.. Because of the Army Operations in





Within few days he got a call from the ASK Development team informing about the project extension and to re-join. Without a second thought, Khalid rejoined and was placed at "Latif Electric Store" with his Ustaad/trainer Mr. Basheer Khan. This time he worked with greater zeal and his trainer, Mr. Basheer Khan, gave him the responsibility of teaching other shagirds and taking charge of the shop.

Khalid Usman gives all credit to ASK Development and his trainer for making him capable enough to financially support his family. He especially thanked ASK Development for providing this golden opportunity to Lower FATA youth.

Name: **Abdul Hameed** S/O: Abdul Qadoos

Trade: Plumbing & Pipe Fitting

Placement: Shabir Ahmed Sanitary Pipe Fitters

Resident: Quom Bangash, Maro Khel, Post office Ali Zai, Tehsil Lower Kurram, District

Kurram Agency

Abdul Hameed is a resident of Kurram Agency. In a large family of 10 members, he is the eldest. His father had worked as a farmer, but due to insurgency in his area, they were left

helpless. The youth development project by ASK gave him the opportunity to step up and attain financial stability. He applied for the trade of plumbing and pipe fitting and placed in "Miran Shah" shop. Under the supervision of trainer Mr. Zain Ullah Khan, he improved on a daily basis but the project duration was three months which was a short time to become an expert in such a field. Thankfully, the project was extended and he re-joined. He was replaced at Shabir Ahmed Sanitary; where he showed more interest, and worked passionately. He is grateful to ASK for providing him the opportunity to learn new skills and gain financial stability.



Name: Rehmat Ullah

S/O: Abdul Ghani

Trade: Auto Electrician

Placement: Akbar & Asgher Electrician Works

Resident: Section Mamozai, Sub section Mir Kalam Khel Shaol, Tehsil Upper, District

Orakzai Agency

Rehmat Ullah S/O Abdul Ghani is a citizen of Orakzai Agency, having 15 family members including 3 brothers and 3 sisters. His father being the sole bread earner of the family was unable to provide them a reasonable living. Due to limited resources he was unable to peruse his studies due to meager resources. Much worse resulted after the military

operations, when his family had to leave their homeland and find shelter elsewhere. In such a situation, Rehmat Ullah learnt about the trainings offered by ASK Development.

He came to ASK office for registration and was placed in the Auto Electrician trade of his interest. His placement was at Akbar & Asgher Electrician Shop under the supervision of Mr. Asgher Khan. He learnt with dedication and improved his skills for a better future. The project was successfully completed on August 31st, 2010.

After completion of the project, Rehmat Ullah searched for a permanent job, but to no avail. In such a situation, ASK contacted his trainer and requested for his replacement. He was very happy to learn with his great Ustaad and with the support of his program officer Mr. Shahid. They both helped him enhance his working capability. The trainer Mr. Asgher Khan permanently placed him at his own shop because of his dedication and responsibility.

Name: **Muhammad Ahmed Khan** S/O: Qeemat Khan

Trade: Professional Tailoring **Placement:** Sarhad Tailor for Gents **Resident:** Jasret Khel Orakzai Agency

Muhammad Ahmed Khan son of Qeemat khan is a citizen of Orakzai Agency. His family consists of 13 members. The total earning of the family is not sufficient enough for their survival. His father worked as a farmer and earned a very limited amount. In the year



2009, due to unstable security, their family decided to migrate to a safer area. After shifting to a new place, he came to know about ASK Development offering some skills trainings for the youth of FATA. He immediately registered himself in the trade of Professional Tailoring. In the first phase of the project he was placed at "Sarhad Tailor" under the supervision of Mr. Shehzad karim Trainer.

After successful completion of the first phase, he got a positive response and started earning his own bread. However, he was encountering problems. Soon he got another call from ASK Development about the project extension. He was placed again at Sarhad Tailor to become fully proficient in his skills. Because of his hard work and learning capability, he started earning on daily basis to fulfill his family needs.

Now he is financially adequate to support his family. The trainer Mr. Shehzad Karim was very satisfied with the trainee's performance and offered him a permanent job after the completion of the project. The trainee Mohammad Ahmed khan specially paid special thanks to ASK team for arranging this Project with the collaboration of FDP-LD for the Lower FATA & FR Youth.



Building a Better World

CHF, USA based organization serves more than 20 million people each year, empowering them to improve their lives and livelihoods for a better future. Since the 1960s, CHF has focused increasingly on international issues. With experience, it quickly became clear that addressing one linear area of development alone was not producing outcomes that were sustainable for the long-term. In Pakistan, CHF contributed many projects like "**Providing Real Opportunities for Shelter to Promote Early Recovery (PROSPER) program"** in flood affected areas of Pakistan and "**Youth Development program in FATA.** "



FATA Development Program Livelihood Development is a 5 year (2008-2013) Government of Pakistan (GoP) initiative consisting of a series of development activities, which are designed to improve local living conditions and importantly, the local people's alternative choices of gainful employment in Federally Administered Tribal Areas (FATA), Frontier Regions, and selected Districts of Northwest Frontier Province (NWFP) in Pakistan. The program focuses on southern areas of FATA, namely Kurram, Orakzai, and North and South Waziristan Agencies, and the Frontier Regions of Kohat, Bannu, Lakki, Tank, and Dera Ismail Khan.



Maximizing human potential

ASK Development is HRD consultancy organization comprising of network of highly trained, committed and experienced management professionals & trainers, working for corporate, development/NGOs and public sector organizations.

It is also known internationally for its unique successful work for youth training & development and their placement on jobs. More than 1500 youth have been trained and engaged in economic activities particularly in extremism-hit areas. Such services are being rendered through its social arm, ASK Foundation.

ASK provides services in areas of training of soft skills, HRM & management consultancy, pay-roll management/HR outsourcing, projects development & implementation. ASK's team is active for the last one decade for capacity building projects across Pakistan with focus on projects for marginalized communities and women. Team is inspired with vision of maximizing human potential through developing attitude, skills and knowledge. ASK has trained more than 9000 participants, worked and facilitated more than 100 organizations through its projects with its work force of 1800 employees.



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