



FINAL REPORT

# Independent Review of the Livelihood Strengthening Program in Border Districts of Khyber Pakhtunkhwa

## EVALUATION REPORT

March, 2014

### **Semiotics Consultants (Pvt.) Limited**

# 6-7, 2nd Floor, Block-13, Pearl Center,

Super Market, F-6 Markaz, Islamabad

Ph: +92-51-2271248, 2877266,

Fax: 0092-51-2271606

Email: mail@semiotics.pk / semiotic@comsats.net.pk

www.semiotics.pk



People with simple Solutions

**SEMIOTICS**



# Initiative Summary

Initiative Name	SRSP Livelihood Strengthening Program in KPK		
Commencement date	5 June 2010	Completion date	30 September 2014
Total Australian \$	10,453,448		
Total other \$			
Delivery organisation(s)	Sarhad Rural Support Programme (SRSP)		
Implementing Partner(s)			
Country/Region	Khyber Pakhtunkhwa/ Pakistan		
Primary Sector	Agriculture & Rural Development		



# Acknowledgments

Semiotics Consultants (Pvt.) Limited was commissioned to prepare this report. Dr. Muhammad Hussain Bhatti led the team in the capacity of an Evaluation Expert. He was supported by technical experts Ms Irum Noureen (Gender/Community Development Expert) and Mr. Imran Khattak (Livelihood Development Expert). Additional assistance was provided by Mr. Osman Mirza in report writing as well as Ms Zara Bari and Mr. Saqib Husnain in review activities and report finalization.

This report results from the efforts of a number of people whose assistance is gratefully acknowledged. In particular, the time and support provided by all SRSP LSP project person has been invaluable. Special mention goes to Mr. S Aftab Ahmad and Mr. Muhammad Zafar Naeem for their consistent support.

Moreover, coordination of this study was done by the Australian Department of Foreign Affairs and Trade's (DFAT) Senior Programme Manager, Mr. Shoaib Tayyab; we appreciate the guidance and support offered by him as well as other DFAT officials Mr. Dave Preston (Corporate Manager), Mr. Greg Ellis (Head of Aid) and Mr. Andrew Mackee (First Secretary) over the course of this review.

Our gratitude goes to the government, beneficiaries and key informants that took time out of their busy schedules and participated in this study.

Semiotics Consultants wishes to thank all those who assisted and contributed during this review.

---



# Author's Details

This report has been prepared by Semiotics Consultants (Pvt) Limited.

## Disclaimer:

This report reflects the views of the Evaluation team, rather than those of the Government of Australia or of the Government of Pakistan.

---







# Table of Contents

Acronyms.....	1
Executive Summary .....	i
<b>1 Introduction.....</b>	<b>1</b>
1.1 Initiative Background .....	1
1.2 Evaluation Purpose and Questions.....	1
1.3 Evaluation Scope and Methods .....	2
<b>2 Evaluation Findings.....</b>	<b>7</b>
2.1 Relevance.....	7
2.2 Effectiveness.....	10
2.3 Efficiency.....	13
2.4 Gender Equality.....	14
2.5 Monitoring and Evaluation .....	15
2.6 Risk Management.....	16
2.7 Impact .....	17
2.8 Sustainability.....	18
<b>3 Conclusion &amp; Recommendations .....</b>	<b>21</b>
<b>Appendices.....</b>	<b>25</b>
Appendix 1: Terms of Reference.....	27
Appendix 2: Evaluation Instruments .....	33
Appendix 3: LSP Programme Structure and Components.....	51
Appendix 4: Financial Overview .....	53
Appendix 5: Programme Targets and Achievements .....	54
Appendix 6: List of People Consulted/Contacted .....	57
Appendix 7: Bibliography.....	59

---





# Acronyms

<b>APARDS</b>	Australia Pakistan Agriculture and Rural Development Strategy
<b>AusAID</b>	Australian Agency For International Development
<b>CEO</b>	Chief Executive Officer
<b>CIF</b>	Community Investment Fund
<b>CMST</b>	Community Management Skill Training
<b>COs</b>	Community Organizations
<b>CPI</b>	Community Physical Infrastructure
<b>DCC</b>	District Coordination Meeting
<b>DFAT</b>	Department of Foreign Affairs and Trade
<b>DPT</b>	District Programme Teams
<b>DRR</b>	Disaster Risk and Resistance
<b>DWSS</b>	Drinking Water Supply Schemes
<b>EDT</b>	Enterprise Development Training
<b>EERP</b>	Expanded Early Recovery Project
<b>ERP</b>	Early Recovery Project
<b>FGDs</b>	Focus Group Discussions
<b>GIZ</b>	German International Cooperation (Deutsche Gesellschaft für Internationale Zusammenarbeit)
<b>HRD</b>	Human Resource Development
<b>IGG</b>	Income Generating Grants
<b>KP</b>	Khyber Pakhtunkhwa
<b>LFA</b>	Logical Framework Analysis
<b>LMST</b>	Leadership Management Training
<b>LSO</b>	Local Support Organization
<b>LSP</b>	Livelihood Strengthening Programme
<b>M&amp;E</b>	Monitoring and Evaluation
<b>MICS</b>	Multiple Indicator Cluster Survey
<b>MVO</b>	Men Village Organization
<b>NGO</b>	Non Governmental Organization
<b>NRM</b>	Natural Resource Management
<b>PMER</b>	Planning, Monitoring, Evaluation And Reporting
<b>PSC</b>	Poverty Score Card
<b>PSLM</b>	Pakistan Social and Living Measurement Standards
<b>PSU</b>	Programme Support Unit
<b>RSPN</b>	Rural Support Program Network
<b>SRSP</b>	Sarhad Rural Support Programme
<b>UC</b>	Union Council
<b>UNICEF</b>	United Nations International Children's Emergency Fund
<b>VOs</b>	Village Organizations





# Executive Summary

## Background

The Livelihood Strengthening Programme (LSP) is a critical intervention implemented by the Sarhad Rural Support Programme (SRSP) and supported under the Border Livelihoods component of the Australia Pakistan Agriculture and Rural Development Strategy (APARDS). The LSP is a three-year initiative focused on selected districts of Khyber Pakhtunkhwa (KP) – Peshawar, Charsadda and Nowshera – at an estimated cost of AUD 7.0 million. However, the Department of Foreign Affairs and Trade (DFAT) provided an additional AUD 454,448 in December 2013 to SRSP for the LSP extended phase from 1 Jan to 30 Sep 2014. Moreover, AUD 3 million was provided for the Expanded Early Recovery Project (EERP) in Malakand Division in May, 2011. LSP is livelihood focused, designed to address key social and economic development challenges. It aims to improve community capacity to develop social and economic infrastructure and strengthen rural income generating opportunities.

## Purpose of the Review

A key requirement of the Department of Foreign Affairs and Trade (DFAT) for the LSP was to undertake a mid-term review 18 months post-commencement. However, the mid-term review was delayed, due to the re-orientation of the LSP to an Early Recovery Program for 6-9 months, just after the project agreement was signed between AusAID and SRSP ;in its place, DFAT agreed to an external review of the project in 2013. Thus, the purpose of the review was to assess LSP's achievements against the agreed objectives and provide guidance to DFAT on whether a second phase of the LSP is warranted; if so, the evaluation should identify what changes should be made to the current program approaches and activities. The review assessed whether the focus of future investments need to be changed to ensure maximum alignment with Australia's and Pakistan's development priorities. Accordingly, recommendations on the scope, focus and term of a second phase are made, with the aim of achieving long term sustainability of the livelihood, building on the experience and lessons learnt from Phase 1

## Method

Semiotics Consultants deployed a hybrid data collection strategy to uncover quantitative and qualitative insights and findings. This involved primary research techniques including in-depth interviews, focus group discussions (FGDs), field observations as well as secondary research and dataset analysis. Field visits in three districts of KP: Nowshera, Charsadda and Peshawar as well as Malakand Division in relation to the Expanded Early Recovery Project (EERP) took place. Within these districts, one-to-one interviews with key stakeholders, government representatives and LSP project staff were carried out; further, FGDs were also conducted with district teams and project beneficiaries. Subsequently, a validation exercise, enabling SRSP to provide further clarifications, discuss points raised and mutually agree with findings of the review team was held in Peshawar.

## Findings

The evaluation framework was based on assessing the project from 6 perspectives: relevance, effectiveness, efficiency, impact, sustainability and cross-cutting themes



including gender equality, monitoring and evaluation and risk management. Scoring took place to determine the performance under each assessment area, and is summarized below.

Evaluation Criteria <sup>1</sup>	Rating (1-6)	Explanation
Relevance	6	Provided below
Effectiveness	5	
Efficiency	5	
Gender equality	6	
Monitoring and Evaluation	4	
Risk Management	4	
Sustainability	4	

#### Rating scale

Satisfactory		Less than satisfactory	
6	Very high quality	3	Less than adequate quality
5	Good quality	2	Poor quality
4	Adequate quality	1	Very poor quality

#### Relevance

Several factors contributed to the relevance of LSP, driven by its needs-based scope, modality and implementation. A key feature was its flexibility and accordingly, the adaptability of SRSP. This was evident through changed circumstances at the start of the programme, marked by the devastating flood. SRSP was proactive, and quickly geared itself to implement the Early Recovery Project (ERP) which was in line with the revised, *immediate* needs of the flood-affected communities. Turning to the LSP in particular, it was determined that initiatives including trainings and infrastructure provision were conducted in line with the needs and demands of the communities. Moreover, the local support at the community level evidenced through the number of COs and VO's formed (both, for men and women). The use of poverty score cards (PSC) was beneficial in assessing poverty levels as a first step to target poor households. Further, it is important to note that the selection of SRSP as an implementing partner was highly relevant. SRSP is an experienced organization in Khyber Pakhtunkhwa, having worked with local communities at the grass root level. Moreover, the LSP is aligned to KP's Comprehensive Development Strategy, 2010-17 which is geared towards the province's vision: the LSP reinforces the province's economic growth agenda, promotes peace, stability and state-building and embeds gender equality through its livelihood oriented activities.

Although the LSP and SRSP demonstrated flexibility to allow for ERP activities at the start of the initiative, this compressed the time allocated for LSP, thereby, affecting the associated activities which needed to be carried out under the livelihood programme. With this in mind, DFAT granted 15 months extension since the LSP's original finish date of May 2013. This included a no cost extension until 31<sup>st</sup>, December 2013 and another extension from 1<sup>st</sup> January, 2013 to 30<sup>th</sup> September, 2014 at a supplementary cost of AUD 453,448 with additional targets. These extensions compensated SRSP for the time lost due to reorientation of the program to ERP. Additionally, despite the types of training offered being relevant and in line with the demand of the beneficiaries, the

<sup>1</sup> If impact is included, a rating is not expected to be applied.



range offered was widely spread and restricted the deepening and strengthening of selected/prioritized skills.

### *Effectiveness*

LSP has been effective in meeting its set targets in terms of the devised project indicators in multiple spheres, including CO/VO set up, loan disbursement, natural resource management (NRM), livelihood trainings, and infrastructure implementation. In fact, it has exceeded many of its set targets. Capacity building sessions provided to organization members, have been effective in the functioning of their respective COs/VOs. Evidence of this effectiveness is provided through the revolving fund and provision of infrastructure, for example. Beneficiaries acknowledged that the loan has been a useful mechanism to access funding – for multiple purposes ranging from purchase of raw material to financing operational costs of running enterprises. Furthermore, anecdotal evidence of beneficiaries obtained during focus group discussions demonstrates that trainings offered have been effective in providing skills and subsequent opportunities for earning. Capacity development of extension workers has been effective in facilitating agriculture, livestock and poultry (to a certain extent) at the community level

SRSP is well positioned to meet current objectives, and should strive to achieve higher level outputs. Further, field visits revealed limited market linkage subsequent to training for beneficiaries. There is a need to conduct a market assessment / exposure visits *beforehand*, to understand what is being demanded by the purchasers/ consumers and devise training and enterprises accordingly. Effectiveness of training and prioritizing or focusing based on these results needs to take place. CO and VO operations are well designed in principle; however, their implementation and their ability to run on their own requires some review. Moreover, although the district administration and the line departments were involved by SRSP in LSP activities from the beginning, the third component of LSP should have formally started simultaneously.

### *Efficiency*

Since SRSP was regarded as an appropriate and relevant partner with considerable experience in the KP province, it was able to use its favourable standing as a means to embed efficiency in the LSP. The use of indigenous staff with livelihood development experience and further capacity building helped the LSP to carry out important activities in an efficient manner, including social mobilization within a community, setting up of COs/VOs, dealing with notables of the area, and forging links with districts governments. Despite a delayed start as a result of the ERP, SRSP made considerable progress evident through the project indicators in a condensed time period. The CO/VO and subsequent LSO structure established and implemented by SRSP under the LSP has been efficient in terms of decision-making.

Nevertheless, a delayed start and a compressed timeframe caused certain activities to take place within a shorter span of time, such as social mobilization. This ultimately affected the way members were being selected and is at risk of leaving out members from the poorest of the poor and other marginalized households. Further, it was observed that although CO/VO structure for decision-making was efficient, it can be susceptible to bias due to position holders.

### *Gender Equality:*



Within this context, SRSP made tremendous progress in engaging with men and women alike. In general, SRSP followed a 60:40 (male: female) rule in implementing project activities. Nevertheless, there was a clear emphasis in promoting female participation to keep at par with male participation where possible. This was evident by making CIF women focused: only females were eligible to obtain loans. Further, the training provided to beneficiaries catered for both genders. However, in the case of women, there is a need to forge market linkages with more effort given their restricted access.

### *Monitoring and Evaluation*

A separate monitoring and evaluation (M&E) unit was established for the LSP. Interviews with M&E personnel revealed an appropriate level of knowledge and awareness of M&E operations in regard to the LSP. A good monitoring database was set in place and was regularly updated. Despite its shortcomings (limited detail; no financial indicators), the use of PSC was a systematic means to assess poverty levels: this informed intervention on an evidence base. Further, a local level monitoring mechanism was establishing within the COs in the form of committees in relation to CIF (credit and social mobilization) and CPI (survey, audit, operation and maintenance).

Existing monitoring systems can be further strengthened to optimize project performance and ultimately, enhance impact. In particular, there is a need to make better use out of available data, collect more data, and conduct more follow-ups of beneficiaries.

### *Risk Management*

Several measures taken by SRSP under the LSP to manage risk, including the creation of the District Coordination Committee (DCC) and the use UC notables such as nazim, imams and other prominent personnel to allow acceptability within the community level and access to their members. Social pressure generated within the CO served as a useful accountability tool. The establishment of committees within the CO and the presence of a credit extension worker also helped follow up loans and reduce fiduciary risks. Basic training on disaster risk and resistance (DRR) was organized for COs, but this needs further strengthening.

Although committees have been formed, the mechanism of accountability within CO needs to be further strengthened and transparent by building capacity and creating a formal complaint mechanism. Follow up of livestock, agriculture and poultry (and credit) extension workers is limited and hence, there is no monitoring of the services being provided by them. It is crucial for SRSP to embed a robust DRR strategy to allow for sustainable implementation of infrastructure given the volatility of the region.

Further, it was noted that poultry extension workers (women) generally tend to benefit themselves and a few neighbouring women. Thus, the reach is currently limited.

### *Impact*

This review was able to obtain indications of the impact based on anecdotal evidence put forth by the beneficiaries, government representatives and SRSP personnel through interviews and focus group discussions as well as through programme documentation. Beneficiaries reported improved productivity and income as a result of different interventions which ranged from livelihood oriented trainings to services and creation





of livestock, agriculture and poultry extension workers. Infrastructure implemented within communities improved accessibility and living conditions within a village. At the household level, women stated that they felt more empowered because they were the primary recipients of the CIF. SRSP was able to engage with government functionaries and obtain support for the LSP. However, institutional linkages between VO and government are currently weak. It is anticipated that LSOs, most of which are to be formed in the no-cost extension phase, will play an important role in this regard.

### *Sustainability*

Bringing on board multiple stakeholders, particularly government representatives and influential community members was a step in the right direction to ensure sustainability of the LSP. It is anticipated that the revolving fund will continue to be the binding force for the CO subsequent to the LSP. Infrastructure initiatives are anticipated to last for a long term after the completion of the LSP, provided COs operation and maintenance capacities are strengthened.

LSOs are pivotal for the sustainability of the programme once project is complete. there will be a need to build the capacity of LSO members so that they can engage with government functionaries, donors and other organizations effectively. The risk of disintegration of COs once project is complete needs to be mitigated to keep the revolving fund and infrastructure maintenance functioning; awareness campaigns and capacity building for closure can facilitate this transition towards sustainability.

### **Conclusion and Recommendations**

Based on the concept of the LSP, its functioning and potential impact on livelihoods – in addition to the need of the people in the target area – *a second phase may be considered, increasing the geographical coverage and optimizing income generating interventions.* However, lessons drawn from the existing phase reflected in this review should be considered for enhanced performance. Key recommendations include:

1. Retain programme focus to ensure quality results and enhance programme impact.
2. Concentrate on selected activities in terms of trainings and infrastructure provision in line with market requirements, effectiveness and reach.
3. Periodic follow-up of beneficiaries is needed to determine what is working well and make adjustments where required.
4. Accurate target setting to maximize efficiency to support programme outcomes and enhance impact.
5. Adequate time for social mobilization for appropriate targeting and sustainability, ensuring participation of the poorest and marginalized.
6. Form market linkages to facilitate trained beneficiaries in generating income.
7. Strengthen monitoring and evaluation by building the capacity of M&E staff on analytical and interpretation techniques in order to optimize project performance.
8. Timely establishment of LSOs to ensure sustainability of the interventions.
9. Regular interaction and facilitation of COs with SRSP in order to promote effective implementation of activities and serve as a sound monitoring mechanism.
10. Customize the PSC to better target the poor and marginalized



11. Formalize a complaint/feedback mechanism for enhanced oversight.
12. Build capacity for CPI operation and maintenance to allow for sustainable use.
13. Strengthen linkages of extension workers with line departments allow for continued technical advice, backstopping and capacity building.



# 1 Introduction

## 1.1 Initiative Background

The Livelihood Strengthening Programme (LSP) is a critical intervention implemented by the Sarhad Rural Support Programme (SRSP) and supported under the Border Livelihoods component of the Australia Pakistan Agriculture and Rural Development Strategy (APARDS). The LSP is a three-year initiative focused on selected districts of Khyber Pakhtunkhwa (KP) – Peshawar, Charsadda and Nowshera – at an estimated cost of AUD\$ 7.0 million. LSP is livelihood focused, designed to address key social and economic development challenges. It aims to improve community capacity to develop social and economic infrastructure and strengthen rural income generating opportunities.

Khyber Pakhtunkhwa province is amongst the poorest and most economically lagging areas in the country. The area is predominantly rural – and is characterized by poor infrastructure, acute shortage of basic services, lack of economic opportunities and governance issues. Large sections of the population still lack access to electricity, clean drinking water and sanitation facilities. Even where rudimentary facilities exist, service levels are barely functional. Districts of the province rank poorly amongst key human development indicators<sup>2</sup>. Moreover, natural disasters including the floods of 2010 had a major impact on the region, damaging infrastructure, farmland, and livelihoods. In addition, the prevailing law and order situation of the province has been troublesome: the intensification of conflict in mid-2009 reversed prior advances and undermined economic and social development of the region. Accordingly, the LSP has selected 3 districts within KP to address key development challenges.

## 1.2 Evaluation Purpose and Questions

A key requirement of the Department of Foreign Affairs and Trade (DFAT) for the LSP project was to undertake a mid-term review 18 months post-commencement; however, the mid-term review was delayed, and in its place, DFAT agreed to external review of the project in 2013. Thus, the purpose of the review will be to assess LSP achievements against the agreed objectives and provide guidance to DFAT on whether a second phase of the LSP is warranted. The review will help assess whether the focus of future investments need to change to ensure maximum alignment with Australia's and Pakistan's development priorities. Further, the review will make recommendations on the scope, focus and term of a second phase, with the aim of achieving longer term sustainability of livelihoods, building on the experience and lessons learnt from existing Phase 1. Accordingly, the **key objectives** of the review are to:

- Inform DFAT as to whether a second phase of the program should be considered, in accordance with experience and lessons learned from the LSP;

---

<sup>2</sup> Indicators such as literacy, healthcare access, potable water access, unemployment rates, average income etc. demonstrate substantial disparities between KP and national averages.



- Make recommendations on opportunities for future collaboration in the context of DFAT's future programming priorities
- Outline the scope, focus and term of a second phase with the aim of achieving long term sustainability.

### 1.3 Evaluation Scope and Methods

The methodology adopted for this study was explicitly aligned to meet the Terms of Reference outlined by the client. Accordingly, a hybrid data collection strategy was deployed to uncover quantitative and qualitative insights and findings. This involved primary research techniques including in-depth interviews, focus group discussions, field observations as well as secondary research and dataset analysis. Collectively, the instruments and feedback provided a comprehensive insight on programme progress and performance. Accordingly, findings served as a sound basis for devising viable recommendations in line with meeting project objectives. The review focused on assessing key areas of the project, as noted below.



The evaluation framework was based on assessing the project from these 6 perspectives. Scoring took place to determine the performance under each assessment area. In order to carry out this framework, steps of the methodology implemented are discussed below.

#### 1.3.1 Sampling Strategy - scope and size

The review was primarily focused on three districts of KP: Nowshera, Charsadda and Peshawar. In addition, visits to Malakand Division for the Expanded Early Recovery Project (EERP) also took place. Within these districts, one-to-one interviews were carried out with key stakeholders and project staff. In addition, focus group discussions (FGDs) were also conducted with district project teams and beneficiaries (men and women). Given the limited time frame to conduct this review – and the short period for field visits – a quantitative household survey was not possible.



Instead, representatives of households were included as participants in FGDs.

**Table 1 Sample Size - Respondents**

Method	Respondent
In-depth interviews (13)	<ul style="list-style-type: none"> <li>• DFAT Representatives</li> <li>• SRSP/LSP Representatives               <ul style="list-style-type: none"> <li>○ CEO SRSP</li> <li>○ Programme Manager</li> <li>○ District Managers (x4)</li> </ul> </li> <li>• Government Representatives – EDO Community Development (x4)</li> <li>• Any other Civil Society Organization working on livelihood development in the target area (x2)</li> </ul>
Focus Group Discussions (8)	<ul style="list-style-type: none"> <li>• District Programme Team (x4)</li> <li>• Beneficiaries (x4 with men and x4 with women)</li> </ul>
Workshops (1)	<ul style="list-style-type: none"> <li>• SRSP LSP staff to validate, clarify and discuss findings from the field</li> </ul>

### 1.3.2 Secondary Research

Extensive secondary research was conducted as part of this review. This has been based on assessing all project documentation (LSP Proposal, Funding Arrangement, ERP Proposal, Early Recovery Project [ERP] Report, and Annual Project Reports) and other relevant project documents and correspondence, as noted in **Appendix 7**. Additional literature was sourced to provide a contextual analysis and other insight on other key development indicators, such as the Pakistan Social and Living Measurement Standards (PSLM) Survey and Multiple Indicator Cluster Survey (MICS).

### 1.3.3 Evaluation Instruments

Following the secondary research and finalization of sample, instruments were developed. In order to conduct this research, multiple sets of instruments were devised based on the respondents identified above.

Instruments were devised based on the evaluation matrix presented above. Questions pertaining to the relevant respondents were carefully structured. The final draft of these instruments is provided in **Appendix 2**.

It is important to note that these instruments were devised as “guides” and were flexible in structure. Depending on the manner in which the meetings, interviews and discussions were conducted, the interviewers attempted to gauge all key responses in light of the evaluation matrix. This allowed for sufficient flexibility to be built into the data collection mechanisms.

### 1.3.4 Research Team – composition and roles

The research team comprised: Team Leader/ Evaluation Expert with significant experience in livelihood development. He was supported by technical experts in livelihood development and gender/community development. The team collectively demonstrated monitoring and evaluation experience, as well as a strong understanding of KP’s socio-economic context, cultures and security situation due to prior work engagements in multiple districts of the province. All three experts exhibit experience in livelihoods, rural development and/or participatory project monitoring and evaluation, gender and community. Moreover, they were supported by additional personnel at Semiotics Consultants, where required.



The Team Leader led and guided the team, held meetings with the client to develop and discuss the overall strategy and implementation mechanism of the study including sample design; developed and finalized instruments for data collection, set in place monitoring and quality assurance mechanism and ensured the quality of outputs. He also conducted key stakeholder interviews and workshops and monitor overall progress (including field activities) with support from the Livelihood and Gender Specialists. The technical experts provided support to the team leader in all the above mentioned activities, particularly in developing the monitoring and evaluation framework, conducting interviews and FGDs, analyzing results, conducting the workshops and reporting the findings.

### **1.3.5 Data Collection – Interviews & FGDs**

In-depth one-to-one interviews took place in all three districts where LSP is functional as well as Malakand Division for EERP. Interview guides helped structure the discussion and allow for key responses on key questions to be obtained. Note-taking and audio recording took place during the interview to capture insights from respondents. Probing and follow-up questions were asked wherever required to gauge a deeper understanding of the issues.

Technical experts with administrative/field support helped organize the FGDs. They assisted in mobilizing the identified participants and ensure their presence at the designated venue. The sessions were conducted/led by specialist staff in each province with the M&E framework in mind. The FGD moderator was supported by team members in managing the FGD and recording the discussion points. Audio recording of the discussions took place, together with note-taking by supporting field staff member present during the session.

### **1.3.6 Workshop**

An evaluation orientation workshop with SRSP staff was organized to validate the findings and devise workshop recommendations in Peshawar. The aim was to discuss findings with SRSP staff and to clarify any discrepancies which may be emerging; further probing of key findings with staff also take place during this workshop. This proved to be a useful exercise, strengthening and optimizing findings from the review.

### **1.3.7 Analysis of findings**

Upon return from the field, data was compiled and cleaned. All in-depth interviews and FGDs (notes and audio recordings) were shared amongst the team and reviewed thoroughly. Transcriptions of the interviews and discussions were made. Following the review, the team collectively conducted analysis of the findings in light of the evaluation matrix defined above.

Findings from the secondary review, interviews and FGDs provided the basis of evaluating the programme. In particular, each assessment area – relevance, effectiveness efficiency, sustainability, impact, and gender equality (and other cross cutting areas including monitoring and evaluation and risk management) – was reviewed thoroughly; scoring (1-6) took place according to the results from quantitative and qualitative insights. Independent and impartial judgment was made in light of the



findings. Key themes were drawn from responses and input from participants and any gaps/discrepancies were highlighted.

### **1.3.8 Ethical Considerations**

Semiotics made it clear to all participating stakeholders that they are under no obligation to participate in the survey. All participants were assured that there will be no negative consequences if they choose not to participate. Evaluation team obtained informed consent from the participants. In case where the research team did not understand participants' first language, an interpreter was utilized (for female FGDs). The Evaluation Team ensured prior permission for taking and use of visual still/ moving images for specific purposes (i.e. for report and presentations). As described above participants' anonymity and confidentiality was ensured and visual data was protected.

### **1.3.9 Limitations**

Given the time constraints, a quantitative survey amongst beneficiaries did not occur. This would have allowed for increased representation amongst the beneficiaries. Moreover, a quantification of change as a result of programme interventions could take place, providing greater insight for project impact. Nevertheless, based on the interviews, FGDs, field visits and secondary research conducted, in-depth findings help accurately evaluate the programme.







## 2 Evaluation Findings

### 2.1 Relevance

Rating 6

This review deemed the Livelihood Strengthening Programme as being relevant in the target areas. Several factors contributed to the appropriateness of LSP, driven by its needs-based scope, modality and implementation.

A key feature of the LSP was its flexibility and accordingly, the adaptability of SRSP. As documented in the programme literature (i.e. annual reports) and thoroughly explained by SRSP during consultations, the start of the LSP was affected by the devastating floods which took place in 2010 in the target areas. The disaster was considerable, directly affecting the lives of residents: homes had been destroyed, farmland was damaged, assets (household items and livestock) were ruined and above all, lives had been lost. Circumstances had changed significantly from the conditions which prevailed in these districts at the time of developing the LSP proposal, and its subsequent approval.

SRSP had to adjust its strategy in light of the altered scenario. It approached AusAID and duly informed them of the changed conditions. Moreover, it provided an alternative proposal to best cater to the critical needs at the time: to fund early recovery activities. SRSP notes that it was fortunate to have “staff members from Peshawar who had experience in disaster management.” Given its expertise and capability in managing such catastrophes, SRSP was well-positioned to take on early recovery tasks at hand in the districts of Charsadda and Peshawar (Nowshera was being supported by GIZ and subsequently, UNICEF). It was thus agreed with AusAID that the first 6 months of the programme (July – December 2010) will be focused upon the Early Recovery Project in the two districts – with an overarching goal of “improving and restoring quality of life by empowering communities to undertake self-identified work to overcome the negative impact of the floods.” Examples of activities undertaken included the use of cash for work programmes for local community members to restore local infrastructure, removing of mud from houses and streets, strengthening social networks and regenerating livestock and agriculture production amongst others.

Given the conditions, it was observed that SRSP was proactive, and quickly geared itself to implement a project which was in line with the revised, *immediate* needs of the flood-affected communities. In other words, SRSP’s intervention was made more relevant in these circumstances. It did not just go ahead with the initially planned LSP activities, as this was likely to have hampered LSP implementation and progress at the time. Following the 6 months, it was in January 2011 where the transition of the ERP to the LSP programme took place. SRSP staff was oriented towards the LSP project activities and the organization was then set for the implementation of the LSP. District and programme staff noted that the prior work conducted under ERP facilitated access to those communities which were then included as part of the LSP. This helped social mobilization in these areas, as trust was embedded among village men and women due to SRSP’s previous ERP activities.



Turning to the LSP in particular, it was gauged from beneficiaries (and confirmed by SRSP) that trainings were conducted in line with the needs and demands of the communities. Discussions with members of community organizations (COs) and village organizations (VOs) demonstrated that the training received were relevant and practical. SRSP often consulted communities on the types of training they required and this ranged from bee-keeping to sewing and stitching; selected members of different COs were provided collective training by SRSP. The breadth of training types was noted amongst beneficiaries and SRSP personnel.

Along with relevant training, LSP, through its community physical infrastructure (CPI) component also provided infrastructure development schemes according to the priorities of the community members. Beneficiaries were highly appreciative of the CPI component, acknowledging the benefit this had brought them. This included infrastructure such as hand pumps, street pavements and irrigation channels amongst others. During field visits, the procedure for identifying and approving an infrastructure came to the fore; it was discovered that a system was in place to identify infrastructure needs at the community level within a particular CO. Through deliberation and agreement amongst the members, needs were prioritized and forwarded to SRSP for consideration. However, this process may be susceptible to influence by more vocal or position oriented members. SRSP would then shortlist and prioritize requests from multiple COs/VOs and subsequently, would deploy a site engineer for a field visit. The engineer would then determine whether the project would be feasible or not, and funding would then be allocated by SRSP accordingly.

**Table 2 Community Physical Infrastructure Schemes**

Districts	ERP			LSP			Total (ERP +LSP)		
	No of Approved Schemes			No of Approved Schemes			No of Approved Schemes		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Peshawar	41		41	90	23	113	131	23	154
Charsadda	46		46	83	22	105	129	22	151
Nowshera			-	76	40	116	76	40	116
<b>Total</b>	<b>87</b>	<b>-</b>	<b>87</b>	<b>249</b>	<b>85</b>	<b>334</b>	<b>336</b>	<b>85</b>	<b>421</b>

Moreover, the local support at the community level evidenced through the number of COs and VOs formed (both, for men and women) is another example of interest and participation of community members. Thus, formation and the structure of these groups (and thereby, the LSP) was appropriate in mobilizing and attracting individuals. Given the large number of COs and VOs created in the target districts, an appropriate mechanism was set in place to implement associated activities (i.e. loan disbursement, infrastructure identification etc.).

**Table 3 Formation of COs and VOs under LSP as of November 2013**

Activities	Actual in Proposal	Revised Targets	ERP and LSP combined					
			Peshawar		Charsadda		Nowshera	
			Male	Female	Male	Female	Male	Female
No of COs formed	450	510	172	165	194	121	209	149
No of VOs formed	0	0	19	15	18	14	25	17
No fo LSOs formed	0	6	0	0	0	0	2	0

Closely related to this point was the manner in which areas were selected in the first place in which COs were formed. The use of poverty score cards (PSC) was beneficial in assessing poverty levels as a first step: it provided a standardized basis of comparison



amongst the surveyed areas and thus, identify households within the target communities. Although this was an appropriate instrument, a follow-up or more detailed PSC could have taken place to further identify the poorest of the poor households. The scoring of 0-23 allows for a broad spectrum of individuals to be included<sup>3</sup>, and in its current form, the PSC does not provide for any financial values; thus, it is not possible to distinguish between an item of very little value and one with more of more value. Accordingly, the current mechanism for scoring only provides for a broad indication, and instances were noted where revisions had to be made in the score cards when approached by community members due to inaccurate reporting of their economic status.

It is important to note that the selection of SRSP as an implementing partner was highly relevant. SRSP is an experienced organization in Khyber Pakhtunkhwa, having worked with local communities at the grass root level. They are well respected by the government, development organizations and village men and women alike. Given their specialism in livelihood, awareness of the area and strong local standing, SRSP has been in a strong footing to conduct LSP activities. Moreover, their adaptability to the shift in programme from ERP to LSP and further taking on tasks in Malakand Division under the Expanded Early Recover Project (EERP) must be acknowledged.

Finally, the LSP is also aligned to KP's Comprehensive Development Strategy, 2010-17 which is geared towards the province's vision: "Attainment of a secure, just and prosperous society through socioeconomic and human resource development, creation of equal opportunities, good governance and optimal utilisation of resources in a sustainable manner." Thus, the LSP reinforces the province's economic growth agenda, promotes peace, stability and state-building and embeds gender equality through its livelihood oriented activities. The Strategy encourages open policy for public private partnership and appreciates RSPs work in the community; potential collaboration avenues include training and skills development, especially for unemployed youths; the provision of basic public goods (energy, agriculture, roads, irrigation, infrastructure, water & sanitation, education, health and research); and improving technical and vocational skills. Activities taken by the LSP and ERP are directly in line with these interventions.

Although the LSP and SRSP demonstrated flexibility to allow for ERP activities at the start of the initiative, this compressed the time allocated for LSP, thereby, affecting the associated activities which needed to be carried out under the livelihood programme. In particular, there was less time allocated for activities such as social mobilization and set up of COs and VOs. The no cost extension until 31st, December 2013 and another extension from 1st January, 2013 to 30th September, 2014 is aimed at compensating SRSP for the time lost due to reorientation of the program to ERP. These are pivotal tasks upon which the LSP is built upon, and accelerating them has subsequently impacted effectiveness and the overall sustainability of the groups formed; thus, the shift of the programme focus, although relevant, has affected the project flow. Despite the revision in targets, there was a need for SRSP and AusAID to have reviewed the

---

<sup>3</sup> The score takes disability in to consideration; however, this does not reflect upon any social dimensions to determine minority or other status.



scope of LSP activities or extend the timeframe allocated for the LSP right at the start of the programme in light of the changed circumstances and the ERP component.

Secondly, despite the types of training offered being relevant and in line with the demand of the beneficiaries, the range offered was widely spread and restricted the deepening and strengthening of selected/prioritized skills. Re-training, follow-up training and additional training on the same type of skill was not observed. Instead, many different types of trainings were provided with inadequate follow up to determine which ones were more relevant/effective in generating income, and thereby improving livelihoods. Focusing on key skills, selected in consultation with the beneficiaries and aligned to market demand and future need, would enhance effectiveness of the training provided, proving to be more practical and beneficial.

## 2.2 Effectiveness

Rating	5
--------	---

LSP has been effective in meeting its set targets in terms of the devised project indicators in multiple spheres, including CO/VO set up, loan disbursement, natural resource management (NRM), livelihood trainings, and infrastructure implementation. In fact, it has exceeded many of its set targets, as shown below (full details on initial and revised targets and achievements are provided in Appendix 5).

Table 4 Title

Indicator	Achieved	Target	% Achieved
<b>Component 1: To empower Poor/Vulnerable Groups, Reviving Community Collective Action and Rebuild Community Institutions to Make Claims for their Rights</b>			
COs Formed	1,010	510	198%
LSOs Formed	2	6	33%
CMST Trained Members	1,066	870	123%
LMST Trained Members	435	435	100%
Manager Conferences	45	37	122%
Advanced and Specialized Trainings	600	600	100%
Resource Persons Engaged	70	69	101%
Exposure Visits	47	45	104%
Poverty Score Card	9	9	100%
Staff Capacity Building	240	78	308%
<b>Component 2: Improve/Strengthen livelihoods of Poor and Vulnerable Especially Women in Target Area</b>			
CPI Projects	421	395	107%
Beneficiary Reach	168,485	164,860	102%
CIF Revolving Funds	2,312	2,000	116%
CIF Management Training	1,640	2,000	82%
Community Extension Worker	44	53	83%
Research and Demonstration Sites Established	193	217	89%
Agriculture Extension Worker Trainings	132	132	100%
Livestock Extension Worker Trainings	132	132	100%
Poultry Extension Worker Trainings	327	327	100%
Farm Field Schools Established	180	180	100%
Improved Seeds and Fertilizers Distribution to Farmers	1,673	1,806	93%
Cattle De-worming / Vaccination	24,369	12,553	194%
Income Generating Training	882	814	108%
Enterprise Development Training	922	922	100%
Restored Enterprises	61	45	136%
Technical and Vocational Training	969	965	100%
<b>Component 3: Lobbying Initiatives to Bolster Support for Poor and Vulnerable Especially Women and Developing Capacity of State Actors in participatory approaches and Community Development</b>			
Capacity Building of Government Officials	184	236	78%
Advocacy Workshops	69	36	192%
Coordination & monitoring meetings with gov't	109	105	104%
Hardware / Technical support	66	259	25%



Members of the community and village organizations revealed that capacity building sessions conducted by SRSP on leadership skill management training (LSMT) to facilitate presidents and secretaries in managing their respective COs and affairs, as well as additional community management skills training (CMST) and other operational training provided to organization members, have been effective in the functioning of their respective COs/VOs. Provision of infrastructure to the communities could only take place through a functioning CO, which requires identification, agreement and application for infrastructure put forth by CO members, and subsequent operation and maintenance.

Accordingly, beneficiaries acknowledged that the loan has been a useful mechanism to access funding – for multiple purposes ranging from purchase of raw material to financing operational costs of running enterprises. The loan amount ranged from Rs. 5,000 to Rs. 15,000 (while for grant, the maximum was Rs. 10,000). Although the actual use of the loan is discussed later (under monitoring and evaluation), its revolving nature demonstrates its usefulness and need amongst the community members. Examples were cited where the loan helped procure stock for small shops or purchase raw material for activities such as sewing and stitching, achar-making amongst others.

**Table 5 Community Investment Fund**

District	No of Vos		No of Cos		Amount				Clients					
	Male	Female	Male	Female	Male		Female		Total	Male		Female		Total
					IGG	CIF Revolving	IGG	CIF Revolving		IGG	CIF Revolving	IGG	CIF Revolving	
Peshawar		15		93			925,000	7,485,000	8,410,000			196	650	846
Nowshera		16		91			980,000	7,995,000	8,975,000			196	696	892
Charsadda		10		58			625,000	4,995,000	5,620,000			153	421	574
<b>Total</b>	-	41	-	242	-	-	2,530,000	20,475,000	23,005,000	-	-	545	1,767	2,312

Furthermore, anecdotal evidence of beneficiaries obtained during focus group discussions demonstrates that trainings offered have been effective in providing skills and subsequent opportunities for earning. Examples include:

- women benefiting from sewing and stitching training (as well as “adda” work in Charsadda), subsequently being able to utilize this skill to prepare clothes for others as well as their own household;
- poultry extension workers revealed that they were now better able to manage their poultry (and providing support to other women in their neighbourhood to a certain extent), thereby, positively affecting productivity. Some mentioned that this added around Rs. 3,000 to their monthly income.
- amongst men, livestock extension workers stated that they were able to generate income in their respective communities based on the training they had received related to livestock management and vaccination;
- other trainings such as in NRM, mobile repair and electrical have proved to be helpful for beneficiaries in providing respective services and generating income;



- a training beneficiary from Peshawar noted that “I can earn up to Rs. 500 per day for mobile repairing.”
- Individuals who obtained training on plumbing techniques were able to generate income by providing plumbing services in their local areas.

Although these examples provide useful insight, only through a quantitative and representative survey can the true effectiveness of the training be gauged.

Capacity development of extension workers has been effective in facilitating agriculture, livestock and poultry (to a certain extent) at the community level according to participant FGD members. This model of creating extension workers is effective in providing critical NRM guidance to community members, who otherwise would not have access to such services within their own localities. Due to the conservative culture, poultry extension workers (women) are not always able to extend their poultry skills beyond their household or immediate relatives /neighbours. Nevertheless, the extension worker model is a mechanism which can serve as an asset for the communities.

### 2.2.1 Improvement areas

As noted, SRSP has fared well in meeting and exceeding identified and agreed targets. However, overachievement of targets also indicates the need to revise them to higher levels. SRSP is well positioned to meet current objectives, and should strive to achieve higher level outputs. Although this is closely aligned to the efficiency of the LSP, achieving higher outputs also reflects upon increased effectiveness of the programme (i.e. the number of people it may potentially help). The fact that SRSP enjoyed a currency advantage due to an appreciating Australian Dollar relative to the Pakistan Rupee provides further justification for higher targets.

An important finding during the field visits and workshop with SRSP personnel which has critical implication on effectiveness was the limited market linkage provided subsequent to training for beneficiaries. Training allows for skills development/enhancement to an individual, and as noted, positive feedback from beneficiaries was gathered in this respect; however, subsequent linkages to market were inadequate, and this has a direct effect on livelihood since income generation opportunities are not always provided or fully availed. Although a one-day training on market linkage is provided by SRSP, this is insufficient for the beneficiaries to adequately understand market dynamics and establish linkages. This brings to the fore the value chain model, where there is a need to bring together training, loan availability (through CIF) and market linkage to allow for appropriate income generation, in line with market needs. Accordingly, there is a need to conduct a market assessment / exposure visits *beforehand*, to understand what is being demanded by the purchasers/ consumers and devise training and enterprises suitably. The linkage is thus two-fold, where access to the market needs to be created and this needs to be aligned to what the market itself is demanding (as opposed to basing this on what beneficiaries want to supply irrespective of demand).

In line with the above discussion, there is also a need to determine what type of training is more effective in helping generate income relative to others. The point made earlier regarding the wide range of trainings is revisited from this perspective. Only by



establishing what type of training is more beneficial in influencing livelihoods (through a periodic beneficiary tracer survey, for instance) can the training types be shortlisted and prioritized to be focused upon. Subsequently, follow-up training can be provided to beneficiaries in to deepen and strengthen their skills in a particular area. For example, with sewing and stitching training, follow-up training on embroidery or other tailoring techniques can further strengthen beneficiaries' skills in this regard, facilitating their outputs and making them more marketable. Although SRSP notes some follow-up training, this needs to take place more systematically, by first establishing which training types to focus upon.

CO and VO operations are well designed in principle; however, their implementation and their ability to run on their own requires some review. COs are considered "mature" only after three members' meetings. Given the circumstances and composition of COs (where often, poor and illiterate individuals are members), more support is required from SRSP. Further facilitation is likely to make these COs (and thus, VOs) more effective in their respective operations. It is also worth noting that disaster risk and resistance (DRR) was not explicit in existing infrastructure planning mainly because this was not a part of the design of the existing EERP/ERP which provided community training in basic DRR under EERP. Since the area is susceptible to many natural disasters, such as the floods, it is important for SRSP to embed a robust DRR strategy to allow for sustainable (lasting) implementation of infrastructure.

Moreover, although the district administration and the line departments were involved by SRSP in LSP activities from the beginning, the third component of LSP should have formally started simultaneously. Forming linkages with the government through advocacy and lobbying is a long-term effort, and requires adequate time to be effective; this sequentially influences sustainability of the programme. It was noted by SRSP that the formation of Local Support Organizations (LSOs) was exactly for this purpose; however, their establishment has been delayed and will mostly be taking place in the no-cost extension period of the LSP.

### 2.3 Efficiency

Rating	5
--------	---

Following on from the finding that SRSP was an appropriate and relevant partner with considerable experience in the KP province, it was able to use its favourable standing as a means to embed efficiency in the Livelihood Support Programme. SRSP possesses a well-entrenched network of individuals and contacts throughout the province, and especially within the targeted districts of the LSP and Malakand Division for EERP. The use of indigenous staff with livelihood development experience and further capacity building helped the LSP to carry out important activities in an efficient manner, including social mobilization within a community, setting up of COs/VOs, dealing with notables of the area, and forging links with districts governments. Through the series of interviews conducted with SRSP staff during this review, it became clear that SRSP personnel –from the chief executive officer (CEO) to the district programme teams (DPT) – were appropriately qualified for their positions and well aware of their respective roles and responsibilities, facilitating the project functioning in a smooth manner.



Further evidence of LSP efficiency is drawn from the fact that despite a delayed start as a result of the ERP, SRSP made considerable progress evident through the project indicators in a condensed time period. This reflects not only upon SRSP's adaptability, but also its capacity to achieve identified targets efficiently. Relying not only on its competent workforce, but also its overall management strategy, SRSP was able to implement all LSP activities it had proposed. The only exception has been the creation of LSOs, which have recently begun to take shape and function, but are anticipated to be emphasized in the no-cost extension period.

The CO/VO and subsequent LSO structure established and implemented by SRSP under the LSP has been efficient in terms of decision-making. Further evidence of this efficiency is provided through the revolving fund, which generally amounts to a larger disbursement amount than initially received from SRSP as a result of multiple run cycles of disbursement and recovery at the community level, allowing for a multiplier effect. The creation of committees within the community organization, namely, audit, operation and maintenance, survey, credit, and social mobilization have allowed for tasks to be allocated amongst the members on different aspects of the loan/grant or infrastructure; decision-making within the CO has been facilitated in this regard. Beneficiaries noted a consultative dialogue which takes place before making decisions and submission of requests to VO/SRSP. Moreover, the manner in which CO requests are put forth to the VO, and then subsequently to SRSP has helped systemize and streamline decision-making. This structure helps coordinate between the different tiers in the LSP in an efficient manner.

### 2.3.1 Improvement areas

As discussed earlier, a delayed start and a compressed timeframe caused certain activities to take place within a shorter span of time. Chief amongst these is the task of social mobilization, fundamental to the overall implementation of the LSP. It was felt that the field teams were often under pressure to meet targets for CO creation during this critical stage. This ultimately affects the members being selected and is at risk of leaving out members from the poorest of the poor and other marginalized households.

Additionally, it was noted that although areas had been identified based on the PSC exercise, further consolidation *within* a selected UC could have taken place. This would have widened then LSP impact at the UC level, which was likely to be more manageable than spreading into other UCs.

Further, it was observed that although CO/VO structure for decision-making was efficient, it can be susceptible to bias: COs' presidents and secretaries (who are often more literate) are also influential members in the organization. Such individuals tend to lead decision-making within the CO and there is a risk that this may leave out perspectives and opinions of the poor, less influential or vocal members. Accordingly, follow-up and facilitation by SRSP on a regular basis is required to allow for inclusive decision-making.

## 2.4 Gender Equality

Rating	6
--------	---





LSP was implemented in the KP province, known for its conservative customs and traditions. Within this context, SRSP made tremendous progress in engaging with men and women alike. Appropriate protocols were set in place, such as the use of male staff and female SRSP staff and seeking prior permissions amongst local notables and elders. Men and women COs were formed simultaneously right from the start of the LSP. In general, SRSP followed a 60:40 (male: female) rule in implementing project activities. Nevertheless, there was a clear emphasis in promoting female participation to keep at par with male participation where possible. This was evident by making CIF women focused: only females were eligible to obtain loans. This tactic further helped minimize fiduciary risk, based on lessons learned from global examples in lending to women instead of men. Nevertheless, women were able to take loans on behalf of their husbands, thereby providing access to finance for males as well.

Further, the training provided to beneficiaries catered for both genders: this ranged from female oriented activities such as sewing and stitching to male oriented occupations such as mobile repair. Trainings were provided separately for males and females, based on the nominations put forth by their respective COs. Further, men were allocated training and positions in being livestock and agriculture extension workers and women were trained and deployed as poultry extension workers; this is in line with the customs of the rural communities, where men primarily deal with livestock and agriculture and women with poultry.

#### 2.4.1 Improvement Areas:

As discussed earlier, training in isolation of market linkages does not necessarily lead to income generation and improved livelihoods. In the case of women, there is a need to forge market linkages with more effort given their restricted access.

## 2.5 Monitoring and Evaluation

Rating	4
--------	---

A separate monitoring and evaluation (M&E) unit was established for the LSP. Interviews with M&E personnel revealed an appropriate level of knowledge and awareness of M&E operations in regard to the LSP. In addition, a good monitoring database was set in place and was regularly updated. This was designed in line with programme indicators and allows for reporting on various components of the LSP. Furthermore, evaluation studies from time to time take place and include case-studies for in-depth assessments. Annual reports for the past 2 years were also prepared, reporting on project progress.

Within the programme, a standardized tool – the poverty score card – was used to determine intervention localities. Despite its shortcomings (limited detail; no financial indicators), the use of PSC was a systematic means to assess poverty levels: this informed intervention on an evidence base, as opposed to random selection. Moreover, the PSC exhibits scope to be refined and deployed again in communities in an attempt to gauge change and assess impact of the LSP on poverty levels. The programme also made use of engineers to monitor infrastructure, negotiate with communities and



provide approvals / feedback on proposals. Further, a local level monitoring mechanism was establishing within the COs in the form of committees: members were part of committees in relation to CIF (credit and social mobilization) and CPI (survey, audit, operation and maintenance). Although its effectiveness is a separate discussion, a mechanism is in place and social pressure is a key driver for their functioning and oversight on CO and member activities.

### 2.5.1 Improvement Areas

Existing monitoring systems can be further strengthened to optimize project performance and ultimately, enhance impact. In particular, there is a need to make better use out of available data, collect more data, and conduct more follow-ups of beneficiaries to inform LSP management. The collected data needs to be analyzed in more depth to assess as to what direction the programme is progressing. For instance, tracer studies on programme beneficiaries can take place to determine the impact of training (i.e. to see whether this has led to income generation). This can then help focus on particular trainings which are more viable and useful for the beneficiaries. Statistical techniques can be applied to the data to determine changes in livelihood of existing beneficiaries, and how this varies across the target area and relate this to the type of infrastructure / training / support provided to them. Accordingly, there is need for capacity building of M&E section of SRSP, particularly for data analysis and interpretation, which can considerably add value to the solid work which they are already doing.

## 2.6 Risk Management

Rating	4
--------	---

There were several measures taken by SRSP under the LSP to manage risk. The first step was to take on board the relevant stakeholders with the aim to generate acceptability and widen ownership. SRSP leveraged from its strong relationship with district governments in KP. District government representatives acknowledged and appreciated SRSP's role in facilitating livelihood development at the village level. Having been convinced with the effective role of SRSP over the years, government officials cooperate and collaborate with SRSP. For the purpose of the LSP, the creation of the District Coordination Committee comprising government members and headed by the Deputy Commissioner is a good example; moreover, another example was the use UC and community notables such as nazim, imams and other prominent personnel to allowed acceptability within the community level and access to their members. Periodic interaction between the DPT and CO was another channel to ensure CO functioning, support its activities and provide guidance.

SRSP takes several measures to tackle the security situation and allow project functioning. For instance, when a particular community or locality is identified for a potential intervention, the "first dialogue" takes place with SRSP and community representatives. During this dialogue, an introduction to the project and SRSP is provided, explaining the component activities and intended outcomes. Contextual factors of the community itself are gauged during this dialogue. This helps SRSP assess the acceptance level of the community. Where any hostility or reluctance is felt, SRSP pulls out and does not implement activities in the area. Those communities which are accepting are then subject to a "second dialogue;" the purpose of this subsequent



dialogue is to build confidence and provide more in-depth details of the project to a wider audience and understand the needs of the area. In addition, SRSP takes on board the district government in regard to their activities, keeping them informed. Moreover, the use of indigenous staff considerably helps penetrate in communities and facilitate acceptance, significantly reducing or eliminating risk

Social pressure generated within the CO served as a useful accountability tool. Members were aware of one another's actions, embedding a sense of checks within the organization. Moreover, the establishment of committees within the CO and the presence of a credit extension worker also helped follow up loans and reduce fiduciary risks. The use of credit extension worker to oversee / ensure recollection of funds was important in this regard; a credit extension worker is a paid individual working whose fees are paid through CO funds. At the wider level, multi-tiered community level decision-making through CO/VO structure helps overcome the problem of any particular CO benefiting from all interventions/funds due to the composition of the VO (with representation from multiple COs); however, there remains a risk of influence by certain individuals within a particular CO. Finally, basic training on disaster risk management was organized for COs, but this needs further strengthening.

Further, it was noted that poultry extension workers generally tend to benefit themselves and a few neighbouring women. Their reach is quite limited even within the village. Hence, creating more poultry extension workers within one community may be a solution to expand reach benefit a wider group of women.

### 2.6.1 Improvement Areas

The review points out some steps which can be taken to bolster risk management for the LSP. Devolving decision-making at the CO and VO level is a risk in itself; organizations comprise of members who require considerable capacity building to manage their respective tasks within the CO/VO. Further, although committees have been formed, the mechanism of accountability within CO needs to be further strengthened and transparent by building capacity and creating a formal complaint mechanism. Although an informal complain mechanism exists, there is a need to formalize this process which is easily accessible for beneficiaries and non-beneficiaries. This will add to the programme oversight on an on-going basis. There remains a risk of missing out on the poorest of the poor or marginalized households due to PSC results, or insufficient number of members for additional COs. Follow-up mobilization activities need to take place to ensure their participation.

Further, the follow up of livestock, agriculture and poultry extension workers is limited and hence, there is no monitoring of the services being provided by them or a regulation on their fees. In addition, credit extension workers are not necessarily following up on what the loan is being used for, but instead, focused upon recollection of the loan only. Finally, DRR training was short, with no follow up training to inculcate the message. As noted earlier, it is crucial for SRSP to embed a robust Disaster Risk and Resistance strategy to allow for sustainable implementation of infrastructure given the volatility of the region.

## 2.7 Impact



<b>Rating</b>	<b>Not Applicable/Needed</b>
---------------	------------------------------

Assessing impact is beyond a simple measure of results achieved: rather, it reflects on the overarching programme objective. In case of the LSP, the impact of the programme refers to improved livelihoods. More specifically, the goal was “to reduce rural poverty through the revival of livelihoods and empowerment of communities in three border districts of KP.” It is worth noting that the impact on livelihoods is difficult to gauge only through qualitative means; there is a need to conduct a follow-up PSC exercise or a more detailed and representative quantitative survey of beneficiaries to trace livelihood changes. Nevertheless, this review was able to obtain indications of the impact based on anecdotal evidence put forth by the beneficiaries, government representatives and SRSP personnel through interviews and focus group discussions as well as through programme documentation.

Based on the available evidence, the review finds that the project has had a positive impact on livelihoods in the target areas. FGD participant beneficiaries reported improved productivity and income as a result of different interventions which ranged from livelihood oriented trainings to services and creation of livestock, agriculture and poultry extension workers. It was further noted that the infrastructure implemented within communities improved accessibility and living conditions within a village. At the household level, women stated that they felt more empowered because they were the primary recipients of the CIF. This improved their standing/status within the household and provided them with a say in decision-making. Moreover, where training was received, this helped improve their own productivity. The extent of improvement, however, cannot be gauged. In addition, beneficiaries also noted that where household income had increased, they were now able to afford education for their children.

Moreover, through the District Coordination Committee, SRSP was able to engage with government functionaries and obtain support for the LSP. However, institutional linkages between VO and government are currently weak. It is anticipated that LSOs, most of which are to be formed in the no-cost extension phase, will play an important role in this regard – allowing for the programme to be sustainable, and have a positive impact on more beneficiaries.

## 2.8 Sustainability

<b>Rating</b>	<b>4</b>
---------------	----------

Bringing on board multiple stakeholders, particularly government representatives and influential community members was a step in the right direction to ensure sustainability of the LSP. This has taken place through the creation of the DCC, holding managers conferences (in which Presidents and secretaries of COs and Line Departments of Government are called in for linkage development) and is a key function of the LSO. LSOs which are already established and those which are to be formed will be registered with the government, which further legitimizes their presence.

At the community level, the revolving fund –based on the initial loan amount through CPI – has been a central force keeping the CO and VO together. It is anticipated that the revolving fund will continue to be the binding force for the CO subsequent to the LSP.

Infrastructure initiatives were deemed as being of quality as per the views of the beneficiaries and, therefore, they are anticipated to last for a long term after the completion of the LSP. Within the CO, capacity building of members needs to take place for operational and maintenance of the implemented infrastructure so that individuals can ensure their functioning after project completion.

### **2.8.1 Improvement Areas**

The compressed time for LSP activities has resulted in delayed LSO creation. However, LSOs are pivotal for the sustainability of the programme once project is complete. Accordingly, the extension to the project completion was sought by SRSP in 2 stages: first extension was sought from May 2013 to December 2013 at no cost the 2<sup>nd</sup> extension was sought from 1 January to 30 September 2014, at an additional cost of AUD 453,448. Both were approved by DFAT and the current focus is on formation (this is currently in progress). Nevertheless, it is important that this activity needs to be adequately set up and not take place in a hurried manner in order to ensure lasting linkages and sustainability. Moreover, there will be a need to build the capacity of LSO members so that they can engage with government functionaries, donors and other organizations effectively.

It became evident through the field visits that clarity is needed on project functioning and operation to stakeholders; hence, an awareness campaign to explain roles of COs, VOs and LSOs needs to take place across the board as a refresher mechanism, especially among beneficiaries, so that they are fully aware of the LSP mechanism and how this sustain once the project is complete. The risk of disintegration of COs once project is complete needs to be mitigated to keep the revolving fund and infrastructure maintenance functioning; awareness campaigns and capacity building for closure can facilitate this transition towards sustainability. This is closely linked to the observation that COs are not yet mature enough to cover operational and maintenance cost of infrastructure initiatives, and thus, appropriate techniques need to be taught to the members to secure funding, capture savings or develop a contributory mechanisms to allow for sustainable use and operation of the infrastructure.





## 3 Conclusion & Recommendations

The LSP review found the programme to be relevant based on its design and implementation strategy. It is in line with the province's development strategy and has performed in congruence with its objectives. This has translated to evidence of income generation, enterprise development and growth and job creation amongst project beneficiaries. Selecting SRSP as an implementing partner was appropriate, given its experience and track-record in KP, as well as the explicit and tacit knowledge, awareness and expertise of its personnel on livelihood development. The programme was effective in its functioning, often exceeding the targets which were set out on multiple interventions (although, these could be revised), exhibiting efficient processes to a large extent.

An assessment of impact on livelihoods was deemed positive based on the available evidence, indicating improved livelihood potential which can be fostered from the programme activities. However, it is currently too early to determine full impact of the programme components. Measures have been taken by SRSP for sustainability, by widening ownership, forging linkages and embedding the programme structure at the community level. The LSP has effectively targeted both men and women in its programme, and has taken steps to mitigate some key risks in its operation. Monitoring of the programme has been consistent, providing useful results to measure progress. Nevertheless, improvement areas/actions have been noted against all evaluation aspects stated above with the aim to overcome gaps, bolster implementation and sustainability and achieve the programme goal to improve livelihoods of the beneficiaries.

Therefore, based on the concept of the LSP, its functioning and potential impact on livelihoods – in addition to the need of the people in the target area – ***a second phase of this project should be undertaken given the success of the first phase, despite a slow start caused by the massive 2010 flood crisis. The second phase should look to an increase in the geographic coverage and an enhanced emphasis on economic growth through optimizing income generation interventions that include use of value chain development, market linkages, skill development training and community revolving funds to ensure long term sustainability of the program.*** Key recommendations have been devised for this purpose, as discussed below.

### 1. Retain programme focus

Although ERP and EERP were relevant, diverting funds and resources to these activities affects the original LSP programme activities and implementation flow, which may limit the overall programme impact. As a result of a condensed time period, there was a sense of urgency to implement activities to meet timelines: from this view, there is a critical need to avoid meeting targets in a "hurried" manner to ensure quality in the results achieved. To ensure such quality, programme focus should be retained.

### 2. Concentrate on selected activities

In particular, this recommendation refers to the wide variety of trainings and infrastructure currently offered. In terms of trainings, there is a need to conduct



a market assessment to determine demand and accordingly, training programmes should be devised. Moreover, it is important to conduct monitoring and evaluation studies (such as tracers; periodic quantitative surveys with beneficiaries) to determine which type of training is more effective in helping generate income. Resources should be invested in those activities which are aligned to the market requirements and are viable for the beneficiaries in improving livelihoods. Similarly, infrastructure activities which are deemed more beneficial at a wider level should be focused upon by considering feedback from village residents other than CO members. This can be done through quantitative and qualitative surveys; results should be analyzed and infrastructure which is more beneficial for people should be prioritized.

### **3. *Periodic follow-up of beneficiaries***

Follow-up of beneficiaries should take place to determine what is working well and make adjustments where required. This is closely related to the recommendation above, in which certain activities need to be focused upon. This can only take place once an understanding of what is working well and what is not is established. Following-up with beneficiaries periodically and in a systematic manner (i.e. through assessment techniques) will help determine the effectiveness of activities over the course of the programme. Adjustments need to take place to strengthen, re-prioritize or remove activities to help achieve programme objectives more efficiently.

### **4. *Accurate target setting***

LSP results based on programme logframe indicators demonstrate high achievement, often exceeding the targets which have been set. There are several interpretations that can be drawn which range from the view that SRSP has been working very efficiently to achieve these results to the perspective that targets set out were low. Going beyond these interpretations, the important finding is that SRSP has the potential to achieve strong results, and thus, should set and revise targets to maximize efficiency to support outcomes and enhance impact. Accurate target setting can be viewed as a dynamic process, which requires active and frequent monitoring of progress against indicators; targets may be revised in consultation with AusAid based on evidence-backed justifications in order to provide a more realistic and accurate forecast. Nevertheless, more deliberation on setting targets at the initial stage should take place for the second phase in light of results achieved in the existing LSP.

### **5. *Adequate time for social mobilization***

Social mobilization is a pivotal activity which takes place in the LSP and, therefore, there is a need to allocate sufficient time for it. This activity should not take place in a hurried manner, and mobilize target individuals thoroughly and appropriately. In particular, there is a need to ensure the mobilization and subsequent participation of the poorest of the poor and other marginalized individuals.

### **6. *Form market linkages***

There is an immediate need to facilitate trained beneficiaries in generating income by establishing access and linkages with the market. Training in





isolation cannot be expected to lead towards improved livelihoods. As noted, a market assessment / exposure visits should take place beforehand, to understand what is being demanded by the market (purchasers / consumers). Subsequently, types of training and its content should be devised accordingly. This will allow for the creation of marketable products (and individuals, based on their skillset), which will be more likely to generate income.

### **7. Strengthen monitoring and evaluation**

Existing monitoring and evaluation systems need to be further strengthened in order to optimize project performance. Whereas capacity building in terms of refreshers may help all the sections deliver their services efficiently, this is a specific need for the M&E unit. There is a large amount of data collected by LSP which can be used for detailed technical analysis. Building the capacity of M&E staff on analytical and interpretation techniques would assist the management to make more informed decisions in regard to LSP activities and fine-tune the programme implementation as required.

### **8. Timely establishment of LSOs**

LSOs are an integral part of the LSP structure. In particular, this organization plays an important role in forming linkages with the government, donors and other organizations. Sustainability of the LSP is influenced by appropriate and effective LSOs. Although this is currently taking place in the no-cost extension (and some have already been formed), there needs to be adequate time allocated to their support. Thus, continued capacity building by SRSP needs to take place to ensure long-term LSO functioning.

### **9. Regular interaction and facilitation of COs**

The review found that COs were deemed mature after three meetings. However, this is not a sufficient benchmark, and they require continued facilitation by SRSP, especially in the beginning. Support should include capacity building of members beyond CMST and LMST; this needs to be an on-going process due to the composition of these organizations. Although a resource person is allocated, there needs to be regular interaction and support in order to promote effective implementation of activities and serve as a sound monitoring mechanism.

### **10. Embed a robust Disaster Risk and Resistance (DRR) strategy**

A robust DRR strategy is needed to allow for sustainable implementation of infrastructure given the volatility of the region. As discussed, DRR was not explicit in existing infrastructure planning mainly because this was not a part of the design of the existing EERP/ERP which provided community training in basic DRR under EERP. Since the area is susceptible to many natural disasters, such as the floods, it is important for SRSP to embed a robust DRR strategy to allow for sustainable (lasting) implementation of infrastructure.

### **11. Customize the PSC to better target the poor and marginalized**

The PSC was a useful instrument to identify poverty levels; however, its effectiveness could further be strengthened by customizing the existing tool. In its current form, the PSC does not provide for any financial values to differentiate the value of assets between households. Adding values will help distinguish



between an item of a low value and one with a high value, allowing for a more accurate assessment of the household. Moreover, stratification within the 0-23 bracket can take place to ensure participation of the poorest individuals. Once customization has taken place, more effort needs to be made to include poor and marginalized (including minorities) individuals and ensuring their participation and input.

#### **12. Formalize a complaint/feedback mechanism**

SRSP currently has an informal complaint procedure, and there is evidence of follow-up in some cases. However, there is a need to formalize this process which is easily accessible for beneficiaries and non-beneficiaries. This will add to the programme oversight on an on-going basis, ensuring follow-up where required.

#### **13. Build capacity for CPI operation and maintenance**

There is a need to build capacity of COs for operational and maintenance of CPI in their respective communities/villages. Appropriate techniques need to be taught to the members to secure funding, capture savings or develop a contributory mechanisms to allow for sustainable use and operation of the infrastructure.

#### **14. Strengthen linkages of extension workers with line departments**

Forming linkages of extension workers with line departments can allow for continued technical advice, backstopping and capacity building of extension workers beyond their initial training. Moreover, these workers can serve as a good resource for the government to carry out its own extension activities for the respective communities. Further, value chain linkages to maximize 'value add' for community livelihood activities need to be strengthened.



# Appendices





## Appendix 1: Terms of Reference

### Independent Review of the Livelihood Strengthening Program in Border Districts of Khyber Pakhtunkhwa

#### Terms of Reference

##### 1. Background

Poverty in Pakistan is primarily a rural phenomenon with over two thirds of Pakistan's population and up to 80 per cent of Pakistan's poor living in rural areas. Household incomes are lower and poverty rates higher in rural areas than urban areas. Rural areas are also characterised by high rates of unemployment, low economic growth, poor physical and economic infrastructure and limited access to basic services. The July 2010 floods devastated Pakistan's rural sector, with the 'breadbasket' of Pakistan—Punjab and Sindh provinces—seriously affected. Rural food insecurity is an increasing problem, particularly in the less fertile areas bordering Afghanistan.

Australia is well placed to engage in the sector and assist to reduce poverty through improving rural livelihoods, building market access for the poor and enhancing community resilience to external shocks. Australia's aid program in Pakistan focuses on three primary sectors – saving lives (health), promoting opportunities for all (education), and sustainable economic development (agriculture and rural development). Governance, and emergency management and response are secondary, cross-cutting sectors.

The Australia Pakistan Agriculture and Rural Development Strategy (APARDS) guide Australian interventions in the rural development and agriculture sector. This strategy aligns with the Pakistan Government's development priorities and focuses on strategic interventions to improve border livelihoods, enhance social protection, promote pro-poor value chains, facilitate enabling policy and increase agricultural capability.

Three strategic areas for engagement have been identified under the APARDS:

- a. Border Livelihoods: Improve community institutions and rural livelihoods in conflict buffer areas;
- b. Pro-poor Agriculture Markets: Enhance selected agricultural markets that benefit the rural poor through improved productivity, efficiency and employment opportunities, and
- c. Agricultural and Water Sector Capability and Enabling Policy: Build the capacity of Government, Private and Civil sectors to service the needs of stakeholders across the program and undertake quality policy analysis.

The Sarhad Rural Support Programme's (SRSP) Livelihood Strengthening Programme (LSP) is a key intervention supported under the Border Livelihoods component of APARDS.

The LSP is a three year programme implemented by the Rural Support Program Network (RSPN) a Pakistani not-for-profit organization in three central districts of Khyber Pakhtunkhwa at an estimated cost of AUD\$7.0 million. The project commenced in June 2010, but was interrupted in its initial stage of mobilisation when the 2010 floods hit the project districts causing widespread damage to infrastructure, houses, crops and livelihoods. In response DFAT, in consultation with SRSP, agreed to reorient the first six months of the LSP to an Early Recovery Project (ERP) with a view to laying a solid foundation for LSP. Due to its success, a further \$3 million was provided



in 2010-11 to expand the ERP to conflict and flood-affected areas of Malakand Division. The ERP is now complete. The LSP commenced in January 2011, and is currently in its third and final year of implementation.

The SRSP Livelihood Strengthening Programme (LSP) aims to address development constraints in three districts of Peshawar, Charsadda and Nowshera by improving community capacity to develop social and economic infrastructure, and by strengthening rural income generating opportunities.

## 2. Purpose of the review

The DFAT grant agreement with SRSP for LSP stipulates that DFAT will conduct a mid-term review of the activity through contracting independent technical advisers 18 months after the commencement of the activity. However, the mid-term review was delayed and in its place DFAT agreed to external review of the project in 2013. This review will assess LSP achievements against the agreed objectives and will provide advice to DFAT on whether a second phase of the LSP is warranted and, if so, whether the focus of our future investments need to change to ensure maximum alignment with Australia's and Pakistan's development priorities. The review will make recommendations on the scope, focus and term of a second phase, with the aim of achieving longer term sustainability of the livelihood building on the experience and lessons learnt from Phase 1;

The purpose of review is to:

Provide an independent assessment of the impacts and outcomes of Phase 1 and the adequacy of progress of the LSP program in meeting its objectives (including management arrangements against the key review criteria outlined in Section );

- Inform DFAT as to whether a second phase of the program should be considered, in accordance with experience and lessons learned from the LSP;
- make recommendations on opportunities for future collaboration in the context of DFAT's future programming priorities
- outline the scope, focus and term of a second phase with the aim of achieving long term sustainability.

## 3. Key review questions

In line with the DFAT's expectations for independent evaluation, the review should answer the following questions which align with DFAT's criteria for assessing the performance of aid initiatives - relevance, effectiveness, efficiency, sustainability, impact, and gender equality. The team should provide a rating from 1-6 against each criteria, except impact which does not require a rating.

- a) To what extent does the LSP align with the APARDS and emerging Australia's and Pakistan's rural development priorities and how could this alignment be improved in future phases? (relevance)
- b) To what extent has the LSP program met the long-term outcomes outlined in the implementation documentation? (effectiveness)
- c) What management arrangements are in place to exercise due diligence in project delivery including managing fiduciary risks? (risk management)
- d) What evidence is there that the benefits of the LSP program will be sustained after project activities finish? This should include recommendations to improve the approaches to implementation to ensure greater sustainability of possible future activities. (sustainability)



- e) Has the LSP contributed to transformational changes in the livelihood and food security systems of the target communities ? (impact)
- f) How useful is the project M&E system and can this be strengthened, particularly at the outcome level ? (monitoring & evaluation)
- g) To what extent were the gender outcomes met and sustained and has the program been catalytic in influencing broader gender-related change?(gender)

#### 4. Methodology

The evaluation process will consist of the following main stages of work:

- Briefing with the DFAT project team
- Develop an evaluation plan
- Desk review and appraisal of key documents
- In-country data collection
- In-country evaluation workshop and de-briefing of DFAT and program delivery staff
- Data analysis
- Preparation of an evaluation report

#### 5. Timing and Duration

The review will take place over a total of 32 days from 29 November 2013 and will commence with a briefing to be held at DFAT Post in Islamabad on 29 November to be followed by a 8 day field visit from 9 to 16 December. An evaluation orientation workshop will be held with SRSP staff on 19 December 2013. The Contractor will brief DFAT on the outcome of the review mission on completion of the in-country mission.

Activity	Timing	Location	Responsibility
Briefing with DFAT project team on the project and review expectations	29 November 2013(0.5 days)	Islamabad	DFAT project staff and all evaluation team members
Undertake a desk-based assessment of all project documentation (LSP Proposal, Funding Arrangement, ERP Proposal, ERP Report, Annual Project Reports) and other relevant project documents and correspondence	(4 days)	Islamabad	All evaluation team members
Prepare an evaluation plan including the methodology and tools which will be adopted to meet the review requirements	Submit to DFAT by 5 December (2 days)	Islamabad	Team Leader
Revise evaluation plan on the basis of DFAT feed-back	6 December 2013 (0.5 day)	Islamabad	All evaluation team members
Arrange logistics on the basis of the evaluation plan	1 day		DFAT
Meet with project SRSP staff and stakeholders in Peshawar, including KP Provincial and districts government officials	9-11 December 2013 (3 days)	Peshawar	All evaluation team members
Undertake field visits to	12-16	Peshawar,	All evaluation



Nowshera, Charsaddah and Peshawar Districts for LSP and Malakand Division for EERP as per the Evaluation Plan	December 2013(5 days)	Nowshera,Charsaddah and Malakand Division	team members
Organise an evaluation orientation workshop with SRSP staff to validate the findings and workshop recommendations	19 December 2013 ( 1 day)	Peshawar	All Evaluation Team Members
Preliminary analysis and preparation of the aide memoire	(2 days)	Islamabad	
De-briefing, workshop on initial findings	(1 day)	Islamabad	All evaluation team members
Brief DFAT Post/Desk (via in-country meeting and telecon) on the outcome of the review mission and presentation of the aide memoire	0.5 day	Islamabad	All evaluation team members
Prepare draft report	8 days	Islamabad	All evaluation team members
Responding to DFAT comments on draft report	1 day	Islamabad	All evaluation team members
Attend evaluation report peer review (or respond to comments if peer review is managed via email)	0.5 day	Islamabad	Team Leader
Finalise report post-peer review	2 days	Islamabad	Team Leader

## 6. Deliverables

The Contractor shall submit the following report as part of this exercise:

- a) An evaluation plan that confirms the process of evaluation and includes key evaluation questions and methodology – and which meets the requirements set out in Standard 5 of the DFAT M&E Standards
- b) An Aide Memoire outlining the initial findings of the independent evaluation at the completion of the consultations;
- c) A Draft Report with executive summary provided to DFAT Islamabad in electronic version within fourteen working days of completion of the mission which meets the requirements set out in Standard 6 of the DFAT M&E Standards; and
- d) A final report of no more than 30 pages in length (excluding appendices), inclusive of a standalone executive summary of no more than 5 pages provided to DFAT Islamabad in both electronic version (MS Word format) and hardcopy within seven working days of receipt of DFAT comments on the draft report and which meets the requirements set out in Standard 6 of the DFAT M&E Standards
- e) The Contractor should use the 'Evaluation Report' template (Attachment 2), and should provide ratings against the evaluation criteria (except impact) in accordance with the guidance set out in the QAI Ratings Matrix.

## 7. Team Composition and Responsibilities

The review team will comprise 2-3 members including a team leader, supported by technical experts in livelihood development and gender/community development. The team will be expected to possess the following skills and experience:

- a) The team leader will have professional expertise in evaluation;
- b) Technical experts will have experience in livelihoods, rural development and/or participatory project monitoring and evaluation, gender and community development





- c) Preferably a strong knowledge of KPK's socio-economic context, cultures and security situation;
  - d) Familiarity with humanitarian operations in post-conflict and post-natural disaster environment;
  - e) Demonstrated knowledge in undertaking results-based monitoring, evaluation and reporting;
  - f) Strong communication, documentation and presentation skills; and
  - g) Willingness and ability to travel within all project areas in KPK
- The team leader will take responsibility for drafting the evaluation plan; managing data collection/interviews and for drafting and quality control of the report in accordance with DFAT's M&E Standards. The team leader will provide strategic guidance and direction to the team and be the main contact point for any consultations with DFAT Islamabad., overall coordination of the team;
  - The technical advisors will, under the direction of the Team Leader, take the lead in providing technical program analysis, address any gaps and suggest modifications as appropriate, and contribute to the report as required by the Team Leader.

## 8. Key Documents

- a) Funding Agreement Deed 55644: SRSP Livelihood Strengthening Program in Border Districts (LSP) of KP – 1 June 2010
- b) Deed of Amendment to Funding Agreement 55644: Expansion of LSP Program to cover Expanded Early Recovery Project in the Malakand Division – 24 May 2011
- c) Early Recovery Project – Six Monthly Report – December 2010
- d) Poverty Score Card Exercise Report
- e) Program Implementation Strategy
- f) Monitoring Plan
- g) Annual Report – 2010-11
- h) Annual Report – 2011-12
- i) Expanded Early Recovery Project Completion Report
- j) Annual Plan for Year 3 and No-cost Extension (1 July 2012 to 31 December 2013)
- k) Rural Support Programme Network Evaluation Impact Assessment of SRSP LSP





## Appendix 2: Evaluation Instruments

### [Interview Guide]

### CEO SRSP

Respondent Profile		
ID1	Name:	
ID2	Mobile Number	
ID3	Age	_____ years
ID4	Gender:	Male ..... 1 Female ..... 2
ID5	Highest Education Level Completed	Primary ..... 1 Middle ..... 2 High ..... 3 Bachelors ..... 4 Masters ..... 5 M.Phil. .... 6 PhD ..... 7
ID6	For how long have you been working with SRSP?	_____ years
ID7	Total years of experience	_____ years

### Discussion Questions:

1. Could you please begin by telling us about the programme? How was the LSP's idea conceived? Who was it conceived by? How did SRSP become a part of this programme?
2. Are you aware of APARDS objectives in Pakistan? Was the LSP aligned with APARDS objectives? What was the strategy adopted to achieve APARDS objectives?
3. What were some of the key strengths of this programme? What were some of the key weaknesses? Explain.
4. How is LSP organized / structured? How are roles defined? How does coordination take place with the relevant programme stakeholders (AusAID, Government, Prog. Staff etc.)
5. Who makes programme-related decisions (at what level; who is involved)? Who does the programme involve in its decision-making/planning? Who are the stakeholders? (Government, other NGOs, wider citizen body)
6. Does SRSP have pro-poor and vulnerable policies and plans? What are they? How did it target such groups under LSP?
7. What mechanisms are in place to ensure female participation in the programme? Was there any policies in-place to ensure gender equity?



8. What was the process in establishing community organizations (Cos), village organizations (VOs) and Local Support Organizations (LSOs)?
9. How were infrastructure initiatives planned and selected?
10. How relevant and effective was the training provided on livelihood?
11. What was the disbursement procedure of loan and credit?
12. What was done to ensure timely response to the flood disasters which took place?
13. Who is involved in the oversight of the project? How does this take place? What is your role?
14. What M&E mechanisms are put in place? How effective are they? How change monitored?
15. How are beneficiaries involved in assessing the performance and quality of work (participatory monitoring)?
16. To what extent was the livelihood of poor and vulnerable improved? Discuss by intervention type. How was change measured?
17. What policies and procedures in-placed to deal with beneficiary fraud?
18. What were the major challenges which took place over the course of the programme? How were these overcome?
19. What is the exit strategy of the programme upon completion?
20. Are any linkages formed with other institutions / programmes / donors to facilitate beneficiaries upon programme completion?
21. What are some of the key lessons learned from this programme
  - What worked well? Why?
  - What did not work well? Why?
22. Any other suggestions /comments?



## Interview Guide

Programme Manager (Head)/ District Programme  
Manager

Respondent Profile		
ID1	Name:	
ID2	Mobile Number	
ID3	Age	_____ years
ID4	Gender:	Male..... 1 Female..... 2
ID5	Designation	
ID6	Highest Education Level Completed	Primary ..... 1 Middle ..... 2 High ..... 3 Bachelors ..... 4 Masters ..... 5 M.Phil. .... 6 PhD ..... 7
ID7	For how long have you been working with SRSP?	_____ years
ID8	How long have you been working in KP?	_____ years
ID9	Total years of experience (overall)?	_____ years

**Management Arrangements:**

1. Could you please begin by telling us about the programme?
  - a. What are its objectives?
  - b. How is LSP organized / structured?
  - c. How are roles defined? What is your role?
  - d. What is your opinion of the management arrangements?
  - e. How does coordination take place with the relevant programme stakeholders (AusAID, Government, Prog;. Staff etc.)
2. Who makes programme-related decisions (at what level; who is involved)?
  - a. Who does the programme involve in its decision-making/planning?
  - b. Who are the stakeholders? (Government, other NGOs, wider citizen body)?
  - c. What mechanisms are in place to ensure female participation in the programme?
3. In your opinion, what were the key strengths of this programme?
  - a. Explain
  - b. What was done to further strengthen programme?
4. What were the key weaknesses?
  - a. Explain?
  - b. What was done to address limitations?

**Relevance:**



5. Are you aware of APARDS objectives?
  - a. Were SRSP's LSP aligned with ARAPDS objectives? How?
  - b. What was the strategy adopted to achieve APARDS objectives?
    - i. Border livelihoods
    - ii. Pro-poor agriculture markets
    - iii. Agriculture and Water Sector capability and enabling policy

6. Was a situational analysis of that area prepared?
  - a. What did this demonstrate?
  - b. How were needs of the communities identified?

### Programme-specific - Relevance / Effectiveness:

7. How were poor and vulnerable groups/individuals identified?
  - a. What criteria were set based on the poverty scorecard?
  - b. What mechanisms are in place to ensure poor participation in the programme?
  - c. What about females?
  - d. Was beneficiary selection influenced by political or other factors?
  - e. How was this addressed?
8. What was the process in establishing community organizations (Cos), village organizations (VOs) and Local Support Organizations (LSOs)?
  - a. How the poor/vulnerable are targeted and engaged in community organizations? How successful was this?
  - b. To what extent poor and vulnerable groups participated in planning, decision making and implementation?
  - c. How has the community organization strengthened members/communities?
  - d. Were other community based organizations involved in project planning / implementation?
  - e. What were some of the key collective actions taken?
9. How were infrastructure initiatives planned and selected?
  - a. Who was involved?
  - b. Are the initiatives/rural infrastructure developed functional?
  - c. What was the mechanism to access the need of infrastructure development?
  - d. Do households have equal **accessibility** to improved infrastructure/development facilities especially women and youth?
  - e. How has the development/improvement of infrastructure affected the lives of community members?
10. How relevant and effective was the training provided on livelihood?
  - a. How effective has training been in generating income / establishing food security? (obtaining jobs; entrepreneurship)
  - b. How have agriculture and livestock practices changed as a result of NRM trainings?



11. What was the disbursement procedure of loan and credit?
  - a. How were individuals selected?
  - b. What transparency and accountability measures were set in place?
  - c. How effective has the loan been for households to improve livelihoods (utilization of loans)?
  
12. What advocacy and lobbying initiatives took place?
  - a. Were advocacy and lobbying initiatives according to the need of poor and vulnerable? How was this gauged?
  - b. How many initiatives were taken as a result of advocacy and lobbying especially for women? What were they?
  - c. Does the project / SRSP coordinate with government functionaries, other citizens and programme stakeholders? On what matters? How effective has this been?
  - d. To what extent SRSP's capacity development activities have been effective for all stakeholders on participatory approaches and community development?
  
13. What was done to ensure timely response to the flood disasters which took place?
  - a. What worked well and what did not?
  - b. How were their needs addressed relative to others?
  - c. How were women's needs catered for during the EERP?
  - d. How were their needs addressed relative to others?

### Monitoring and Evaluation:

14. What M&E mechanisms are put in place? How effective are they?
  - a. Reporting format, requirements, gaps, frequency and M&E visits etc.
  - b. Are any course correction measures taken as a result of this monitoring (provide examples)?
  - c. Is there a beneficiary database maintained? Is it up-to-date? How is used?
  
15. To what extent was the livelihood of poor and vulnerable improved?
  - a. How effective has training been in generating income / establishing food security? (obtaining jobs; entrepreneurship)
  - b. How have agriculture and livestock practices changed as a result of NRM trainings?
  - c. Any change in income levels?
  - d. Are females provided with additional support within community organizations?
  - e. To what extent has the programme affected women's empowerment (decision-making, income generation, accessibility to services)
  
16. How is change measured in relation to livelihood and food security, especially for females?
  - a. How is the impact on poor and vulnerable determined?
  - b. Are there any follow ups?



- c. Are there any cultural/social factors which restrict programme's impact or engagement with females? How has this been tackled?
17. How satisfied were the beneficiaries with the intervention? How was satisfaction determined?
    - a. Is there any complaint mechanism in-place?
    - b. Has management responded to any complaint?
  18. What are the financial process/mechanisms in place? How effective?
    - a. What policies and procedures in-place to deal with beneficiary fraud?

### Sustainability & Way Forward:

19. What is the exit strategy of the programme upon completion?
  - a. How will community organizations function once the project is completed? Will they remain in place? If yes, who will ensure their functionality?
  - b. Is there any action taken on developing an association of entrepreneurs to take up programme activities beyond project life?
  - c. How are these entrepreneurs identified?
  - d. Are any capacity building measures set in place to facilitate selected entrepreneurs to manage the association?
20. How dependent are /have become beneficiaries on programme activities in relation to their livelihoods?
21. Are any linkages formed with other institutions / programmes / donors to facilitate beneficiaries upon programme completion?
22. What are some of the key lessons learned from this programme
  - a. What worked well? Why?
  - b. What did not work well? Why?
23. In your opinion, what should have taken place differently in terms of project implementation?
24. What were the major challenges which took place over the course of the programme? How were these overcome?
25. Any other recommendations?



**[Interview Guide]****Government Representatives**

Respondent Profile		
ID8	Name:	
ID9	Mobile Number	
ID10	Age	_____ years
ID11	Gender:	Male ..... 1 Female ..... 2
ID12	Designation	
ID13	Highest Education Level Completed	Primary..... 1 Middle ..... 2 High..... 3 Bachelors ..... 4 Masters ..... 5 M.Phil. .... 6 PhD..... 7
ID14	For how long have you been working in civil service?	_____ years
ID15	How long have you been working in KP?	_____ years

**Discussion Questions:**

1. Could you please provide us with an overview of your district in relation to livelihood of your residents?
  - a. Major occupations
  - b. Poverty status (extent)
  - c. Other economic variables?
2. Are you aware of the SRSP LSP initiatives?
  - a. How did you get to know about this?
  - b. When did this take place?
  - c. Do you feel that they were in line with the community needs? (specify needs)
  - d. Who has been in touch with you? (project staff, donors, community members?)
  - e. How often does this interaction take place?
3. Is there any role of the government in respect to the LSP?
  - a. Are any linkages formed?
  - b. What takes place?
4. What advocacy and lobbying initiatives took place?
  - a. Were you aware of any advocacy and lobbying initiatives according to the need of poor and vulnerable by LSP staff?
  - b. How many initiatives were taken as a result of advocacy and lobbying especially for women? What were they?



- c. Does the project / SRSP coordinate with government functionaries? On what matters? How effective has this been?
    - d. Is there any linkage with LSO/VO/CO? What is the nature of this relationship? What takes place?
  5. Did any capacity building initiatives take place by SRSP for government officials?
    - a. What type capacity building (trainings, workshops, meetings etc.)
    - b. How often did this take place? When?
    - c. Who was a part of these capacity building sessions? Were you involved?
    - d. What did it focus on?
    - e. How effective were these?
  6. Do you feel that livelihood of community members in your respective area has improved over the last 3 years? Overall, for marginalized groups and for females (discuss separately)
    - a. If yes, what was the major driver behind this change?
    - b. What role (if any) did LSP play?
    - c. If no, what was the major hurdle affecting livelihood?
    - d. What needs to be done to address this?
  7. Do you feel that the impact of this programme will be sustained beyond project life?
    - a. If yes, how?
    - b. If not, why?
    - c. What will you suggest to sustain project activities / impact upon completion?
  8. Any other comments / suggestions?

**[Interview Guide] Ausaid****Discussion Questions:**

23. Could you please begin by telling us about the programme from AusAid's perspective? Who approached whom? (regarding the LSP plan)
24. On what basis SRSP selected/engaged for the implementation of LSP? Does SRSP have pro-poor and vulnerable policies and plans which you considered?
25. Did AusAid consult with the Government of KP? At what level? What was the outcome?
26. Were APARDS objectives in Pakistan kept in mind while finalizing LSP? Was this strategy discussed with SRSP?
27. How does coordination take place between SRSP and Ausaid?
28. What was done to ensure timely response to the flood disasters which took place? Whose idea was this to divert LSP's focus towards flood? What impact do you think has on the LSP itself?
29. Who is involved in the oversight of the project? How does this take place? What is your role?
30. What M&E mechanisms are put in place? How frequent is this? How effective are these mechanisms?
31. What were the major challenges which took place over the course of the programme? How were these overcome?
32. What are some of the key lessons learned from this programme
  - What worked well? Why?
  - What did not work well? Why?
33. Is AusAid considering a second phase of this programme? On what basis? What will be its geographic scope? Will it be the same design or different?
34. Any other suggestions /comments?




**[Focus Group Discussion] LSP Beneficiaries**
**District:**
**FGD Date and Time:**
**FGD Conductor's Full Name:**
**Note:**

- The tool has identified questions as broad themes to guide the process. The sequence and nature of probing can shift according to the overall flow of discussions. Examples of probes have also been provided for exploring further or exploring specific dimensions related to the question – however, as a rule of thumb, the following question types as probes are useful – why, how, in what ways, give examples, etc.
- The questions will be preceded by the initial introductions and following the ethical protocols e.g. sharing the purpose of FGDs, the nature and purpose of study and their participation etc.

**Guidelines**

- FDG is an art and tact best performed when you stay respectful, open and in a deep listening mode.
- Please ensure that no one individual monopolizes the discussion.
- Use a venue which is peaceful, comfortable with moderate temperature and without many distractions.
- Please, do not include any person in FDG whose presence is threatening for others and can hinder equitable contribution from all participants.

**Discussion Questions:**

1. What are the major causes of poverty in your area?
  - a. What is the extent of poverty in your area?
  - b. What are the major occupations / livelihood activities in which community members involved in?
  - c. Are community members generally education? To what level?
2. How did you hear about the community/village organization? (awareness)
  - a. Who approached you? What did they say?
  - b. Did you approach others once you found out about the programme?
3. How was the VO/CO formed? (discuss separately for VO and CO)
  - a. Process, selection criteria? Is the CO member of any VO? Is there any political influence? How is this addressed?
  - b. How is the participation of poor and vulnerable ensured in the VO/COs? How were they motivated?
  - c. What about participation of females?
  - d. What are the functions of CO/VO/LSO ?
  - e. Members (male, female)? Frequency of meetings?

4. What is the role/function of the VO and LSO? What is the role/function of the CO?
  - a. What takes place in each organization?
  - b. Type of issues discussed?
  - c. How does training take place?
  - d. What type of decisions are made? (loan oriented; youth activities etc.)
  
5. Which initiatives are undertaken in your area? (VOs formed; COs formed, capacity building of CO and youth; Agriculture Extension Worker, Livelihood Extension Worker, loan and credit, infrastructure development/linkage development)?  
(\*for Malakand, focus on EERP)
  - a. Were these initiatives according to the needs of the area?
  - b. How effective were they in improving livelihoods?
  - c. What was the most effective initiative?
  - d. What can further be strengthened to help improve livelihoods?

*Based on initiatives above, discuss the following:*

- i. Capacity building of CO (topics, relevance and effectiveness)
  - ii. Technical Vocational and Employable Skills Training (selection criteria of trainees, effectiveness etc.)
  - iii. NRM-HRD and Training (selection criteria of LEWs and AEWs, effectiveness, did they train other villagers)
  - iv. Infrastructure initiatives (How were planned and selected, who was involved, who were benefited)
  - v. Loan and credit (selection criteria, effective strategy of disbursement, impact on livelihood)
  - vi. Linkage development On the completion of livelihood trainings did SRSP developed any linkage between CO and market?
  - vii. \*In addition to above, the following question also applied to Malakand:
    1. What was done to ensure timely response to the flood disasters which took place?
      - a. What worked well and what did not?
      - b. How were their needs addressed relative to others?
      - c. How were women's needs catered for during the EERP?
      - d. How were their needs addressed relative to others?
- 
6. How LSP approached women? How beneficial were the initiatives for women?
    - a. Did this help empower women? If yes, how?
    - b. Was there any restriction from male community/household members?
    - c. For which specific activities were women targeted?
  
  7. How did the LSP initiative involve the poorest of the poor in your area? (marginalized groups)
    - a. How does it identify the poorest; is there any volunteering or nomination that takes place by the community members?
    - b. What about other marginalized communities (based on ethnicity, caste, religion, etc.)

8. What M&E mechanisms are put in place? How effective are they?
  - a. Reporting format, requirements, gaps, frequency and M&E visits etc.
  - b. Are any course correction measures taken as a result of this monitoring (provide examples)?
  - c. Is there a beneficiary database maintained? Is it up-to-date? How is used?
  - d. What are the financial process/mechanisms in place? How effective?
    - i. What policies and procedures in-placed to deal with beneficiary fraud?
9. How have the LSP initiatives impacted livelihood (income/wellbeing) of the area?
  - a. How are you able to determine this? (based on asset ownership; incomes; food security?)
  - b. How do you expect this to change in the future? (Do you expect it improve or worsen livelihood status?)
10. Will the CO/VO sustain in future beyond SRSP project life?
  - a. How will this take place? Is there initiative from the community / government / other CSO / donors? Have you ever met with your district officials along with SRSP team?
  - b. Have you approached any other organization in the public or private sector for any kind of assistance? If yes, please explain
11. Was there any association of entrepreneur formed?
  - a. What is its role?
  - b. Do you know how it will work?
12. What are some of the key lessons learned from this programme
  - a. What worked well? Why?
  - b. What did not work well? Why?
13. In your opinion, what should have taken place differently in terms of project implementation?
14. What were the major challenges which took place over the course of the programme? How were these overcome?
15. Any other recommendations?






**[Focus Group Discussion] SRSP LSP Program Staff**
**District:**
**FGD Date and Time:**
**FGD Conductor's Full Name:**
**Note:**

- The tool has identified questions as broad themes to guide the process. The sequence and nature of probing can shift according to the overall flow of discussions. Examples of probes have also been provided for exploring further or exploring specific dimensions related to the question – however, as a rule of thumb, the following question types as probes are useful – why, how, in what ways, give examples, etc.
- The questions will be preceded by the initial introductions and following the ethical protocols e.g. sharing the purpose of FGDs, the nature and purpose of study and their participation etc.

**Guidelines**

- FDG is an art and tact best performed when you stay respectful, open and in a deep listening mode.
- Please ensure that no one individual monopolizes the discussion.
- Use a venue which is peaceful, comfortable with moderate temperature and without many distractions.
- Please, do not include any person in FDG whose presence is threatening for others and can hinder equitable contribution from all participants.

**Discussion Questions:**

1. What are the major causes of poverty in your area?
  - a. What is the extent of poverty in your area?
  - b. What are the major occupations / livelihood activities in which community members involved in?
  - c. Are community members generally education? To what level?
2. How did you hear about the community/village organization? (awareness)
  - a. Who approached you? What did they say?
  - b. Did you approach others once you found out about the programme?
3. How was the VO/CO formed? (discuss separately for VO and CO)
  - a. Process, selection criteria? Is the CO member of any VO? Is there any political influence? How is this addressed?
  - b. How is the participation of poor and vulnerable ensured in the VO/COs? How were they motivated?
  - c. What about participation of females?
  - d. What are the functions of CO/VO/LSO ?
  - e. Members (male, female)? Frequency of meetings?



4. What is the role/function of the VO and LSO? What is the role/function of the CO?
  - a. What takes place in each organization?
  - b. Type of issues discussed?
  - c. How does training take place?
  - d. What type of decisions are made? (loan oriented; youth activities etc.)
  
5. Which initiatives are undertaken in your area? (VOs formed; COs formed, capacity building of CO and youth; Agriculture Extension Worker, Livelihood Extension Worker, loan and credit, infrastructure development/linkage development)?
  - a. Were these initiatives according to the needs of the area?
  - b. How effective were they in improving livelihoods?
  - c. What was the most effective initiative?
  - d. What can further be strengthened to help improve livelihoods?

*Based on initiatives above, discuss the following:*

- i. Capacity building of CO (topics, relevance and effectiveness)
  - ii. Technical Vocational and Employable Skills Training (selection criteria of trainees, effectiveness etc.)
  - iii. NRM-HRD and Training (selection criteria of LEWs and AEWs, effectiveness, did they train other villagers)
  - iv. Infrastructure initiatives (How were planned and selected, who was involved, who were benefited)
  - v. Loan and credit (selection criteria, effective strategy of disbursement, impact on livelihood)
  - vi. Linkage development (have you ever met with your district officials along with SRSP team? On the completion of livelihood trainings did SRSP developed any linkage between CO and market?)
6. How LSP approached women? How beneficial were the initiatives for women?
    - a. Did this help empower women? If yes, how?
    - b. Was there any restriction from male community/household members?
    - c. For which specific activities were women targeted?
  
  7. How did the LSP initiative involve the poorest of the poor in your area? (marginalized groups)
    - a. How does it identify the poorest; is there any volunteering or nomination that takes place by the community members?
    - b. What about other marginalized communities (based on ethnicity, caste, religion, etc.)
  
  8. How have the LSP initiatives impacted livelihood (income/wellbeing) of the area?
    - a. How are you able to determine this (participatory monitoring)? (based on asset ownership; incomes; food security?)
    - b. How do you expect this to change in the future? (Do you expect it improve or worsen livelihood status?)
  
  9. Will the CO/VO sustain in future beyond SRSP project life?



- a. How will this take place? Is there initiative from the community / government / other CSO / donors?
- b. Have you approached any other organization in the public or private sector for any kind of assistance? If yes, please explain.

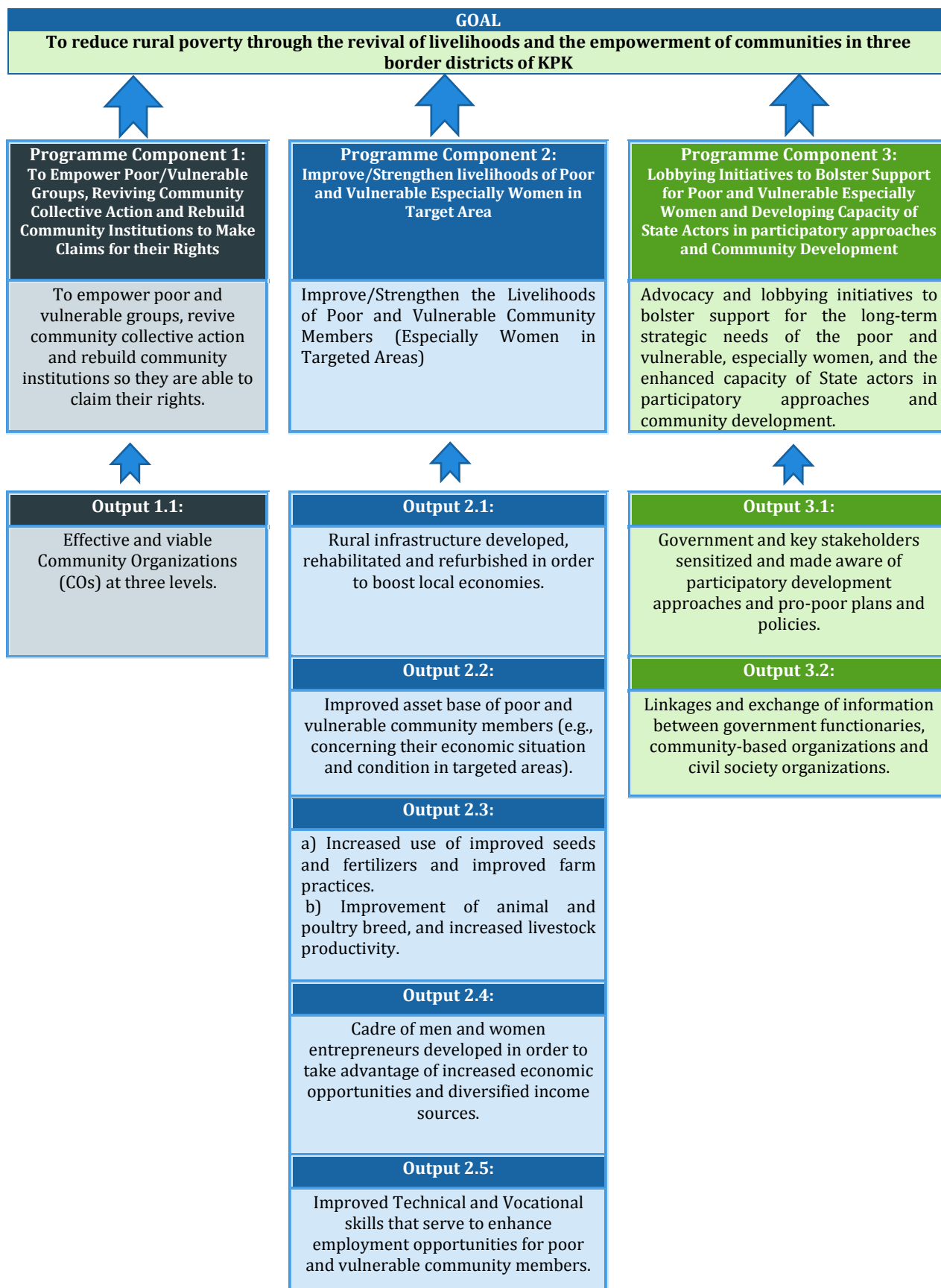
**10.** Was there any association of entrepreneur formed?

- a. What is its role?
- b. Do you know how it will work?





## Appendix 3: LSP Programme Structure and Components





## Appendix 4: Financial Overview

Financial Overview					
#	Budget Line Items	Budger As per Proposal	Revised Budget	Expenses	Utilization %
<b>A</b>	<b>Programme Cost</b>	<b>370.04</b>	<b>447.68</b>	<b>403.66</b>	<b>90%</b>
1	Community Institutions & Networks	24.43	28.80	23.98	83%
2	Livelihood Strengthening / Improvements	260.95	354.79	328.67	93%
3	Policy Advocacy and Linkages	33.42	6.50	2.09	32%
4	Programme Evaluation/ Impact Assessment	-	5.00	0.89	18%
5	Activities/Direct Implementation Cost	51.24	52.59	48.03	91%
<b>B</b>	<b>Programme Support Cost</b>	<b>140.03</b>	<b>169.57</b>	<b>155.88</b>	<b>92%</b>
1	Staff Cost	28.59	41.81	42.97	100%
2	Administration Cost	49.32	55.17	40.39	73%
3	Capital Cost	25.12	26.92	26.85	100%
4	SRSP Support Cost	37.00	45.67	45.67	100%
<b>TOTAL (A+ B) in Pak Rupees</b>		<b>510.07</b>	<b>617.25</b>	<b>559.54</b>	<b>91%</b>



## Appendix 5: Programme Targets and Achievements

S. No	Activities	Proposed			Revised			Achieved		
		No	Budget	Benef	No	Budget	Benef	No	Budget	Benef
1	CO/VO/LSO to be formed	450	-	84,375	510	-	95,625	1,010	-	198,187
2	LSO Institutional Support	-	-	-	6	3.00	27,000	-	-	-
3	Community Management Skill Training (CMST)	900	1.99	900	870	2.04	870	1,066	2.04	1,066
4	Manager Conferences	36	0.90	1,800	37	0.92	2,000	45	0.92	2,704
5	Leadership & Management Skill Trainings (LMST)	450	7.45	450	435	7.97	435	435	7.96	435
6	Advanced & specialized Trainings	-	-	-	600	2.52	600	600	2.52	600
7	Community Resource Persons	54	4.65	54	69	4.95	69	70	4.73	70
8	Poverty Score Card	9	4.50	90	9	2.46	-	9	2.36	-
9	Exposure Visits	36	1.80	1,080	45	1.48	1,350	47	1.18	1,410
10	Staff Capacity Building	90	3.15	90	78	3.45	78	240	2.27	240
Sub Total 1			24.43	88,839		28.80	128,027		23.98	204,712

S. No	Activities	Proposed			Revised			Achieved		
		No	Budget	Benef	No	Budget	Benef	No	Budget	Benef
1	Community Built CPI Schemes	270	148.95	101,250	395	223.23	148,125	421	210.08	168,485
2	CIF Revolving Fund	1,350	20.25	1,350	2,000	28.05	2,000	2,312	23.01	2,312
3	CIF Management Training	1,350	7.45	1,350	2,000	10.00	2,000	1,640	8.20	1,640
4	Community Credit Extension Worker	54	3.57	54	53	3.06	53	44	2.64	44
5	NRM Research & Demonstration (R&D)	180	2.16	1,350	217	3.54	1,628	193	2.87	1,447
6	Agriculture Extension Workers Trainings	450	4.97	450	132	1.71	132	132	1.67	132
7	Livestock Extension Workers Trainings	450	5.95	450	132	1.94	132	132	1.84	132
8	Income Generating Trainings	-	-	-	814	4.34	814	882	4.31	882
9	Establishment of Farmers Field Schools	-	-	-	180	2.72	180	180	2.16	180
10	Poultry Extension Workers	450	2.48	450	327	1.94	327	327	1.94	3,327





S. No	Activities	Proposed			Revised			Achieved		
		No	Budget	Benef	No	Budget	Benef	No	Budget	Benef
11	Distribution of Agri. Inputs	450	3.72	450	1,806	7.08	1,806	1,673	6.84	1,673
12	Vaccination Campaigns	6,750	1.86	6,750	12,553	4.05	12,553	24,369	3.28	24,369
13	EDT	900	34.76	900	922	35.78	922	922	34.51	922
14	Technical Training	900	24.83	900	965	27.35	965	969	25.33	969
15	Reviving Enterprises	-	-	-	45	1.58	45	61	1.56	61
<b>Sub Total 2</b>			<b>260.95</b>	<b>115,704</b>		<b>356.37</b>	<b>171,682</b>		<b>330.22</b>	<b>206,575</b>
1	Capacity Building of Govt. Official	270	10.43	270	236	1.00	236	184	-	184
2	Advocacy Workshops	36	2.70	36	36	0.30	36	69	0.16	69
3	Coordination & Monitoring meeting	108	5.40	108	105	0.71	105	109	0.23	109
4	Hardware / Technical Support	270	14.90	270	259	2.00	259	66	1.70	66
5	Learning Workshop with Govt Officials	-	-	-	25	2.50	25	1	-	1
	Programme Evaluation	-	-	-	-	5.00	-	4	0.89	-
<b>Sub Total 3</b>			<b>33.47</b>	<b>684</b>		<b>11.50</b>	<b>661</b>	<b>433</b>	<b>2.98</b>	<b>429</b>
<b>Grant Total (1+2+3)</b>			<b>318.80</b>	<b>205,277</b>		<b>396.67</b>	<b>300,370</b>	<b>357.18</b>	<b>411,716</b>	





## Appendix 6: List of People Consulted/Contacted

Sr.	Person Name	Designation, Organization
1.	Shoab Tayyab	Senior Program Manager Department of Foreign Affairs and Trade, Australian Agency for International Development
2.	David Preston	Corporate Manager Department of Foreign Affairs and Trade, Australian Agency for International Development
3.	Greg Ellis	Head of Aid, Department of Foreign Affairs and Trade, Australian Agency for International Development
4.	Andrew Mackee	First Secretary (Development Cooperation), Australian Agency for International Development
5.	Mrs. Munawar Humayun	Chairperson SRSP
6.	Masood ul Mulk	Chief Executive Officer, SRSP
7.	S. Aftab Ahmad	PM-Operations, SRSP
8.	Muhammad Zafar Naeem	PM-LSP, SRSP
9.	Atif Zeeshan	PM, PMER, SRSP
10.	Waris Ali Khan	PM, MF, SRSP
11.	Nadia Tariq Shah	PM Social Sector, Gender & Legal Empowerment, SRSP
12.	Salma Bibi	PO-HRD, LSP, SRSP
13.	Aftabuddin Shakir	PO, PMER, SRSP
14.	Waiq Khan	SRSP
15.	Monir Ahmad	DPM, SRSP
16.	Murad Ali Khan	District Program Manager, SRSP
17.	Manoon ur Rashid	District Program Manager, SRSP
18.	Abdul Shakoor	PO PMER, SRSP
19.	Rashid Minhas	PO EMT, SRPS
20.	Ahmad Ali	PO-NRM, SRSP-LSP
21.	Yasir Saleem	PO-Finance and admin, SRSP – PSU LSP
22.	Dr. Usman Ghani	PM-HID, SRSP
23.	Humayun Rashid	PM-PTERWES, SRSP
24.	Wasim Ahmad	Manager, SRSP
25.	Naeem Akhtar	Secretary to Commissioner
26.	Zahid Khan	Coordinator/Ex. District Programme Manager- SRSP
27.	Shakeel Ahmed	Regional Officer ( Planning Monitoring and Evaluation)
28.	Sajjad Ahmed	District Programme Officer- SRSP
29.	Abdul Samad	District Programme Officer- SRSP
30.	Zaheer ul Islam	Deputy Commissioner-Peshawar
31.	Saif ul Islam	Assistant Commissioner- Charsadda
32.	Ch. Sikander Zeeshan	ADCG, Nowshera
33.	Ikram Khan	Ex. Secretary, P&D Department
34.	Najeeb Ullah	IDEA Nowshera
35.	Idrees Marwat	Ex. DG, SDU Peshawar
36.	Dr. Noman Mujahid	Chief SDU, Peshawar





## Appendix 7: Bibliography

1. Annexure:2- Livelihood Strengthening Programme in the Border District (Peshawar, Nowshera and Charsadda) of KPK-Reaching Target Communities: The Results of the Poverty Score Card Exercise-May, 2011
2. Annual Plan for Year 2
3. Annual Plan for Year 3 and No-cost Extension (1 July 2012 to 31 December 2013)
4. Annual Report: Livelihood Strengthening Programme Incorporating Progress Report, Jan to May 2011 and Early Recovery Project- June to Dec- 2010
5. Annual Report-Year 2(July 2011 to June 2012)-LSP in Border Districts of KPK
6. Annual Work Plan for Year-3 (July 01, 2012 to May 01, 2013) and No-Cost Extension Request (May 02 to December 31, 2013)
7. Annual Work Plan, July 1, 2011 to June 30, 2012
8. Annual Work Plan, July 1, 2012 to June 30, 2013
9. Assessing Immediate Impacts of Small Scale Infrastructure Schemes under AusAID-SRSP's Livelihood Strengthening Programme-(September, 2013)
10. Australia-Pakistan Agriculture and Rural Development Strategy, June 2011- June 2015.
11. Community Feedback (Reports, NFRs, Resolutions & CRPs ToRs)-LSP
12. Community Investment/Livelihood Fund
13. Deed of Amendment to Funding Agreement 55644: Expansion of LSP Program to cover Expanded Early Recovery Project in the Malakand Division – 24 May 2011
14. Early Recovery Project – Six Monthly Report – December 2010
15. Early Recovery Project- Financial Report
16. Expanded Early Recovery Project Completion Report
17. Expanded Early Recovery-Financial Report
18. Expanded Early Recovery Project (Funded by AbuAid) (May 2011-Jan 2012)
19. Final Report-SRSP-Evaluation of Immediate Impacts of Community Physical Infrastructure (CPI) Projects under Expanded Early Recovery Project (EERP)-June 2013
20. Final Report-Third Party Evaluation of Chief Minister's Programme for Poverty Alleviation (BKPAP)-SRSP (September 2013)
21. Funding Agreement Deed 55644: SRSP Livelihood Strengthening Program in Border Districts (LSP) of KP – 1 June 2010
22. Inception Report- Independent Review of the Livelihood Strengthening Program in Border Districts of Khyber Pakhtuinkhwa (December 2013)
23. Institutional Development Index (IDI) of Men and Women Community Organizations under RSP- AusAid's Livelihood Support Programme in Peshawar, Nowshera and Charsadda – (September 2013)
24. LSP Monitoring Plan
25. LSP revised proposal- April 2011
26. LSP-Case Studies-Programme Support Unit (PSU) Sarhad Rural Support Programme (SRSP)
27. LSP-Evaluation Orientation Workshop, PC Peshawar-June 7, 2014
28. Manual for Leadership and Management Skills-August 2011
29. Poverty Score Card Exercise Report
30. Program Implementation Strategy
31. Request for Extension of LSP January 01 to September 30, 2014) Livelihood Strengthening Programme in the Border Districts of Khyber Pakhtunkhwa.
32. RSPN independent assessment of SRSP LSP, May 201.
33. Rural Support Programme Network Evaluation Impact Assessment of SRSP LSP
34. SRSP-LSP-District Nowshera Success Story (Employable Skill Training-Electrician)
35. Technical Proposal-Independent Review of the Livelihood Strengthening Program in Border Districts of Khyber Pakhtuinkhwa
36. Three days Training Course Manual-LSP (April 2013)