

Mid-Term Review Report

July 2011

Sustainable Development
through Peace Building,
Governance and Economic
Recovery in Khyber
Pakhtunkhwa (KPK)



From
the People of Japan



**Sustainable Development through Peace
Building, Governance and Economic Recovery
in Khyber Pakhtunkhwa (KPK)**

**Mid-Term Review Report
July 2011**

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Acronyms and Abbreviations

ACD	Assistant Country Director
CPRU	Crisis Prevention Rehabilitation Unit
CBERT	Community Based Early Recovery Team
CERINA	Conflict Early Recovery Needs Assessment
CBDRM	Community Based Disaster Risk Management
CSO	Civil Society Organization
CBO	Community Based Organization
CBI	Community Based Infrastructure
CRRT	Community based Rapid Response Team
DDMU	District Disaster Management Unit
DCO	District Coordinating Officer
DNA	Disaster Needs Assessment
DRM	Disaster Risk Management
DWSS	Drinking Water Supply Scheme
EAD	Economic affairs Division
DTCE	Devolution Trust for Community Empowerment
EDTs	Enterprise Development Trainings
EDO	Executive District Officer
ER	Early Recovery
FGD	Focus Group Discussion
GoJ	Government of Japan
GJTMAP	Gender Justice Through Maslihat-e-Anjuman Project
KPK	Khyber Pakhtunkhwa
LOA	Letter of Agreement
M&E	Monitoring and Evaluation
MoU	Memorandum of Understanding
MTR	Mid-term Review
MHP	Micro Hydel Power
NGO	Non-Government Organization
OWO	One Window Operation
O&M	Operation & Maintenance
PaRRSA	Provincial Reconstruction, Rehabilitation and Settlement Authority
P&D	Peace & development
PCNA	Post Conflict Needs Assessment
PCC	Portland Cement Concrete
PCA	Project Cooperation agreement
Pro Doc	Project Document
PM	Project Manager
PMU	Project Management Unit
PDMA	Provincial Disaster Management Authority
PRB	Programmeme Review Board
SMU	Strategic Management Unit
SRSP	Sarhad Rural Support Programmeme
SSG	Special Support Group
TORs	Terms of Reference
TOP	Terms of Partnership

UC	Union Council
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
USD	United States Dollar
V&NCGs	Village and Neighbourhood Citizen Groups

Executive Summary

This report is an outcome of the Mid-Term Review (MTR) of the “**Sustainable Development through Peace Building & Economic Recovery in KPK**” commissioned by the United Nations Development Programme (UNDP) from June 27th up till July 20th 2011. It aimed at assessing the project in terms of:

Relevance to the needs and demands of the beneficiaries; whether and how the project achieved its objectives and impacted the target group; the performance of the project to date with reference to quantitative and qualitative results; utilization of funds and timeliness of reporting; sustainability of results; appropriateness of the training approach, infrastructure, institutions and modality adopted; whether extension or replicability was feasible; level, degree and appropriateness of the stakeholders’ involvement; and identification of lessons and recommendations for project strategy, approach, management and sustainability.

The performance and success with respect to achievement of project objectives was assessed keeping in view the role of project partners which is two-folds: on the one hand the implementation of early recovery and rehabilitation activities and on the other hand diffusion and prevention of local conflicts through improved governance and peace building interventions as well as gaining better understanding of the structural causes.

The methodology adopted by the MTR mission was review of secondary data available in the form of project and UNDP documentation, interviews with key partners like Provincial Reconstruction, Rehabilitation and Settlement Authority (PaRRSA) and CSOs. Other important stakeholders such as district administration and community members were also interviewed. Field work/visits to project areas were also part of the mission. The MTR mission conducted interviews and FGDs with target beneficiaries including both women and men.

The main conclusions and recommendations that emerged from this study are as follows:

- Overall the project has shown significant achievements in many areas despite the challenges of security and floods. The report suggests some longitudinal studies to assess the complete impact of the project with particular regard to trainings and livelihood opportunities.
- There is a need to strengthen the human and institutional capacity of the Peshawar Office and PaRRSA for better coordination and improved monitoring.
- The security situation in the project area is affecting the project activities and process monitoring led by PMU.
- Considering the cultural constraints in the region, it is recommended that the project strengthen their gender strategy and its implementation. The presence of sufficient number of women staff can help improve participation of women. Suggested measures include gender focused additional interventions, including off and on farm skills improvement, product development and marketing.

- There is need to develop an institutional development programme for CSOs. The project may consider the establishment of a partnership development fund to meet the organizational needs of the partners especially CSOs i.e. including trainings on MIS development, Strategic Planning, Gender Responsive Budgeting etc.
- The project needs to strengthen linkages between its diverse activities, such as those linked to environment, governance and peace building.
- There is a need to increase scope for district administration and stakeholders to integrate project activities into their existing plans which affects the performance. A district planning exercise would be beneficial to review the activities of each pillar and to agree on a unified approach with government and CSO partners. This will also serve to define the roles and responsibilities of each stakeholder.
- The CSOs have been an effective tool for peace building, governance and economic recovery in the area, and are the main medium of service delivery to the local communities. An integrated social mobilization approach can be developed to work beyond the service delivery with focus on advocacy and linkages development with other sectors and programmes.
- There is need to increase the allocation of funds and scope of work for community physical infrastructure schemes as well as skill development initiatives focusing on local trades and services through value chain and linkages development. Moreover, there is a need to review the possibilities of including the productive infrastructure (e.g. agriculture and orchid development etc) to be part of the project interventions.

In summary, the project has, by and large, achieved most of its targets. There is, however, a need by all the stakeholders of the project to fully understand the objective (Short-term and long term goals). The team suggests consolidation of the existing achievements and possibility of extending the project for two more years to materialize the envisioned objectives especially of peace restoration. UNDP has certainly set good standards for other developmental agencies to follow and adopt.

Background and Scope of Midterm Project Evaluation

In May 2009, the Government of Pakistan launched a major military operation to eradicate Taliban groups from the Malakand region, in Khyber Pakhtunkhwa province. This resulted in the displacement of about 2 million people from their homes. As the situation abated, a staggering humanitarian crisis emerged posing a major challenge for rehabilitation of the Internally Displaced Persons (IDPs).

The region has undergone massive infrastructural damage including destruction of government offices and private property. The socio-economic structure of the region was eradicated alongside the displacement of its residents. The returning IDPs faced myriad social, political and economic hurdles in reintegrating into their former lives. There was an additional risk of renewed violence in the form of disputes over economic resources, social grievances and political differences.

Compared to other areas of Pakistan, Khyber Pakhtunkhwa is a relatively less developed province. The Malakand region lags behind the rest of the country with respect to social indicators including economic conditions, health, living conditions, nutrition, maternal and child mortality, education, access to health and sanitation facilities etc.. Also, more than half of the population is comprised of the youth. This young proportion of the population experienced unprecedented social uprooting compounded by economic insecurity as a result of the displacement. Returning to a region that has the risk of being inflamed by extremism along with lower socio-economic opportunities, there is a serious vulnerability risk for them to be disenchanted by the prevailing circumstances and be attracted to terrorist outfits seeking new recruits.

The Sustainable Development through Peace Building, Governance and Economic Recovery in Khyber Pakhtunkhwa Province was set up to respond to these social, infrastructure and economic constraints through an array of activities. The project has managed to make significant achievements, through a strengthened relationship with civil society and the recipient communities. In addition, the civil society, PaRRSA and district and local government administration is providing the project with unwavering support for sustainable continuity of the Peace and Development process in Malakand. The project has been effective in the achievement of its primary aims and has undertaken activities with significant cost efficiency. The project adopted a participatory, open and flexible management model with a results based approach and an elaborate M&E System that significantly benefitted smooth project implementation, built partner capacities, ensured impeccable quality assurance and built constructive exchanges with partners and beneficiary communities.

The Programme was launched in 2009 to support the rehabilitation of the IDPs in the six districts of Buner, Swat, Shangla, Upper and Lower Dir and Malakand.

The programme has the following dual aims:

- To support the sustainable return of IDPs through targeted early recovery activities

- Contributing in the diffusion and prevention of local conflicts as well as minimizing structural causes of conflict through governance and peace building interventions.

These objectives will be achieved by focusing on interventions organized around four main pillars:

- a) Strengthening capacities for early recovery coordination;
- b) Sustainable livelihood and local economic recovery;
- c) Peace building and social cohesion
- d) Strengthening local governance

The project is financed by the Government of Japan and implemented by United Nations Development Programme (UNDP). The Government of Japan has provided a grant of USD 12.5 million. The project encapsulates interventions falling under different thematic focus areas of UNDP, namely; Poverty Reduction, Democratic Governance, Environment & Climate Change and Crisis Prevention and Recovery. The project duration is three years and will complete its term in Oct 2012.

The project has eight intended outputs:

1. Early Recovery Needs Addressed in an Effective Manner & Duplication and Redundancy Reduced through Strengthened Coordination.
2. Access of Conflict Affected Communities to Socio-Economic Services & Livelihood Opportunities enhanced through Improvement of Community Infrastructure & Cash for Work.
3. Conflict Affected Communities Provided with Livelihood & Economic Recovery Opportunities through Skill Development and Asset Replacement.
4. Safer Environment Practices Enhanced through Alternate Use of Energy & Micro Enterprise Development.
5. Structural Causes of Conflict are Identified, Prioritized and Addressed to Enhance Social Cohesion in Conflict Affected Areas.
6. Vulnerability of Youth towards Extremism & Recruitment into Militant Organizations Reduced.
7. Community Participation in efficient and effective planning and implementation.
8. Service Delivery Institutions Strengthened to Contribute towards Coordinating & Implementing Recovery & Rehabilitation Activities.

Before the programme could take root, the Malakand region (as well as the rest of Pakistan) was hit by a natural calamity. In the summer of 2010, Pakistan experienced a massive flood that severely damaged the country's infrastructure and plunged a large part of its population into a humanitarian crisis. Khyber Pakhtunkhwa province, and especially the Malakand region, was severely affected by the floods. This resulted in further exacerbation of the IDP crisis and the

programme was set back as a result of the destruction caused by the floods. The programme goals were made harder to achieve as a result of this subsequent disaster and it was clear that enhanced efforts would now be required to improve the rehabilitation and recovery process of the IDPs. However, the project staff responded to the multitude of crisis amicably. Security situation in the area poses a major challenge in timely implementation, monitoring and coordination of activities in all focus districts of the Project. The norms of some districts of the project area restrict women mobility and their involvement in economic activities of the household.

Mid-term Review

This Mid-term Review (MTR) has been especially formulated by UNDP in order to determine programme strengths, gaps and direction and steer the programme accordingly.

A team of external consultants¹ conducted this Mid-term Review. The MTR mission was carried out from June 27 to July 19, 2011 with the following objectives:

- Assess the appropriateness, relevance, effectiveness, efficiency, impact and sustainability of the Programme.
- Identify lessons learned and draw conclusions which may inform other interventions and which can contribute to new interventions and any realignment of the existing interventions.
- Review the financial systems that have been adopted by UNDP and its partners for undertaking expenditure in line with the Direct Implementation modality.

(Detailed ToRs attached in Annex 1: Terms of Reference)

Preliminaries

Before beginning the field component of the mission, the team carried out a comprehensive desk review of various project related documents. Afterwards, a series of meetings were conducted with key stakeholders² to refine the scope of the project.

At the outset, an introductory meeting was arranged with the SMU team of UNDP. The draft ToRs and Work Plans of the review were discussed in detail and work plan was modified to ensure efficient utilization of time and resources.

¹ The team consisted of Robeela Bangash, Team Leader and Syed Ahmed Hussain Naqavi as Financial Expert. Additionally Hayat Muhammad Khan from SMU-UNDP was also part of the MTR mission.

² The meetings were arranged with the team leaders of DTCE and Poverty Units of UNDP. The Mission also met the Assistant Country Director and Programme Officer of CPRU and representatives of GOJ. The scheduled meeting with the Economic Affairs Division did not materialize. Meetings with communities, CSOs, provincial and district authorities were also held.

An inception meeting was also held with the team of Peace and Development (P&D) programme at CPRU. Clarification of the Project objectives, design, strategies and operations were discussed at length in this meeting and key stakeholders were identified.

The mission itinerary was divided into three parts:

The first part consisted of:

- Assembling of the MTR team members
- Introductory meetings with the SMU team members
- Review of the project literature
- Meetings with other key stakeholders in Islamabad including the P&D team and members of the Crisis Prevention and Recovery Unit.

The second part comprised of field visits to various project sites and interaction with PaRRSA, PMU, CSOs and the project beneficiaries. The mission visited project sites in Swat and Buner Districts

- Meetings were held with:
 - PARRSA officials at Peshawar and Swat
 - P&D team Peshawar,
 - Various CSOs
 - Implementing Partners,
 - Members of CBOs/COs,
 - Communities (including both focus group discussions and interviews)
 - Press Club,
 - Bar Associations, and
 - District Authorities.

In addition, various ongoing and completed physical and social infrastructure schemes were visited.

The field visits, meetings and consultations helped the mission gauge the progress and performance, identify key issues and gaps, and come-up with recommendations for the remaining time period of this project.

The third and final part of the mission itinerary was to reassemble in Islamabad, analyze and assess the information, present the findings to the UNDP management and prepare the MTR Report.

Scope and Coverage

At the time of evaluation the Peace and Development Project was operating in 6 districts namely: Swat, Buner, Lower Dir, Shangla, Malakand and Upper Dir³. There was an attempt to have a random 10 % sample of the activities under each output for fair assessment and evaluation. Hence the team focused on meeting as many stakeholders and beneficiaries as possible. Field learning was specifically focused on studying effects of the Project and results of associated peace interventions.

The evaluation covered elements of project design, implementation, project management and results, resource utilization; sustainability, lessons learnt and measurement of delivery against the intended results of the project for the time period of 2009 to-date. The Review Mission was able to spend 8 days in project area and met as many stakeholders as logistically possible.

Data Source

Both primary and secondary data was used for this evaluation to critically assess implementation, process outputs and outcomes. The findings of the mission's survey of the project areas fall into category of primary information. This information includes interviews of various stakeholders such as government officials, community members, partner organizations and project staff. Secondary data consist of already available literature such as LoAs, Work Plans, Annual Reports, Quarterly narrative progress, activity reports and case studies.

Methodology for Stakeholder Consultations

Methodology for MTR comprised of desk reviews of the project documents and reports, meetings with the stakeholders, interviews with the individuals, and the FGDs of the project beneficiaries. Using the information from the desk review and meetings, three districts (Swat, Buner and Lower Dir) were selected for in-depth assessments of the different outputs of the project. Key stakeholder meetings were held with PaRRSA officials, District Officials (3 DCOs, EDOs), representatives of 17 CSOs, Project Management Unit Staff, OWO Staff and CBDRM trainers and participants. The team also carried out site visits and stakeholder meetings with project beneficiaries, as well as CSOs implementing various components of the project. In some cases, where project activities were yet to be initiated, or were in the planning phase or ongoing, the team met with the person/team designated to implement. A complete list of stakeholder consulted for this project is attached as Annex B.

The team however was split into two, to cover the programme evaluation and the financial evaluation of the project. The financial expert spent more time at PaRRSA (Output 1) in

³ The Mission adhered to the schedule, but did not obtain security clearance to proceed to Upper Dir. The sample was therefore disturbed by the omission of this scheduled visit.

exploring and assessing the financial systems that have been adopted by UNDP and its Partners for undertaking expenditures in line with Direct Implementation modality. He also joined the field at Buner in order to visit a Civil Society Organization (CSO) and One Window Operations under the project (OWO). For programme evaluation the team conducted visits of the sites, interviewing stakeholders and beneficiaries. While on some occasions, the team members, to conserve time, carried out separate activities and shared the findings subsequently.

Main Evaluation Questions

Guided by the UNDP Evaluation Policy and expectations of the Team leaders of different Units of UNDP and Project Management the team sought answers to a series of questions provided in the Terms of Reference (ToR) for the review [See Annex 1: Terms of Reference for the original ToR questions].

Factors Limiting the Evaluation:

A number of factors limited the ability of the evaluation team to carry out the evaluation as designed. These included the following:

- Security concerns did not permit visits to Lower Dir due to logistical and security constraints.
- Mission was mostly operating from Peshawar therefore the team had to cover longer distances
- Limited consolidated project information at PaRRSA
- Updated project related documents (work plans, budget information and reports) at Peshawar were not easily available at the Peshawar office which affected access to information.
- The Peshawar office lacks in-depth knowledge about the project and there is limited institutional memory as the Project Manager is new.

Presentation of the Report

The presentation of this report follows a layout as agreed between UNDP and the Mission. It presents key findings and recommendations with reference to information gathered through interviews in the field as well as data collected and documentation available.

The layout of the report follows a logical outline in that the key elements of the project are discussed under the core headings of the five pillars of the project: Relevance, Efficiency, Effectiveness, Impact and Sustainability. The findings from the mission have been incorporated into the discussion of these pillars. Following this analysis, the Mission has formulated a set of recommendations under each output. General findings and recommendations are presented towards the end of the report, as per the request of the management.

Findings of the Report

Sustainable Development through Peace Building, Governance and Economic Recovery is an encouraging initiative by UNDP. It has a variety of interventions to build or maintain peace and support development processes in the project area. Positive steps have been undertaken to identify and support structures to strengthen and solidify peace in order to avoid a relapse into crisis. The scope of the project is according to UN Security Council's definition of Peace Building. The project scope is rightly reflected in its name 'Sustainable Development through Peace Building, Governance & Economic Recovery in Khyber Pakhtunkhwa'. The four Pillars of the Project are: a) Strengthening capacities for early recovery coordination; b) Support to sustainable livelihood and local economic recovery; c) Peace building and social cohesion and d) Strengthening local governance.

The project title is broad and is more suitable for a medium to long-term development programme. The mission noted that the objectives were in line with the established norms and policies of UN Peace and development Initiatives. However, the scope of the project is massive and difficult to achieve in the short period of three years.

In spite of initial problems including, security risk and related issues, long distances and generally inaccessible areas, the P&D has received huge appreciation for its presence and facilitation from community members, direct and indirect beneficiaries, district authorities, CSOs, NGO, and other stakeholders. There is a good working relationship among project implementation players and a consultative environment prevails among them. The project has registered good progress towards the achievement of its targets.

Cash for Work (CFW) Component of the Project is being implemented in almost 125 villages under a total of 131 schemes; till the review mission, the intervention has employed a total of 140 participants including 8 females and 5 disabled, and has disbursed over USD 8,400/- in direct payments to CFW workers engaged in completion of 13 schemes. Community infrastructure under CFW has been rehabilitated: 3.2 KM of Link Roads, 2 Drinking Water Supply Schemes, 2 culverts, 2 causeways, rehabilitation of 2 community buildings and 1 suspension bridge.

More than 330 individuals have set up their own enterprises through provision of grant funding worth PKR 3.4 Million under the Project. The recipients of the grant have achieved marked improvement in their income level. Unskilled community members were equipped with skills that have considerable demand in the market and hence earning a decent living. More than 130 vulnerable community members were provided with Improved Breed Poultry Units for the purpose of creating income generating activities.

With regard to the Seed Funding, 2 youth facilitation centres have been set up. Tailoring Training has been imparted to 15 males & 15 females while computer literacy training has been imparted to 20 males and 10 females till now. Peace initiatives such as poetry event and seminar on peace have a positive effect with regard to peace building. Plantation of 35, 920 plants have

been in the form of 'block and farm' forestry in villages of District Buner motivated the local community to plant 3,920 plants from their own contribution in the area. Rehabilitation of streets of approx length of 2,000 feet, 300 feet PCC road and 100 feet causeway in Union Council Amazai of Tehsil Mandan in District Buner have facilitated the communities in terms of improving access to market and social sector facilities. The Community Based Disaster Risk Management Trainings at UC level benefitting more than 150 women and men were successfully completed in Lower Dir.

Another very important initiative accomplished during the reporting period was organizing trainings for sports clubs of districts Swat and Buner. At the time of the review, procurement process was underway for 419 solar water geysers and 102 solar water pumps worth US\$167,600 and US\$420,130 respectively. A total of 539 sports kits worth US\$100,356 are being procured and will be distributed in the targeted districts. Moreover, 21 Village & Neighbourhood Citizen Group (V&NCGs) consisting of 105 members were formed in all the six union councils of district Malakand. The Project Approval Committee of District Buner had approved Twenty One (21) V&NCG projects of which fourteen are in progress and seven projects are in the pipeline for execution. Similarly execution of eleven (11) V&NCG projects for district Malakand is underway. With the operational and technical assistance provided to PaRRSA under the Project, the latter has recruited specialists at the head office and districts as well to ensure better networking and coordination.

PaRRSA has a well-built relationship with international partners, donors and has been able to attract considerable funding, projects and donation. UNDP can capitalize on this to strengthen its linkages with donors and development agencies to secure funding for the project. The mission is of the view that the driving force behind PaRRSA's success can be attributed to the charisma of the project's head making him indispensable to the project. However, a gap was also identified in terms of institutionalization of leadership.

A comprehensive damage assessment of government buildings needing rehabilitation has been completed in districts of Lower Dir, Upper Dir, Buner, Swat, Shangla and Malakand in collaboration with PaRRSA, however, the work has not yet started. PaRRSA has conducted a series of workshops to build government's capacity on Project Management, Disaster Risk Management and Gender.

With the assistance of UNDP, PaRRSA and Swat Pioneer Skiing School successfully organized Peace Ski Gala 2011 at Malam Jabba in which 150 persons participated including 35 youth.

A long term partnership and rapport has been developed with CSOs, which will be productive in the long run. Through these CSOs UNDP has created a strong visibility at community level as well as at district administration level. The transparent management style of the CSOs has inspired the local community members and helped enhance community participation and ownership of the projects. Following is a summary of findings for each project output:

Pillar 1 - Strengthening Capacities for Early Recovery Coordination

Output 1: Early Recovery Needs Addressed in an Effective Manner & Duplication and Redundancy Reduced through Strengthened Coordination

The immediate need after the crisis was to develop capacity to provide urgent rehabilitation and recovery services. This need was identified under Pillar 1 of the project plan. Under this output, the project has provided a large number of computers and equipment through market purchase to PaRRSA for further distribution to 6 focused district governments as per needs basis. Moreover, in order to provide technical support to PaRRSA, UNDP had signed an LoA with PaRRSA. The project has also conducted detailed technical assessment of 79 damaged government buildings in the focused districts. However, with regard to actual rehabilitation, the initial LoA with PaRRSA⁴ was amended to incorporate rehabilitation of local government offices, Agriculture & Livestock Dept, Tehsil Municipal Administration Dept, Forest Dept, Public Health & Engineering buildings.

During the review of project performance on Output 1, the performance review of PaRRSA was given top priority however other activities under this output such as volunteerism and rule of law have also been reflected upon by the mission.

The M&E system and capacity at PaRRSA needs to be improved as currently is only one M&E specialist who is responsible for over M&E of PaRRSA. There was no specific system for field visits for physical verification. In its present state, the M&E is more of a policing mechanism rather than a management support function. A monitoring mechanism needs to be in-place to monitor the more than hundred staff members who have been employed based on the requirements of district administrations.

The mission also observed a coordination / communication gap within PaRRSA. This may also be due to the scale and multitude of the activities other than peace and development undertaken by PaRRSA. It is recommended that the coordination gap at PaRRSA be improved, alongwith the monitoring of activities being undertaken through the agency.

There is also a need to improve the relationship between PaRRSA, District administration and CSO partners in order to enhance coordination and achievement of project objectives.

⁴ PaRRSA (initially set up as MARSAs) started as a government effort to institutionalize the support towards the peaceful and smooth recovery of the internally displaced people (IDPs) at the aftermath of the military operation against the militant in Malakand. The transition of MARSAs into PaRRSA took place due to an executive order by the chief minister of KPK. UNDP has played a vital role in the establishment of PaRRSA. Within 30-40 days it came up with a proposal and mobilized resources for PaRRSA. Currently PaRRSA staff is contributing more than 60% to the development in the region. It is also playing a key role in coordinating activities of donors and UN agencies in the province. Based on PaRRSA's recent performance the government has suggested that the project should be extended to other affected districts of KPK.

A quantitative and qualitative evaluation of the said objective was undertaken and the findings and analysis are presented below.

Performance Matrix	Measure	Findings/Analysis
Relevance	Demand of beneficiaries needs	<ul style="list-style-type: none"> The immediate need of rehabilitation was effectively addressed due to strengthening of PaRRSA-PDMA as an institution.
	Comparative Advantage of UNDP	<ul style="list-style-type: none"> UNDP has the mandate as well as capacity in early recovery and rehabilitation to respond disasters. UNDP has strong relationship with and institutional acceptance by the government at federal and provincial levels which facilitate the smooth implementation of early recovery initiatives.
Effectiveness, Efficacy and Impact	Level and quality of achievement of objectives/targets	<ul style="list-style-type: none"> The initial target was rehabilitation of 250 pre fabricated buildings. However, on the request of PaRRSA in the PRB meeting the target was changed to rehabilitation of 79 government buildings with a cost of Rs. 237 million. This result has not yet been achieved, consequently resulting in the non utilization of funds. Damage assessment of the area was successfully undertaken by the PaRRSA. Provision of office equipments such as computers, fax machine etc. to the government departments was also achieved successfully which resulted in the improved performance of the line departments. <p>A joint monitoring cell is planned to be established as per PRB III. However, formulation of the guidelines for this cell needs to be expedited</p>

	<p>Level, Degree and Appropriateness of Participation by stakeholders</p>	<ul style="list-style-type: none"> • PaRRSA/PDMA manages and updates information and analyses it before issuing the NOCs to work in the area resulting in smooth functioning of organizations in the crisis areas. • Though the District Review Committee headed by DCO approves schemes proposed by PaRRSA, however in some cases the mission observed that the district government administration feels left out especially in acknowledgment of their role in the activities initiated by PaRRSA.
	<p>Uncontrollable Internal & External Factors which affected the project</p>	<ul style="list-style-type: none"> • The security situation in the region has been a primary constraint to the project's efficiency • The humanitarian crisis created by the floods has been an external factor that has affected the project's focus on peace due to focus to flood early recovery
<p>Sustainability</p>	<p>Long term sustainability household assets and public services</p>	<ul style="list-style-type: none"> • The project has recruited about 40 local volunteers. However, the strategy for promoting local volunteers in supplementing the project's approach can be strengthened further with better integration into the project. • PaRRSA has been able to mobilize funding of USD 300 million from different donors other than UNDP. This level of interest and trust in PaRRSA ensures that PaRRSA can also mobilize funds to extend this UNDP project so it may be extended to other regions of KPK. The government has shown a keen interest in extending project activities to other regions of KPK. • The merger of PaRRSA with PDMA can make it a more sustainable institution.

Recommendations:

- The merger between PDMA and PaRRSA has been planned for the near future. Therefore it is essential to develop and strengthen its delivery systems, accountability, policies and procedures. UNDP should champion this change process and ensure that institutional development of PaRRSA is undertaken.
- Coordination mechanisms between PaRRSA and its implementing partners should be made efficient and meaningful. PaRRSA should further strengthen district level coordination. One of the methodology could be to convene monthly meetings to review and evaluate targets.

- Though the staff members are fairly experienced and adept, there is need for PaRRSA to further build their capacity as a team for a unified approach.
- The project together with PaRRSA needs to expedite its activities on rehabilitation of government buildings and other infrastructure.
- Monitoring & Evaluation must be more pragmatic, meaningful and result oriented.
- PaRRSA should ensure structural mechanisms to monitor the staff members housed in the line departments.
- PaRRSA needs to reevaluate the process of rehabilitation of government buildings as the lengthy government procedures of implementation and unfavorable weather for construction can hamper the timely completion of activities.

Pillar 2 - Support to Sustainable Livelihood and Local Economic Recovery

Economic recovery is a primary component of all rehabilitation and relief activities. Most disasters leave an indelible mark on livelihood of affected population by impacting key assets⁵. Three outputs were identified to support livelihood and local economic recovery.

Outputs:

Output 2: Access of conflict affected communities to socio-economic services and livelihood opportunities enhanced through improvement of community infrastructure and cash for work.

Output 3: Conflict affected communities provided with Livelihoods and economic recovery opportunities through skills development and asset replacement.

Output 4: Safer environmental practices enhanced through alternative use of energy and Emergency Response.

Key Findings:

The military crisis and floods had a major impact on all assets particularly livelihood based assets. Therefore a primary step in economic recovery of the region was to improve and replace both public and private assets. ‘Cash for Work’ approach was adopted by the project with the aim of simultaneously improving community infrastructure and providing means of livelihood to the affected. UNDP devised two strategies for the purpose i) Involving communities through effective partnerships with CSOs and ii) development of community based infrastructure. The first step aimed at increasing community efforts by using CSO forum to interact and pool resources in shape of time and labor. An important aspect of this process was rigorous capacity building and institutional development of CSOs through various trainings. In addition, the local population was capacitated to identify and prioritize their infrastructure needs and be proactively involved in their construction and maintenance. UNDP’s strategy of sharing the scheme budget at the outset ensured community trust, thus minimizing any friction amongst the stakeholders. Different committees were formulated for this purpose such as monitoring committee, purchase committee, project management committee and road user association. The region is known for its beauty and natural resources. This beauty and resources have been severely affected by the conflict and floods. Moreover, the usage of forest wood as the primary source of fuel is adversely affecting the forest reserves. The project proposed that an environmental aspect should also be

⁵ These assets are of two types public and private. Public assets include Roads, markets, schools, buildings etc. which provide a blueprint for economic activity in the region. Private assets include livestock, tools and equipment, house, shops, skills etc. Private assets are means of individual livelihood.

observed. Alternative use of energy such as solar energy in the affected region was identified as the solution to this environmental crisis in the targeted area. Utilizing this resource, 30 solar power street lights have been installed successfully. Solar geysers are also installed while installation of solar water pumps is planned.

The project conducted several capacity building activities which were all linked with cash grants or equipment to enable the trainees to fully utilize their new found knowledge. Linking cash grants to the trainings has enabled the success of this activity. In addition, linkages were also developed where required for effective coordination between diverse groups.

The project area is mostly mountainous and has a rugged landscape. According to Conflict Early Recovery Needs Assessment (CERINA), more than 75% of the entire livelihood of the affected population is based on non-agricultural activities. Therefore it was imperative that skills were imparted to the targeted communities to enable them to resume their livelihood activities. Thus the project started a skills training programme to develop: Electricians, Auto Mechanics, Masons, Welders and Plumbers. At the time of the review, 225 participants have been trained in the above mentioned areas. The project identified that skills training in isolation is insufficient and therefore, trainings were complemented by cash grants. Cash grants have been given to more than 330 persons who have received basic and advance enterprise development trainings and participated in exposure visits too.

It has been identified that community members are at the forefront of all disasters. Therefore it is only logical that they should be used as the first line of defense in disaster risk management. Trainings were conducted for this purpose to train male and female members of the community through the CBDRM component of the project. These trained community members were organized into CBERTs (Community Based Emergency Response Teams). The teams are also equipped with emergency response kits for each union council. More than 30 Rapid Response Teams have been formed and equipped in Buner and Lower Dir and have been notified to DCO for linkage creation. During discussions with the trained individuals, they highlighted that training manuals were not given to them and they demanded additional hammer and tile cutter in masonry kit, and Glandar and drill machine in welder’s Toolkit.

There is an absence of follow-up mechanism under CBDRM. CBDRM kits are stored at UC level whereas a mechanism should be identified for its availability at village level; moreover DRM kits are not properly managed and stored.

Over all progress under this pillar against the target is satisfactory having achieved more than 70% of its set targets.

Output 2: Access of conflict affected communities to socio-economic services and livelihood opportunities enhanced through improvement of community infrastructure and cash for work.

Performance Matrix	Measure	Findings/Analysis
Relevance	Demand of	<ul style="list-style-type: none"> Purchase of material from the local market promoted local

	beneficiaries needs	<p>economy.</p> <ul style="list-style-type: none"> • CFW strategy is a short-term livelihood/vulnerability reduction opportunity and not a sustainable tool of economic revival. • Rehabilitation of existing feeder tracks / ‘Katcha’ roads, while useful for access in the short-term and significant for creating employment opportunities for unskilled workers, however they may not be an economically feasible investment.
Effectiveness, Efficacy and Impact	Level and quality of achievement of objectives/targets	<ul style="list-style-type: none"> • Cash for Work has not been gender inclusive as approximately 98% direct beneficiaries have been male community members, while only 1% females and 1% physically impaired have received CFW grants. • UNDP processes were found to be stringent and lengthy and undue delays was observed in implementation of schemes. However, the same also contributed to improved accountability and transparency. • The project over-achieved the target in the case of community infrastructure schemes. 131 community infrastructure schemes have been completed out of planned 100 schemes benefitting 483,190 individuals.⁶
	Level, Degree and Appropriateness of Participation by stakeholders	<ul style="list-style-type: none"> • Community participation has been positive and proactive. Different community committees (Road User Association Amazai, Monitoring Committee Syedabad) have been formed for all schemes to supervise implementation of infrastructure schemes. The project has trained these committees in Record keeping and additional supervisory skills.
	Uncontrollable Internal and External Factors which affected the project	<ul style="list-style-type: none"> • Building materials such as sand, cement etc were not available on time due to shortages in the markets resulting in considerable fluctuation in prices • Snow fall and rains slowed down implementation of infrastructure schemes.
Sustainability	Long term	<ul style="list-style-type: none"> • The COs in the region were found to be very willing and

⁶ 51 links roads rehabilitated, 11 schemes pathway and drain schemes, 41.25 km of irrigation channels rehabilitated, 10 hanging bridges, 5 WSS rehabilitate, 5 MHP schemes, 3 Agriculture and Land rehabilitation schemes, 3 culverts and 2 retaining walls rehabilitated, 10 government primary schools repair, 30 flood affected houses

	sustainability household assets and public services	<p>cooperative. Their enthusiasm towards the project was a direct result of good management practices by UNDP. However COs are very few in number and can be increased with sufficient focus on social mobilization.</p> <ul style="list-style-type: none"> CSOs have been of strategic value to the project and can be strengthened further through organizational/institutional development.
	Possibility of reproduction/replication of these services	The community infrastructure programme can be extended to other regions especially peripheral areas so that their access to social services and markets can be improved.

Recommendations:

- The mission observed that the COs in the area are efficient and keen in taking up development initiatives. It is recommended that social mobilization activities with a peace component may be launched.
- The training/capacity building mechanisms of CSOs should be institutionalized to ensure sustained good performance.
- For timely completion of work, the mobilization advance should be more than the existing practice of 20% of the total value of the scheme.
- The approval process of the disbursements should be made more efficient
- The project should expand its focus from re-habilitation of existing feeder tracks/ Katcha roads, to more long-lasting projects that can contribute to economic growth e.g. link roads, Water supply Schemes etc.
- The involvement of women in this aspect was minimal therefore a gender sensitive approach should be adopted.

Output 3:

Conflict affected communities provided with Livelihoods and economic recovery opportunities through skills development and asset replacement.

Performance Matrix	Measure	Findings/Analysis
Relevance	Demand of beneficiaries needs	<ul style="list-style-type: none"> SRSP selected 28 of the most crisis affected union councils in districts of Swat and Buner which was a strategically

		<p>positive element.</p> <ul style="list-style-type: none"> • More than 330 Beneficiaries for Grant (BFG) were identified through a comprehensive system of community input and selection criteria, enhancing both community ownership and ensuring lack of conflicts. • This element of the project was able to target widows who have benefitted from Income generating activities. • There are activities for enterprise development for women, particularly in trainings skill training and cash grant for micro enterprise, NRM related activities, poultry extension, agri, livestock. However, considering the cultural limitations, project's gender advocacy can be strengthened.
	Comparative Advantage of UNDP	<ul style="list-style-type: none"> • UNDP experience of undertaking livelihood projects and its effective relationship with SRSP has been instrumental in the positive feedback received from the stakeholders.
Effectiveness, Efficacy and Impact	Level and quality of achievement of objectives/targets	<ul style="list-style-type: none"> • It was noticed that targets given in the LoA signed with the SRSP indicated variation from the original approved work plan. These are on the lower side whereas entire allocated budget has been given for the work assigned to SRSP; it was calculated that targets were reduced approximately 57% on average. • The activity of asset replacement in its current shape seems less effective in economic recovery of vulnerable e.g. the poultry unit (5+1) being given to women is insufficient for a sustainable business. • Beside Targets for Micro enterprise grants, EDTs and trainings of Poultry Extension workers other targets have been achieved. SRSP is committed to deliver the entire work within timeframe i.e. December 2011. • Interviews of different beneficiaries showed that they were well trained and the training had been effective • The EDT curriculum for the illiterate population needs to be revisited as it was not found effective in its current form. Participants had no expertise of Business plan development and Book Keeping etc.
	Level, Degree and Appropriateness	<ul style="list-style-type: none"> • The participation of beneficiaries in the skills development programmes has been significant. • Training on spraying techniques and giving spray machines

	of Participation by stakeholders	was not found to be adequate on its own. Trained personells must be given other inputs such as seeds, fertilizers etc.
	Uncontrollable Internal and External Factors which affected the project	<ul style="list-style-type: none"> • Fear of militancy and consequent insecurity still prevails in the area.
Sustainability	Long term sustainability household assets and public services	<ul style="list-style-type: none"> • Except for the asset replacement in the form of poultry units the trainings are market oriented and the demand for such initiatives is high in the area. Hence the skills can contribute to sustainable income earning capacity of the beneficiaries.
	Possibility of reproduction/ replication of these services	<ul style="list-style-type: none"> • The methodology chosen by the project is effective and can be expanded to other regions. However the training curriculums are not up to the mark, there are fewer trades and women specific trades are missing.

Recommendations:

- Research studies should be undertaken to evaluate the impact of these trainings on conflict resolution by their approach of economic rehabilitation
- Agriculture inputs should be provided to females e.g. Kitchen gardening, orchard development, nursery raising etc.
- Pro-Doc, LoA and Work Plan should be aligned and targets should match. Standardized matrices should be used in all documents to define project scope.
- Alternative and more productive inputs could be distributed e.g. Sheep and goats or cows (dairy farming).
- Project's gender strategy should be re-evaluated and strengthened. TNA should be conducted to investigate the actual needs of women in the community

Output 4: Safer environmental practices enhanced through alternative use of energy and Emergency Response.

Performance Matrix	Measure	Findings/Analysis
Relevance	Demand of beneficiaries needs	<ul style="list-style-type: none"> • Due to the current power shortage in the county, there is an urgent need to adopt renewable energy resources which makes this output both needed and timely. • Activities under this output such as installation of solar geyser, street lights and water pumps, are costly and hence

		<p>very difficult for poor communities to adopt. However, the one-time expense by UNDP has increased awareness about alternative resources as well as providing the people with energy in an energy deficient country.</p> <ul style="list-style-type: none"> • The communities are usually the first to respond to disasters. Therefore, it was imperative that community members should be equipped with Disaster Risk Management trainings and CBDRM kits.
	Comparative Advantage of UNDP	<ul style="list-style-type: none"> • The expertise of UNDP with DRM and Environment is well established and comprehensive which greatly facilitates the achievement of the objectives.
Effectiveness, Efficacy and Impact	Level and quality of achievement of objectives/targets	<ul style="list-style-type: none"> • CBDRM training is one of the most appreciated interventions of P&D and it is creating awareness and sensitization amongst the participants, however the training contents would further improve if more practical elements were added. • CBERT have been equipped with toolkits which complements the trainings.
	Level, Degree and Appropriateness of Participation by stakeholders	<ul style="list-style-type: none"> • District Authorities and communities were highly involved and participative in the entire process. A Committee was formed to maintain and install the solar powered devices. • Community members and District Officers also welcomed the CBDRM project. Community members were involved in trainings and District officers provided space for DRM kits.
	Uncontrollable Internal and External Factors which affected the project	<ul style="list-style-type: none"> • Equipment needs to be installed in places where they benefit all without discrimination. In a few circumstances, where alternative public spaces were not available, some equipment has been installed in privately owned public places. Although a Terms of Partnership has been signed with the owners allowing public access, but the chances of their unavailability to the communities is unavoidable.
Sustainability	Long term sustainability household assets and public	<ul style="list-style-type: none"> • The solar powered pumps use renewable energy and would be operational for a long period of time. • Focal persons identified by the community have been

	services	trained on operation and maintenance of solar power equipment and training manuals have been provided.
	Possibility of reproduction/ replication of these services	<ul style="list-style-type: none"> • Various communities are already requesting that this project should be extended to their districts.

Recommendations:

- Less expensive and easy to adopt technology e.g. biogas, should be introduced to the communities.
- Activities for environment conservation should not only focus on immediate results but provide long term sustainable programmes.
- The project needs to work on formulating a follow-up for its activities so that sustainability can be ensured.
- Regular Refresher Courses would ensure better preparation of disaster response teams.
- Trainings may be expanded to towns, villages, union councils and districts.
- District level orientation workshop/training on DRM is a dire need and should be institutionalized to empower the CBERTs.
- Capacities of DDMUs/DDMO should be enhanced in all districts.
- There should be some mechanism in place which ensures the proper O&M arrangements for disaster awareness and simulation exercises for trained volunteers.
- District level emergency response teams should be trained and notified under the direct supervision of DDMUs and linked with the conventional government response systems.

Pillar 3 - Peace Building and Social Cohesion

Output 5: Structural causes of conflicts are identified, prioritized and addressed to enhance social cohesion in conflict-affected areas

Output 6: Engaging youth through sports to reduce vulnerability of recruitment into Militant Organizations

The challenges of security and peace in the area were rooted in poor governance and support mechanisms existing at the community levels. The project interventions under this pillar were meant for identification of causes of conflict and developing a strategy to address those with the support of local community groups and service providers. A preliminary exercise was conducted in the area to know the trends, issues and contexts but a coordinated strategy could not be proposed to achieve the desired results. The project to focused on developing the capacities of staff working with local CSOs in the areas of project management i.e. need appraisal, developing the work plans and project monitoring. This is envisioned to enable the local CBOs in identifying the social needs of the communities, and develop communal approach to prioritize and address

their needs. This includes awareness sessions among the community members as well as some infrastructure projects for common community needs like in-house latrines, etc.

Sports and recreational activities are essential to reduce the stress and promote healthy lifestyle. The project has made a determined effort to promote sports activities among the youth groups, and all possible options have been used and extended to organize the events where the youth can demonstrate their potential and energies in a positive and meaningful manner. A range of sports events were organized in the areas which not only attracted the participation of youth but created opportunities for dialogue.

More than 10,000 people including men, women, children and disabled persons were attracted by the sports events of which 49% participation was from the youth. This indicates that seed funding projects have been successful in engaging the youth in meaningful activities lowering the risk of their involvement in other activities, including moving towards militancy. Sports kits were distributed to more than 170 male participants who have been trained through various sports coaching services.

The partnership with PaRRSA and District Government was instrumental in the success of sports events and festivals.

Output 5: Structural causes of conflicts are identified, prioritized and addressed to enhance social cohesion in conflict-affected areas

Performance Matrix	Measure	Findings/ Analysis
Relevance	Demand of beneficiaries needs	<ul style="list-style-type: none"> • Mapping of peace organizations undertaken by project was a relevant step in identifying important partners in the region. • The project resources were effectively utilized to counter the humanitarian crisis created by the flood in a timely manner, however it effected the beneficiaries’ perception of the project as more of an early recovery flood based project. • The initiative of funding small projects for peace is a positive step. The local CSOs have completed various innovative activities such as peace forums, peace education training, awareness through poetry etc. to promote peace in their respective areas. However the funding being provided is too small and insufficient to complete any substantial

		<p>projects.</p> <ul style="list-style-type: none"> • The project conducted ToTs of government officials recommended by the DCO's office to equip them to capacitate their colleagues. As a result, trainings on conflict sensitive planning and gender responsive recovery were conducted for the local governments' officials
<p>Effectiveness, Efficacy and Impact</p>	<p>Level and quality of achievement of objectives/targets</p>	<ul style="list-style-type: none"> • Different projects being championed by CSOs are: Youth Facilitation Centers, Construction of in-house Latrines, Tailoring and computer literacy Training etc. These projects respond to the observation in CERINA that socio-economic deprivation is one of the root causes of conflict. It would therefore be useful to conduct studies to assess whether these projects contributed to the primary objective of this pillar i.e. rooting out structural causes of conflict. • As the activities under the head were reallocated to flood relief, a very important aspect of the project (Structural causes of conflicts are identified, prioritized and addressed to enhance social cohesion in conflict affected areas) has had to be put on hold. • The research work planned under this head was rescheduled as the floods diverted attention from most research based activities. • The conflict analysis planned was dropped to avoid duplication as PCNA had already conduct this research, conserving important resources. • Different projects being championed by CSOs include Youth Facilitation Centre, Construction of in-house Latrines, Tailoring, computer literacy Training. Other important initiatives are leadership skills development, plantations, conversion of marble dust into fertilizer, forming peace committees, conducting seminars, poetry events on peace and social cohesion. These activities are all significant however, not all these activities are directly linked to peace or help in the promotion of peace. • The ToTs conducted on Conflict Sensitive Planning, Gender Responsive were effective but the training duration of 4-Day was not sufficient for a ToT. • The seed fund projects are all separate activities which can be interlinked with one another for more effective

		coordination and network building. Through this process, UNDP can develop linkages between local CBOs, strengthening their staff capacities and ensuring higher ownership of their activities.
	Level, Degree and Appropriateness of Participation by stakeholders	<ul style="list-style-type: none"> The CSOs have been very active in applying for seed funding for various micro budget ideas.
	Uncontrollable Internal and External Factors which affected the project	<ul style="list-style-type: none"> The biggest uncontrollable factor affecting this output has been the flood which has diverted away the attention from all research activities to immediate relief.
Sustainability	Long term sustainability household assets and public services	<ul style="list-style-type: none"> The ideas presented for seed funding are innovative and have been implanted effectively. However, there are doubts on self-sustainability of some ideas. Moreover, the focus of the activities needs to be further narrowed to the identification and prioritization of structural cause of conflict. This will enable the project to enhance social cohesion in the area.
	Possibility of reproduction/ replication of these services	<ul style="list-style-type: none"> The trainings on conflict sensitive planning and gender responsive recovery can be replicated to other regions of the area.

Recommendations:

- The activities suggested through the Musalihat-e-Anjuman component are critical and will strengthen the peace component of this project. UNDP must coordinate at the earliest with the armed forces at the highest possible level for permission to conduct this activity.
- Research should be started to ensure that the output objectives are achieved.
- Training on Conflict Sensitive Planning and Gender Responsive Recovery should be introduced to a wider target audience .
- Different seed funding initiatives should be further evaluated on basis of their reports and physical verifications.
- Throughout the programming cycle women sensitization should be ensured
- Seed funds for activities such as *mushaira* or peace fora should be financed under a separate head.

Output 6: Vulnerability of Youth towards extremism and recruitment into Militant Organizations

Performance Matrix	Measure	Findings/ Analysis
Relevance	Project Focus on demand of beneficiaries needs	<ul style="list-style-type: none"> • There is a clear relation of sports-peace evident from these activities. • Sport kits distribution has had a very positive effect on local communities. • The project is not only relying on sports as vital tool for peace building mechanism for the youth, but is also promoting other activities including literary competitions, debates, days and events celebrated at district level, seminars on peace and development etc. The activities all promote peace and cohesion.
	Comparative Advantage of UNDP	<ul style="list-style-type: none"> • UNDP was able to effectively mobilize its resources and effectively used its community and government partnerships to make this intervention successful. • UNDP utilized its linkages with PaRRSA to organize events e.g. Ski Gala and Aman Festival.
Effectiveness, Efficacy and Impact	Level and quality of achievement of objectives/targets	<ul style="list-style-type: none"> • The project has been very effective in organizing sports festivals. • Coaching and sports clubs have been effectively trained and re-launched. • In addition to promoting peace and social harmony, the Ski Gala and Aman Festival were income generating activities and proved to be a stimulant for the local economies.
	Level, Degree and Appropriateness of Participation by stakeholders	<ul style="list-style-type: none"> • Under these sports events / activities there is some gender disparity with reference to participants. Competitions are mostly dominated by the male participants. Although some sports events were organized for females in prevalent local sports such as badminton etc and Sports kits have been distributed in female colleges, this aspect could be strengthened further.
	Uncontrollable Internal and External Factors which affected the project	<ul style="list-style-type: none"> • Security situation was a key constraint in free movement of participants and organizers during various sports galas and activities.
Sustainability	Long term sustainability household assets	<ul style="list-style-type: none"> • There is no continuity mechanism devised by the project for continuing these festivals. PaRRSA is a strong leader in promoting such events and may come up with a long term

	and public services	strategy in partnership with UNDP.
	Possibility of reproduction/replication of these services	<ul style="list-style-type: none"> • These festivities especially the skiing gala proved to be a real income generating activity. Therefore it can be developed as a self-sustaining activity and introduced in other affected/unaffected areas.

Recommendations:

- A mechanism for regularly holding sports events should be devised by the project.
- Coaching and sports club formation activities should be carried out and institutionalized.
- Gender ratio in sports should be improved as currently there is male domination in sports initiatives.
- Reintegration of ex-militants into the society should be prioritized through these sport activities.
- Youth conferences and Young Leadership programmes should also be emphasized along with sports for the Youth.

Pillar 4 - Strengthening Local Governance

Output 7: Community participation in efficient and effective planning and implementation

Output 8⁷: Service Delivery Institutions Strengthened to Contribute towards Coordinating Recovery and Rehabilitation Activities

One of the key challenges to the peace and development in the area is the inability of the communities to seek for their rights and services. The government has supported a range of initiatives to ensure that the voices of the communities are reflected in the local development, however confidence and trust has not been established at the desired level. To strengthen the voices of the communities and to increase the accountability on the part of the service provider, the project envisaged harnessing the potential of the local community groups. UNDP supported the formation of neighbourhood, women and other communal groups at the community level, and supported their capacity development by linking them with DTCE. DTCE, an NGO has been working on citizen's rights in Pakistan, and in the local area their team has strong linkages with the district government the communities they are working with. Till date 84 V&NCGs have been formed in 21 most affected UCs of Swat, Malakand and Buner. The most affected union councils are 7 UCs in Buner, 21 UCs in Swat and 15 UCs in Malakand District. The groups have been oriented about local government structures and participation in local decision-making however access to justice through bar council has not yet reached the desired momentum. Absence of proactive lawyers in the area is also a hurdle. There is no female practicing lawyer in three districts courts of Buner, Swat and Malakand. Book keeping of OWO, though not included in the project design, was found to be very tentative.

Simultaneously, the government departments especially judiciary and police are being facilitated to develop community responsive mechanisms. An Assessment was conducted on 'Rule of law and access to Justice' identifying the current status of the law and order situation and mechanisms for speedy justice. This report has contributed to the development of a project document, currently with the Economic Affairs Division. It is proposed that follow up be undertaken with the EAD to ensure speedy implementation of much needed activities.

Output 7: Community participation in efficient and effective planning and implementation

Performance Matrix	Measure	Findings/ Analysis
Relevance	Project Focus on demand of beneficiaries needs	<ul style="list-style-type: none">One Window Operation (OWO) was found to be an efficient activity in terms of record management (development of a database), linking community with district management, and catering to the needs of the communities by formulation of project proposals and execution of Village group projects.

⁷ This output has been merged with the output one but the progress on this output is very slow and hence need to be expedited

		<ul style="list-style-type: none"> • Press committees at each District Press Club have been formed to increase public awareness regarding OWO. • Capacity building of police was a positive step in improving the current law and order situation. • The need of communities e.g. Clean Drinking Water, Primary Schools Rehabilitation; are not effectively catered by the small seed funding available.
	Comparative Advantage of UNDP	<ul style="list-style-type: none"> • An important aspect of UNDP mandate is governance. DTCE programme funded by UNDP had already established CCBs even before the crisis. Some of these dormant CCBs were revived through providing funds for small infrastructures under this project. The cross-linkages between UNDP's focus areas have strengthened the Peace and Development project.
Effectiveness, Efficacy and Impact	Level and quality of achievement of objectives/targets	<ul style="list-style-type: none"> • Activities under access to justice through the bar councils has not yet achieved the desired momentum. • The Community Empowerment Desks (CED) are functional as meetings have been held there. Lack of women lawyers in the district court is however affecting the efficiency of the CED. • According to original work plan, 5 districts were finalized. However, MOUs have been signed with only 3 district governments. • Project approval committees formed at each district level ensures that project is maintaining its focus. • There is a need to strengthen the visibility of OWO for effective usage by the target communities.
	Level, Degree and Appropriateness of Participation by stakeholders	<ul style="list-style-type: none"> • The community members have participated enthusiastically in the V&NCGs. These V&NCGs are formed at village level and provide a platform to communities for planning, prioritizing and implementing development initiatives. • The coordination between DTCE and district administration/Press Club and Bar associations is efficient and effective. • OWO is an organized and effective initiative which has reduced the gap between the communities and district authorities.

		<ul style="list-style-type: none"> Awareness raising initiatives about Legal rights needs to be strengthened.
	Uncontrollable Internal and External Factors which affected the project	<ul style="list-style-type: none"> Certain areas around the project area are still experiencing action against the militants, as a result, there is increased security risk in the area.
Sustainability	Long term sustainability household assets and public services	<ul style="list-style-type: none"> The District administration appreciates the work of OWO however there is a need to further build the capacity of the OWO staff.
	Possibility of reproduction/ replication of these services	<ul style="list-style-type: none"> The V&NCGs initiative has been successful in terms of community mobilization and it scope should be increased to other areas.

Recommendations:

- The V&NCGs need to reflect the voices of the entire community and be fully submerged in the social set up. The design should ensure that the functioning of the groups remain participatory.
- P&D project is successful in its initiatives and should be extended to other UCs of Malakand.
- There is a need to strengthen the capacities of COs and community groups in areas including, record keeping.
- Staff capacity must be built through trainings to ensure even better performance especially in Social Mobilization, Office Management and Engineering.
- DTCE work needs improvement in terms of social mobilization and Community-Bar association-Press Club interface. The organization has signed MoUs with the local administration, Bar Associations and Press Clubs and the implementation must ensure close alliance with the communities.
- It is highly recommended that DTCE should aggressively work on improving interface between the community and these forums. One strategy could be to advertise these forums through pamphlets, leaflets and banners through social organizers so that people should know about these facilities. Radio can also play important role in spreading the message to the grassroot level. Moreover, regular meetings of the organized groups should be arranged on fortnightly basis in which these facilities can be discussed as an important agenda point.
- DTCE should increase its resource base in the districts to achieve the above mentioned points.
- Standard visibility guidelines may be shared with the DTCE for future improvement.
- DTCE can be encouraged to report on standard reporting formats, which are being used by partner CSOs. These formats can be shared and discussed if agreement is reached.

- Database should be developed to record the information of beneficiaries trained on various skills and trades and follow up mechanisms could be developed.

Programme Review - General Recommendations

- Overall the project has shown significant achievements in many areas in spite of the challenges of security and floods. There is some documentation on the website nonetheless some longitudinal case studies may be developed to garner the learning from the processes as well draw lessons from different stages of livelihood and recovery. The project needs to explore the option of recognizing the efforts of Community and CSOs by organizing a convention at the district level for their dedication and commitment.
- As decided in the PRB III, there is a need to strengthen the human and institutional capacity of the Peshawar Office and PaRRSA as the present structure poses challenges to the provincial authorities in providing better coordination, advisory and collaborative decision making.
- The security situation in the project area is affecting the project activities and process monitoring led by PMU.
- The presence of sufficient number of women staff is very encouraging and a positive sign of women empowerment but there is need to increase the efforts for active involvement of the women as project beneficiaries. The project should follow the vulnerability criterion developed by UNDP with a specific focus on gender to ensure that women and other groups are being integrated into the project beneficiaries, and this is truly reflected with their participation in planning, execution, monitoring and reporting. The project activities (particularly related to access to markets, roads) have not been able to target vulnerable groups such as women and the disabled and these can be extended with gender focused additional interventions, including off and on farm skills improvement, product development and marketing. If such measures are not taken, these groups are at risk of being further marginalized and even being excluded from the local development and peace process which is a key element of the project intervention.
- There is need for developing an institutional development programme for CSOs who are primarily responsible for data collection and processing at the first level so that the M&E system can function more effectively and efficiently. The project needs to establish a partnership development fund to meet the organizational needs of the partners especially CSOs i.e. MIS development, Strategic Planning, Gender Responsive Budgeting etc as this will bring sustainability to the programme as these organizations will continue to function even after project closure in the next few years.
- The project is complex in its nature and scope of work as it is a combination of Governance, livelihood, and peace building. There are overlaps among these components within UNDP

and coordination among the components needs to be further improved. There is a need to revisit each component in light of local needs especially rule of law, alternative dispute resolution mechanisms and access to justice which are broad based with little clarity about roles and expectations from different stakeholders. Because of pre-planned package, there is little scope for district administration and stakeholders to integrate these activities into their existing plans which affects the performance. The project has learnt from the lessons and the third seed funding proposals will be endorsed by the District government. A district planning exercise would be beneficial to review the activities of each pillar and to agree on a unified approach. This will also serve to define the roles and responsibilities of each stakeholder.

- The CSOs are taken as a vehicle for peace building governance and economic recovery in the area, and are the main medium of service delivery to the local communities. An integrated social mobilization approach can be developed to work beyond the service delivery resulting in advocacy and linkages development with other sectors and programmees. The leadership development programme for community members and youth especially for young girls will be helpful to mobilize the communities and increase the participation of women in economic activities. Support from schoolteachers, local representatives and family groups should be sought in this regard.
- There is need to increase the allocation of funds and scope of work for community physical infrastructure schemes as well as skill development initiatives focusing the local trades and services through value chain and linkages development. Moreover, there is need to review the possibilities of including the productive infrastructure (e.g. agriculture and orchid development etc) to be part of the project interventions.

In summary, the project has, by and large, achieved most of its targets. There is, however, a need by all the stakeholders of the project to fully understand the objective (Short-term and long term goals). The team suggests consolidation of the existing achievements and possibility of extending the project for two more years to materialize the envisioned objectives especially of peace restoration. UNDP has certainly set good standards for other developmental agencies to follow and adopt.

Financial Review

A financial review of the Peace and Development project was undertaken by a member of the review team. The purpose of the financial review was to: Review the financial systems that have been adopted by UNDP and its Partners for undertaking expenditures in line with Direct Implementation modality.

The findings of the review are summarized in this section:

Background:

UNDP has invested strategically in establishing the *Provincial Relief, Rehabilitation and Settlement Authority (PaRRSA)* as an institution whose enhanced capacity, both human and technological, and intended rapid response capability would gradually transfer to the *Provincial Disaster Management Authority (PDMA)*, in turn strengthening the *National Disaster Management Authority (NDMA)*. Therefore, identifying and addressing gaps in the early stages of implementation would be useful in achieving the broader objective of the review. The review identifies broader institutional issues hindering an efficient and effective response, such as management issues, weaknesses in systems development, staff subject-area competency and capacity, information technology (IT) proficiency, and coordination and communication gaps are brought to the fore in the following paragraphs. In doing so, meetings with managerial and support staff and their interplay, as well as their sharing of financial systems and records, have been useful in constructing an informed analysis.

Observations, and recommendations that follow, may thus be viewed as bases for midway remedial measures in the course of implementing the project.

1. There appear to be communication and coordination gaps between the senior management of the team in PaRRSA office, which are adversely affecting overall quality implementation of **Peace & Development** (P&D) project and is manifested in existing policies and practices, lax oversight and atypical procedures. . The Review Mission's (RM) multifaceted sample review offers ample evidence of its manifestation in

Recommendation: In a brief session with Director General, PaRRSA on the Mission's salient findings, it was proposed that mandatory weekly meetings of Unit heads be conducted with the senior management to improve communication and coordination among Sections. Ideally, the DG PaRRSA may help start the process till the system crystallizes before delegating it to his managers. Monthly coordination meetings presently, whose frequency could not be verified, are insufficient in the present circumstances.

2. Finance Manager at PaRRSA is responsible for multiple donor accounts/funds, namely, UNDP, USAID, PaRRSA Relief, the last a major PDMA funding source. However, limiting the observation to UNDP's funding component, management and attention to the P&D account needs prompt attention whether relating to systems development, application of fundamental financial principles and procedures, annual inventory reporting to UNDP Country Office (CO), human resource competency, or staff deployment.

Recommendation: The project should have an interim independent setup comprising a Finance Officer and two staff dedicated exclusively to the P&D account to streamline and structure its financial management in the near future, review its existing bookkeeping and upgrade recordkeeping

from its present rudimentary form. Ultimately, as intended, PaRRSA's Finance Manager is overall in charge of the entity's financial management.

3. There is lack of clear guidance in both PaRRSA and UNDP regarding the systems and policies to follow under Direct Implementation Modality (DIM). While UNDP encourages PaRRSA to follow policies and procedures best suited to deliver, PaRRSA looks to UNDP for guidance with expeditious systems and regulations. Presently, PaRRSA has adopted GoP's accounting system and UNDP's procurement guidelines. The confusion may stem in part from use and reference to outdated *UNDP Guidelines for Direct Execution, dated 22 July 2004*, which was also provided to the Review Mission as reference document.

Recommendation: An updated version, *Direct Execution (DEX) and Direct Implementation (DIM) Finances, dated 23 June 2008*, has been introduced, which largely addresses the dilemma and lays a path for UNDP's guidance. Relevant excerpts follow:

- *“UNDP may identify a Responsible Party to carry out activities within a DEX/DIM project. This party may be the government, a NGO, or an Agency of the UN System. In the case of NGOs and Agencies of the UN System, their own financial rules apply for the activities carried out by them. In case the government implements part of a DEX/DIM project, the government's own rules may be applied or, alternatively, procedures agreed with UNDP can be established (the ones detailed in the NEX Finances section of the Policies and Procedures may be used as an example).”*
- *“UNDP Financial Rules and Regulations and Policies and Procedures are fully applicable to DIM projects.”*
- *“DEX/DIM projects **audit reports** should not be shared with donors unless explicitly approved by OAPR.”*

4. Presently the UNDP CO upon release of quarterly advances to PaRRSA records them in the ATLAS as an “Expenditure” as opposed to an advance. As a result, the expenditure is recorded prior to any disbursement of funds. As per Clause 13 of the LoA, PaRRSA is required to submit quarterly expenditure reports to UNDP of funds in its administrative and financial control to input in and generate Activity-based cumulative ‘*Combined Delivery Report With Encumbrance*’ or, simply, CDR.

UNDP CO and Project Office confirmed that PaRRSA quarterly expenditure reports are shelved/filed for the record, and its only purpose is understood to be a requirement to process the next scheduled installment. Expenditures are, therefore, neither entered in ATLAS **nor adjusted/settled against relevant or corresponding ATLAS account codes**. Instead, disbursements to the Responsible party are expensed at quarter-end to reflect full expenditure regardless of any balance funds with the RP. One reason cited is the incompatibility in PaRRSA and ATLAS accounting heads/codes, and difficulty in establishing one-to-one correspondence between them.

Recommendation: Expenditures must be recorded as incurred to validate the CDR's integrity. Country Office however, upon issuance of advances to PaRRSA charges them as “Expenditure” in the system. As a result, upon receipt of CDRs at the end of the quarter, the CO does not account for the detailed expenditure under relevant lines and accounting heads.

- ✓ It is recommended that the quarterly advances be entered as “Advances” in the system.
- ✓ Accounting heads/codes between the two organizations must be rationalized as a first step.

- ✓ Expenditures **must** be recorded as incurred to validate the CDR's integrity, balances, if any, either to date or at the end of project implementation, must be accrued to UNDP,
- ✓ CDRs be used to verify and every expense is recorded under the relevant accounting head, and
- ✓ The Country Office must immediately review and rectify CDRs since project inception. A review must verify and validate actual project expenditures to date and unutilized balance thereof.

5. The PaRRSA is presently operated by Director General (DG) PaRRSA's only i.e. there is only one bank account signatory which is not recommended.

Recommendation: It is recommended to improve the internal control frameworks in PaRRSA. There should be two (2) bank signatories on the PaRRSA bank account instead of one (1) presently. The bank signatories ought to be raised to three (3), the other two being Finance Manager and Programme Manager. The required two signatories ought to be in order the Finance Manager and DG, PaRRSA. Only in the absence of Finance Manager, should the Programme Manager be the first signatory after Finance Section's necessary certification, followed by DG, PaRRSA's signature. Thus, Finance Manager ought to be responsible and accountable for anything emanating or passing through Finance Section.

6. It was observed that PaRRSA does not have a NTN/FTN, which is a basic organizational requirement to fulfill its fiduciary responsibility not only to GoP but to its staff and vendors on whose behalf it makes deductions and undertakes to deposit them procedurally in the government exchequer to ensure proper credit for their record, should be of some concern. Staff competency in subject area and IT proficiency, especially in MS-Excel, are also areas to look into.

Recommendation: A comprehensive review of withholdings whether Income Tax, Sales Tax or Surcharge ought to be undertaken at the earliest. Liaising with FBR to speedily rectify past submissions would be helpful in conjunction with recruiting a subject specialist proficient in the use of MS-Excel, and IT generally. While rectifying 2009-10 returns is less straight forward, returns for 2010-2011 may still be addressed since the tax filing deadline is 30 September 2011.

7. One opportunity of assessing the effectiveness of a funding allocation was the presentation by an engineering consulting firm on rehabilitating the Fiza Gut Park in Swat after being damaged by floods in 2010. The file that documented the selection process of the firm it was found complete. In that backdrop, the rather basic plan to rehabilitate the Park did not reconcile with the estimated Rs.36 million allocated for the project. The design lacked creativity, offered insufficient facilities, seating arrangements and capacity, and public toilets for anticipated peak season people and vehicular traffic. Five (5) concrete umbrellas and associated seating seem quite inadequate for an estimated 500-700 or so cars expected to visit the Park. Since the Park is reportedly not very large and irregular shaped, judicious and creative use of space is all the more important. It is also not clear why bids were not solicited for a turnkey project instead of splitting it between an engineering consultancy, reportedly worth Rs16M, although not paid at that point, and civil works to be subcontracted for Rs20M. Both lump sum amounts may vary \pm Rs1M given some reassessments.

GENERAL RECOMMENDATIONS

- Whereas appropriateness, relevance, achievements and impact of results (Outcomes and Outputs) are discussed in detail in Programme Review, effectiveness and efficiency of Programme funding allocations can be gauged in the Financial Review as well. Recognizing the nature of the project, the organization's mandate, and results achieved in difficult circumstances, there is much ground for PaRRSA to cover between meeting the challenges and fulfilling financial management, transparency and accountability obligations committed to. With the clarity that the updated DIM Guidelines provides, the Country Office and/or Project office ought to guide and monitor corrective actions briefly.
- PaRRSA is to merge into PDMA, therefore, its capacity established with UNDP assistance can reflect and transfer a higher standard of systems, procedures, delivery mechanisms, internal controls, financial management and accountability measures to bolster the combined entity. Perhaps, in future, UNDP may invest in strengthening PaRRSA/PDMA by assisting with deploying an Enterprise Resource Planning (ERP) software system.
- Presently, even though UNDP has assisted with sound infrastructure to establish PaRRSA, including vehicles, office equipment, computers, printers and licensed software, use of IT in the workings of the organization leaves much to be desired. The project and PaRRSA would greatly benefit from recruiting a professional IT firm to optimize systems and procedures in its working environment.
- Investing in appropriate Enterprise Resource Planning (ERP) system software would bring under one umbrella various supporting modules for linkages to Programme Outcomes, Outputs, Activities, Inputs, financial management, procurement, inventory, asset management, and reporting. ERP software offers key strategic, tactical and technical edge. It could help reengineer business processes and improve Project and PaRRSA/PDMA delivery, efficiency and efficacy.

Annex 1: Terms of Reference

1. BACKGROUND

The aim of the Sustainable Development through Peace Building, Governance and Economic Recovery in Khyber Pakhtunkhwa Programme is twofold; on the one hand it will support the sustainable return of IDPs through targeted early recovery activities and on the other it will contribute towards diffusing and preventing local conflicts and gaining a better understating of the structural causes of conflict through governance and peace building interventions. These objectives will be achieved by focusing on interventions organized around four pillars:

- Strengthening capacities for early recovery coordination;
 - Support to sustainable livelihood and local economic recovery;
 - Peace building and social cohesion; and
 - Strengthening local governance.
- The project strategy focuses on the entire crisis affected population, however in all instances priority is being given to the vulnerable using the following criteria - women headed households (estimated at 72,000 families); families with disabled members; families that have 10 members and an income of Rs. 7,000. The project has been operational for a year and a half and has managed to achieve many results on the ground. Some of these include:

A comprehensive damage assessment of government buildings needing rehabilitation has been completed in districts of Lower Dir, Upper Dir, Buner, Swat, Shangla and Malakand, in collaboration with PaRRSA.

The Cash for Work (CFW) Component of the Project is being implemented in almost 125 villages under a total of 131 schemes; the intervention has employed a total of 140 participants including 8 females and 5 disabled, and has disbursed over USD 8,400/- in direct payments to CFW workers engaged in completion of 13 schemes. Community infrastructure under CFW has been rehabilitated: 3.2 KM of Link Roads, 2 Drinking Water Supply Schemes, 2 culverts, 2 causeways, rehabilitation of 2 community buildings and 1 suspension bridge.

A total of 70 individuals have set up their own enterprises through provision of grant funding worth PKR 3.4 Million under the Project. 15 vulnerable in Swat District have been facilitated to establish Agriculture Input Supply Stores while 15 Agriculture Extension Workers and 18 Poultry Extension Workers have been provided with equipment to initiate their work. 75 community members who did not have marketable skills were equipped with skills that have considerable demand. 127 vulnerable community members were provided with Improved Breed Poultry Units for the purpose of creating income generating activities.

With regard to the Seed Funding, 2 youth facilitation centers have been set up. Tailoring Training has been imparted to 15 males & 15 females while computer literacy training has been imparted to 20 males and 10 females till now. 1 seminar on Peace and Development engaging 150 community members was held in Buner. 1 Poetry Event on 'Peace & Development' with 185 participants was held in District Buner. A total of 35, 920 plants have been planted in the form of block and farm forestry in villages of District Buner; this campaign motivated the local community to plant 3,920 plants from their own contribution in the area. Rehabilitation of 2,000

feet streets, 300 feet PCC road and 100 feet causeway in Union Council Amanzai of Teshil Mandan in District Buner was completed. A total of 4 Community Based Disaster Risk Management Trainings benefitting 109 persons (52 men, 57 women) were successfully completed in Lower Dir.

With the assistance of UNDP, PaRRSA and Swat Pioneer Skiing School successfully organized Peace Ski Gala 2011 at Malam Jabba in which 150 persons participated including 35 youth. Another very important initiative accomplished during the reporting period was organizing trainings for sports clubs of districts Swat and Buner. During the quarter under review, procurement process was underway for 419 solar water geysers and 102 solar water pumps worth US\$167,600 and US\$420,130 respectively. A total of 539 sports kits worth US\$100,356 are being procured for distribution in the targeted districts. Moreover, 21 Village & Neighborhood Citizen Group (V&NCGs) consisting of 105 members were formed in all the six union councils of district Malakand. The Project Approval Committee of District Buner had approved Twenty One (21) V&NCG projects of which fourteen are in progress and seven projects are in the pipeline for execution. Similarly execution of eleven (11) V&NCG projects for district Malakand is underway. With the operational and technical assistance provided to PaRRSA under the Project, the later has recruited specialists at the head office and districts as well to ensure better networking and coordination. PaRRSA has conducted a series of workshops to build Government's capacity on Project Management, Disaster Risk Management and Gender.

Objectives and major issues to be addressed:

The objectives of this review are to:

- A. Review the level of the inputs, outputs, results, and their effectiveness in the attainment of the planned results and outputs of the project as a whole and the different components of the project;
- B. Comment on the management and implementation arrangements of the project, on the coordination between the partners, on decision-making process and the monitoring systems in place, and on the level of participatory interaction among the project's partners and recipients;
- C. Examine the possibility of improving on the area and community based approach keeping in view best practices from other countries ;
- D. Recommend a course of action and direction for the remaining part of the three year project, to ensure that the project's objectives, expected results and outputs and/or their modifications, are met during the remainder of the programme.

The review will report on the project's actuation. It will do this while paying particular attention to the following issues and questions:

RELEVANCE:

- I. Provide a detailed assessment of how well the project is focused on the needs and demands of the beneficiaries as a response to the challenges faced by the crisis affectees of KPK
- II. Discuss that what has been the comparative advantage of UNDP vs. other development partners in terms of effective project delivery and results achieved.

III.

EFFECTIVENESS, EFFICACY AND IMPACT:

The review is expected to answer the following questions with regard to the effectiveness (including cost-effectiveness) and efficacy:

- I. Whether the objectives and outputs have been achieved, the quality of the results and, if not achieved, whether there has been progress made towards the achievement of both qualitative and quantitative targets of selected projects
- II. The level, degree and appropriateness of participation by the beneficiaries, stakeholders, government and donor partners in the project;
- III. An analysis of the underlying factors beyond UNDP's control that influenced the outputs of the select projects. What were the key assumptions made for internal and external factors?
- IV. Analyze whether the management arrangements for project delivery were enabling and responsive to implement the substantive activities with a focus on management capacity and timeliness of generating outputs, and how processes were managed/carried out;

EFFICIENCY:

- V. For the assessment of efficiency of the project, the review team will arrive with the answers to the following questions.
- VI. Assess how the projects and projects have utilized the funding and human resources to achieve results (including cost efficiency) and whether it has been done according to the rules and regulations of UNDP as per the DIM modality.
- VII. Were the modalities and processes followed by UNDP appropriate and facilitative with regard to responding to the issue of critical demand for recovery and reconstruction support with time constraints.

What was the level of participation of beneficiaries and other stakeholders in decision making (project planning, management and assessment)

How did the project manage to ensure inclusion, and equity in terms of the benefits of the project and participation of local stakeholders and beneficiaries in decision making process to ensure that project benefits are equally accessible to all and benefit reach the target communities.

How the project helped reduce vulnerability and social exclusion particularly created by unprecedented devastations to socio-economic lives of the people and how the project contributed to the empowerment of the target communities

What change has been made (as compared to baseline) by UN intervention in a sustained manner with regard to enduring project benefits including economic, social, human and financial benefits

SUSTAINABILITY:

What is the prospect of the sustainability of flow of benefits created by UNDP interventions in terms of impact of the project on household asset base and public goods and services in the long run;

Indicate if the reproduction/replication of the projects or service methodology elsewhere is feasible and make recommendations to ensure the same;

NETWORK /LINKAGES:

Ascertain whether UNDP partnership strategy has been appropriate and effective. What were the partnerships formed for? How did partnerships arise? Did it identify a niche for itself?

How did the partnership contribute to the achievement of the outcome? How did they function and sustain?

LESSONS LEARNT/ RECOMMENDATIONS:

Formulate a set of specific recommendations for any re-orientation of the programme for support for better response to the community, identify the necessary actions required to be undertaken, who should undertake those and what the deadline should be, in order to remove or minimize the problems identified and to ensure efficient and effective implementation and to maximize impact.

REPORTING / MONITORING

What has been the quality of monitoring (timeliness, is there a regular system for monitoring) and how it has contributed to the project achievements?

Have the cross-cutting issues gender and environment been given sufficient attention and have they been integrated in the project in an adequate manner?

Review team

This review will require a multi-disciplinary team (with at least one female member) with competencies including participatory appraisal and consultation, quantitative and qualitative data combination and the linking of local and policy level analysis. Strong analytical skills are needed.

The team should be made up of national reviewers with competencies that will enable the analysis to build on longer-term insights about the issues in question. The particular multi-disciplinary mix of the Team should reflect the focus of the project sustainable development through peace building, governance and economic recovery in KPK. All members of the team should have previous experience in review of large scale development projects.

ToRs of the Consultant: The ToRs of the consultant include to: 1. Assess and report on the progress of outputs and results of the programme in line with the programmes original purpose, objectives, results and confirm their validity after the first year of implementation on ground. 2. Review the project management of the programme, the coordination between the partners, the monitoring systems in place, and the level of participatory interaction among the programmes partners and the beneficiaries;

3. Recommend a course of action and direction, to ensure that the programmes objectives, expected results and outputs and/or their modifications, are met during the remainder of the programme. 4. Identify any new interventions that may need to be adopted in the remainder of the programme.

Review Purpose

The purpose of this review is to assess the achievements and impact of results (outputs and outcomes) of the Programmeme since its commencement in 2009. More specifically, the review objectives are to:

- Assess the appropriateness, relevance, effectiveness, efficiency, impact and sustainability of the Programmeme. The review will look at the Programmeme in different phases of the programme cycle i.e. programme formulation, annual work plan development, funding allocations, implementation, short and long term impacts and monitoring and evaluation.

- Identify lessons learned and draw conclusions which may inform other interventions and which can contribute to new interventions and any realignment of the existing interventions.
- A financial assessment of the funding support and the application of UNDP rules and regulations.

On both aspects the review will record achievements, identify areas for improvement and remaining challenges and distil lessons to inform decision-making authorities.

Review Audience

The review will be discussed at the Provincial level with PAARSA/PDMA and the relevant district authorities.

1. Methodology and timeframe

The consultants will conduct the review in a participatory and transparent manner, whereby all stakeholders will have the opportunity to share their views. The methodology should triangulate the investigate and review by consultative process to get recommendations of strategic importance.

Before the start of the review, the consultant will prepare a detailed work plan which will: present the methodology to be utilized in the conduct of the review; identify the review issues to be addressed and a schedule/timeline of planned activities.

The review will be conducted in a participatory and transparent manner, whereby all stakeholders will have the opportunity to share their views. The review shall take capacity development and gender as cross-cutting elements.

The information gained from this review will be a key element of the 2012 Annual Work Plan as for resource mobilization and partnership strategy. Furthermore, it will serve as input for the next programming cycle, and the design of future interventions

Before the start of the review, the selected team will prepare a detailed work plan which will: present the methodology to be utilized in the conduct of the evaluation; identify the review issues to be addressed and a schedule/timeline of planned activities.

Desk Review

The following documents will be reviewed by the consultant in preparation for the field research and as a key source of information for review questions. In addition, country-specific documents will be collected for the review: UNDAF Document (2008-2012), Project documents, Progress reports, letter of agreements etc. Any assessments conducted and other available documents and secondary data relevant to the programme.

Key Informant Interviews

Key informants will be interviewed face-to-face to gain further insights and elaborate on specific themes as necessary. A semi-structured in-depth interview format based on the review objectives and questions, while concurrently providing ample room for background information and personal perspective. The selection criteria for interviewees will be based on their title and function and country-level involvement. Those persons who are nominated may be requested to identify additional persons to be interviewed during the interview.

Focus Group Discussions

The focus group discussions will be designed for consultations with a broader range of stakeholders particularly at the field. Separate sessions for men and women will be held. The focus group will also allow the interviewer to identify what key areas are of concern to the group as a whole, rather than the preferences of specific individuals. In addition, a limited number of members of the focus group that are particularly interested in the review questions may be further requested to give a key informant interview.

Compilation of Key findings and presentation

Sharing of draft review report and presentation to the Project Review Board and the donor partner

Submission of Final Review report

After incorporation of feedback stakeholders, final report to be submitted to stakeholders and will be circulated to other partners.

Preparation (two days)

The review will start with the documentation review:

- The description of the project
- Progress reports
- Need assessment report
- Case studies & Success Stories
- Work-plans

and other available documents and secondary data on Khyber Pakhtunkhwa.

In this phase, the team will have meetings and interviews with

- The management team of the project and the Crisis Prevention and Recovery Unit (CPRU) of UNDP in Islamabad
- Representatives of the donor (Japanese)
- Representatives of the participating UN agencies, CSOs, government line departments, community organisations

Field work (seven days)

The team will visit the 3 districts of Swat, Buner and Lower Dir in Malakand division, Khyber Pakhtunkhwa and will

- Meet with the field teams of UNDP and the IPs/COs
- Meet with local government officials in KPK, NGOs and UN Agencies working in the area
- Visit a selection of communities (to be defined by the team) for meeting and discussion with Cos, CO leaders and activist

Reporting (five days)

Within three days after return from the field, the consultants will prepare an aide-memoir which will cover in a brief form the preliminary conclusions and recommendation of the evaluation.

This document will be presented and discussed at a one-day workshop with the management team of UNDP, the IPs and representatives of the donor in Islamabad.

Within two calendar days after the workshop, the consultants will submit a draft report to UNDP- CPRU.

2. Deliverables

Study Deliverables

The following list of deliverables is the responsibility of the team selected for the mid-term review:

- Work plan
- Aide memoir
- One-day workshop with UNDP and IPs
- Presentation to the Stakeholders including Donors
- Draft and final report

The consultant will draft a report as per the format approved by the stakeholders. The report will be finalized in the light of comments/suggestions. The key deliverables of the study are:

- a) Preliminary findings report compiled after desk review of relevant materials and consultations process outlining the understanding of the issues and achievements under review including an impacts assessment of Programme results (outcomes/outputs) and financial analysis of development and non-development projects/activities; (Draft Report Template: Submission of a draft report format containing Table of Contents of the final report for approval by Project / UNDP. The draft report format will also include contents of executive summary, study methodology, data collection tools including a brief introduction of the parameters / indicators on which data will be collected, types and sources of primary and secondary data, the tools / models for data analysis, data presentation formats (tables, charts etc).

The final report will cover:

- Project background
- Work plan and methodology of the assignment
- Any new interventions and a project strategy and brief on how to include in the existing project.
- Conclusion and recommendations, specific for each outcome

A presentation to the relevant stakeholders.

A final Review report.

Consultancy Duration

The review timeframe is three weeks in the month of June 2011.

3. REQUIREMENTS FOR EXPERIENCE AND QUALIFICATION

I. Academic Qualifications:

Master Degree in Social Sciences, Development Management, Disaster Management, or relevant field.

II. Years of experience:

- 8-15 years of experience in development, early recovery and peace building in a conflict/ crisis context in Pakistan.
 - Well developed analytical skills and report writing
 - Proven background in peace building, social cohesion, economic recovery, and governance approach
 - Well developed background in gender and gender mainstreaming in a programme context
- Previous experience of working with United Nations would be an added advantage

III. Competencies:

- Excellent communication and organization skills (development sector experience a must)
- Fully computer literate
- Proficiency in the English Language
- Expertise in Monitoring and Evaluation

4. DOCUMENTS TO BE INCLUDED WHEN SUBMITTING THE PROPOSALS.

Interested individual consultant must submit the following documents/information to demonstrate their qualifications:

1. Proposal:

- Explaining why they are the most suitable for the work with Relevant Experience
- Methodology and Timeline

2. Financial proposal with lump-sum cost for three weeks

3. Personal CV including past experience in similar projects and at least 3 references

Annex 2: List of Persons Met

UNDP-Islamabad

Name	Designation	Place
Rabia Khattak	ACD	UNDP
Aadil Mansoor	Chief	SMU
Bushra Hassan	Programme Officer M&E oversight	SMU
Faiga Umer	Programme Officer	CPRU
Noshin Hussain	Project Coordinator	P&D Project
Hayat Muhammad Khan	Programme Associate M&E	SMU
Shakeel Ahmed	Programme Officer	Poverty Reduction Unit
Azhar Saeed Malik	ACD/Chief Democratic Governance	ACD Governance Unit
Shahid Hayat Malik	Project Coordinator	DTCE

Government of Japan Islamabad

Takashi Matsumoto	Advisor/Researcher on Border areas	Embassy of Japan in Pakistan
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PaRRSA Peshawer

Name	Designation
Shakeel Qadir Khan	Secretary/DG
Shakeel Iqbal	Programmeme Manager
Farukh Zaman	Finance Manger
Anika Khan	Donor Coordinator
Shah Nasir	Housing Coordinator
Adnan Khan	Media Specialist
Mohsin Nazer	M&E Specialist
Kamran Khan	Planning Officer

Project Team Peshawer

Maryam Khan	PPM	Peshawer
Samar Irum Nadeem	Gender Specialist	
Syeda Memona Tirimizi	Monitoring/Coordination and Reporting Officer	
Aneela Tabbasum	DRRM-Programme Coordinator	
Mehvish Javed	Information Management and Communication Associate	
Khadija Banoo	Programme Assistant	
Wisal Muhaammad	Admin and Finance Associate	
Nuffus Ali	Field monitoring Consultant	

Baber	Admin & Finance Consultant	
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Field Visit Swat

a) OWO

Roohulah Khan	Manager Field Operations	DTCE
Ali Muhammad Khan	Community Development Specialist	OWO-UNDP
Anwar Ali	Sub Engineer	OWO-UNDP
Israr ul Haq	Office Assistan	OWO-UNDP

Street Pavement – UC Manglawer
Street Pavement – Tamgher Malik Abad-UC Kanju

b) Meeting at District Office Swat

Kmran Khan	DCO	Swat
Juma Khan	EDO Finance	Swat

c) Meeting at PMU PaRRSA-Swat

Said Rehman	Planning officer	PMU-Swat
Muhammad Imran	Planning Officer	PMU-Swat
Masam Khan	Planning Officer	PMU-Swat
Sardar Zeb	Administrator	PMU-Swat
Aurangzeb	Sub-engineer	PMU-Swat

d) Meeting With CSOs-Swat

Ziaullah Nawab	ED	Literate masses
Assad	PM	Literate masses
Shad Mohd	PM	ABKT
Akbar Jan	Asst Coordinator	ABKT
Raza Khan	Coordinator	DEWA
Dullat Khan	PM	DEWA
Shakeel Ahmed	Field coordinator	DEWA
Qari Saeed	Chairman	Al Mubarak
Irfanullah Hashmi	ED	Al Mubarak
Hamayun Gul	CEO	PRDs
Farridullh	PM	PRDs
Roshan Khan	ED	SPC
Shareyar Khan	PM	SPC
Zia Khan	Project Coordinator	SSD

Visit to DTCE Site:

Name of the Scheme	Location	Person Met
Street Pavement & Sanitation	VNCG-Syed Abad ,UC-Mangalore	10 community Members including Chairman and secretary of the CO)

Visit to SPC site

Name of the Scheme	Location	Number of Beneficiaries
Suspension Bridge	Mankar	30 men 18 women
Jeep able Bridge	Torwal	12 men
MHP	Khurshid abad -Daral	28 men10 women

Visit to PRDO sites

Name of the scheme	Location	Number of Beneficiaries met
Rehabilitation of schools and culvert	Asala-Kotanai	17 Men
Bridal Path	Bandai-Khwaza Khaila	13 Men
Rehabilitation of Janazagah	Bandai-Khwaza khaila	13Men

Visit to CBDRM Training

Activity	Location	Number of Participants
On Going Training for Men	Balogran -UC Udigran	22 men + 3 trainers
On Going Training for Women		25 women + two trainers

Individual Interviews/FGDs with EDTs participants, beneficiaries of Asset Replacement and CFW

Activity	Location and Type	Number of Beneficiaries Met (M&F)
CFW	Koza Bandi (CFW-EDT)	One (M)
EDT	Koza Bandi(EDT) Bara bandi (EDT)	One (F) Two (F)
Asset Replacement	Nangolai (ASSET Replacement-Poultry) Tut bani(Asset Replcement-Livestock)	One (F) One (F)

Meeting with SRSP Team

Mehtar Dad Khan	Project Officer	SRSP
Asif Khan	M&E Officer	SRSP

Field Visit Buner - Meeting with District Authority Buner

Name	Designation	Place
Syed Mujeeb-ur-Rehman	DCO	Buner
Musharaf Khan	EDO Finance and Planning	Buner

DTCE – BUNER

Name	Designation	Institution
Fazal Qadir	Sub Engineer-DTCE	OWO
Mohib-ul-Haq	Chairman	Press Club
Syed Bacha Terimizi	General Secretary	Press Club
Said-ur-Rasheed	Member	Press Club
Muhtarm shah	General secretary	Bar Association
Asghar Habib	Member	Bar Association
Mohsin Ali Khan	Member	Bar Association

Solar Geysers

Name	Location	Activity
Roohzada	Village Chanar	Solar Geyser at Mosque
Dost Muhammad	Village Dhani	Solar Geyser at Mosque

Meeting With CSOs - Buner

Mairaj khan	Project Coordinator	Qadam
Ayub Syed	ED	Qadam
Nadeem Akht ar	Programmeme Manager	SESWA
Uzair Khan	Finance Officer	SESWA
Yasir Iqbal	General Secretary	PDO
Irshad Ahmed	Programmeme Manager	PDO
Shafiullah	Admin and Finance	PDO
Hakim Zada	Chairman	RDO
M. Dawa Khan	Programme Coordinator	RDO
Fawaz Karim	Project Coordinator	CORE
Jawad Karim	Internee	CORE

CSO Qadam

Activity	Location-	Number of Beneficiaries
Seminar, Poetry Event -FGD	Kon Kai-UC Koga	25 men

Qirat, Poetry event -FGD	Kon Kai-UC Koga	15 women
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RDO Sites

Name of the scheme-Activity	Location	Number of Beneficiaries
Retaining wall-causeway-FGD	Shah Adam -Amazai	10 men
Road rehabilitation-Individual Interview	Amazai	5 women (CFW)
Pcc Road-FGD	Amazai	35 men (CFW)

Annex 3: Evaluation Mission Itinerary (Tentative, Actual)

Review Mission Tentative schedule

Review Mission Actual Itinerary - 27 June – 19 July, 2011

S.No	Date	Activity	Location
1	27 June, 2011 Monday	<ul style="list-style-type: none"> Documentation Review Introductory Meeting with SMU team Inception meeting with P&D team 	Islamabad
2	28 June, 2011 Tuesday	<ul style="list-style-type: none"> Briefing with ACD Meeting with SMU Meeting with representative of Japan 	Islamabad
3	29 June, 2011 Wednesday	<ul style="list-style-type: none"> Briefing with Poverty Reduction Unit 	Islamabad
		<ul style="list-style-type: none"> Meeting with P&D and SMU Meeting with DTCE 	Islamabad
4	30 June, 2011 Thursday	<ul style="list-style-type: none"> Meeting with PPM-P&D 	Peshawar
		<ul style="list-style-type: none"> Meeting with DG-PaRRSA and his team Meeting with M&E PaRRSA Meeting with Finance Manager PaRRSA Meeting with PM PaRRSA Meeting with P&D Peshawar team 	Peshawar
5	1 July, 2011 Friday	<ul style="list-style-type: none"> Meeting with DTCE-One Window operation 	Swat
		<ul style="list-style-type: none"> Meeting with DCO-Swat 	Swat
		<ul style="list-style-type: none"> Meeting with PaRRSA PMU-Swat 	Swat
		<ul style="list-style-type: none"> Meeting with CSO Partners-Swat 	Swat
6	2 July, 2011 Saturday	<ul style="list-style-type: none"> Field visit to DTCE seed funding site Field Visit to SPC (suspension bridge, jeep able bridge, MHP) PRDS Sites (Bridal path, culvert, graveyard wall) Met the beneficiaries of the schemes (men and women) 	Behrain
7	3 July, 2011 Sunday	<ul style="list-style-type: none"> Visit to CBDRM Training 	kamber
		<ul style="list-style-type: none"> Field Visits to SRSP Sites Interviewed CFW beneficiary male and female Interviewed EDT beneficiaries females 	Kabal

S.No	Date	Activity	Location
		<ul style="list-style-type: none"> • Interviewed EDT beneficiaries male • Interviewed female beneficiaries of poultry-asset replacement • Interviewed female beneficiaries livestock-asset replacement 	Barabandi Xxx Nangolai Hazara
8	4 July, 2011 Monday	• Meeting with DCO-Buner	Buner
		<ul style="list-style-type: none"> • Meeting with DTCE-One Window Operation • Visit to CBDRM kits at District Office • Visit to Press Club • Meeting with Bar Association 	Buner
		• Visit to solar equipment sites (Village Chanar and Dhani)	Buner
9	5 July, 2011 Tuesday	• Meeting with CSO Partners-Buner	Peshawar
		<ul style="list-style-type: none"> • Visit to PaRRSA • Meeting with GJTMAP 	Peshawar
10	6 July, 2011 Wednesday	<ul style="list-style-type: none"> • FGD with the beneficiaries(male, female) of Seminars Qirat Poetry Events(Seed Funding)- CSO Qadam • Visit to RDO sites, Retaining Wall, Causeway, Road Habilitation, PCC Road (Seed Funding) • FGDs conducted with the beneficiaries • Individual interviews with female beneficiaries CFW 	Buner
		• Meeting with PDO beneficiaries	Buner
11	7 July, 2011 Thursday	• The visit to Dir was cancelled due to security clearance	Dir Lower
		• The mission came back and spent time at Peshawar office in order to obtain relevant information	Peshawar
12	8 July, 2011 Friday	• One of The Mission member stayed back to obtain information from PaRRSA	Islamabad
13	11h July, 2011 Monday	• Presentation on Field Findings to ACD, SMU, CPRU	Islamabad
14	19th July 2011 Tuesday	• Final Report	Islamabad

Annex 4: List of Documents Reviewed

- Project Document
- Work plan
- Japanese Agreement of P&D Programmeme
- Project Review Board Meeting Minutes (1-3)
- LoAs and Amendments (Output 1 PaRRSA)
- LoA with PaRRSA October 2009
- PCAs (Output 2 CBI Rehabilitation and Cash for Work)
- PCA (Output 3 Livelihoods Trainings and Asset Replacement)
- SRSP progress reports
- PCAs under 1st Seed Funding
- LoA with Planning and Development Division-KP (Output 5.8)
- PCA between UNDP and DTCE (Output 7 Governance)
- DTCE Progress report January to march
- Annual Report of PaRRSA
- Assessment Report Solar Geysers
- Enterprises case studies
- Annual Progress Report Peace and Dev, APR, 2010
- First Quarterly Progress Report 2011-P&D
- Networks of Effective Action-Implementing an Integrated Approach to Peacebuilding (ROBERT RICIGLIANO)