



*External Evaluation
of the Project
, "Rehabilitation of Livelihood"
in Tehsil Charbagh of District Swat, Khyber Pakhtunkhwa (formerly N.W.F.P)
"Final Report"*

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Acronyms:

CBO	Community Based Organization
CFW	Cash for Work
ECHO	European Commission's Directorate-General for Humanitarian Aid and Civil Protection
HOPE'87	Hundreds of Original Projects for Employment
IDP	Internally Displaced Person
FGD	Focus Group Discussion
KII	Key Informant Interviews
NGO	Non Governmental Organization
PKR	Pakistani Rupee
UC	Union Council
UQAB Welfare Society	Umeed – e – Qayam – e – Aman – o – Bahali Welfare Society
M&E	Monitoring and Evaluation
MoU	Memorandum of Understanding

Executive Summary

In 2009, Pakistan experienced the worst internal displacement crisis of its history when up to 2.7 million individuals were forced to leave their homes in Malakand Division and FATA as a result of insecurity and hostilities between Pakistani army and Taliban.

Responding to this IDP crisis, ECHO funded HOPE'87 to implement 'Rehabilitation of Livelihood' project in District Charbagh. Based on the need assessment by HOPE'87 the said project was designed for restoration of livelihood means to pre-conflict status for long term economic sustainability of the area and its inhabitants.

The final evaluation was to review the achievement of the project's results and indicators, the short and medium term impact and the efficiency and effectiveness of the implementation process to receive lessons learnt and practical recommendations to improve future actions and to provide ECHO and HOPE'87 with sufficient information to make an informed judgment about the past performance of the project. The final evaluation involved to an appropriate degree all interested parties, and was undertaken by an external consultant with support from HOPE'87 and UQAB Welfare Society.

The summary of achievements is as follows;

1. Happiness and satisfaction among the beneficiaries prevails due to the rehabilitation and revival of the livelihoods. It includes not only the farmers but also the local shop keepers.
2. 3,021 farmers received timely fertilizer and seeds as per crop cycle (2,692 received both fertilizer and seeds and 329 farmers received fertilizer only), whereas, 100 female headed households also received timely fertilizer and seeds for backyard cultivation as per crop cycle. Information dissemination among these beneficiaries regarding agriculture extension services was also done.
3. 250 acres of crop land were tilled (using rented tractors and oxen pairs) and 946 orchard farmers received fertilizer timely as per crop cycle. Information dissemination regarding agricultural extension services to these orchard farmers was also done
4. 2,148 meters irrigation channels were rehabilitated, 52 rainwater harvesting ponds are rehabilitated and/or constructed, whereby irrigating 5,356 acres (equal to 42,850 kanal) of crop land and orchards.

5. As per the FGDs and KII, those beneficiaries that had not lost their crop or orchards during the floods reported a potential increase in production as a result of improved access to water resources.
6. The project was designed keeping in mind the findings of the need assessment and the activities and indicators were designed well to facilitate the achievement of overall objective of the project.
7. The said project had creative and positive outcomes as far as achieving project goal and objectives are concerned. The project should be identified as an effective and innovative model for other livelihood projects, in which an integrated approach aiming at relief and rehabilitation was used i.e., seeds and fertilizers were given, land was titled, tools were given, capacity of farmers was enhanced and irrigation channels were restored.
8. Being a conflict affected area where security threat still prevailed, the team managed an outstanding project, using mitigation strategies specifically with reference to avoidance of duplication of activities, monitoring of projects during high security risks and identification and rehabilitation of irrigation channels maximizing the availability of water in hilly areas.
9. The target of women headed households could have been increased by focusing other villages within the targeted Union Councils.
10. Overall the achievement against targets is commendable in terms of human resource, information and risk.
11. The information leaflet proved useful and the orchard farmers yielded a better production since the conflict.
12. The method by which the information in the project leaflet was disseminated was unique in the sense that the leaflets were not randomly distributed but were given to communities during the 52 on site demonstration sessions; it is a mix of theoretical as well as practical knowledge and skill transfer.
13. The planned goal was achieved, significantly owing to the project approach and quality input.
14. This will have a significant impact on the increase of income and consumption of food. However, through Focus Group Discussions and Key Informant Interviews as well as physical verification of the crop, it was evident that the beneficiaries were happy with the production.
15. The good production during the project cycle reflects the beneficiaries were able to adapt to the knowledge and skills transferred and will retain the knowledge.
16. The beneficiaries have been linked with the shop keepers that sell quality seeds and fertilizers as well as with the government agriculture department

17. As the livelihood of the trained landless farmers depends on the ability to provide services, it is expected that the beneficiaries will be practicing the skills and knowledge gained and retain the learning
18. HOPE'87 successfully coordinated with partners and key stakeholders

Background and Project Rationale

In 2009, Pakistan experienced the worst internal displacement crisis of its history when up to 2.7 million individuals were forced to leave their homes in Malakand Division and FATA as a result of insecurity and hostilities between Pakistani army and Taliban. Before the crisis district Swat had been a fertile valley with adequate pure spring water, blooming fruit orchards, good year round crop harvests, gift of natural beauty, beautiful gorges promoting tourism and even skiing slopes and natural resources. Swat's main economy has been based on three specific sectors — agriculture, mining for emeralds and fruit orchards. Upper Swat is one of the most affected zones of the conflict area and upper Swat not only suffered prior to the conflict but also during the conflict due to strong resistance by Taliban's and heavy fighting with Pakistan Army.

Responding to this IDP crisis, HOPE'87 is operational in Swat since July 2009 through its projects of distribution of water purification tablets and for the project "Hope for the victims of conflict in Pakistan", funded by ECHO. HOPE'87 had been constantly receiving feedback from the community (through its Monitoring Officer based in the field office in Tehsil Charbagh) that there is a dire need for restoration of livelihood means to pre-conflict status for long term economic sustainability of the area and its inhabitants. To understand the current situation of livelihood means and to identify the main livelihood restoration and rehabilitation it needs to Link Relief with Rehabilitation and Development for Tehsil Charbagh of District Swat, HOPE'87 conducted a livelihood assessment of the area from 12th to 18th January 2010.

Tehsil Charbagh in upper Swat is a rural area with a majority of inhabitants belonging to the poorest and most marginalized class. In Tehsil Charbagh (Consisting of four Union Councils, Charbagh, Gulibagh, Teligram and Kishwara), predominantly 70% of the people have agriculture and livestock (including poultry) as the primary source of income (with an estimated population of 0.12 million people).

During the assessment income groups were divided into four groups primarily based on cash income, education, skills and numbers of people working in one household. The first income group's main sources of income are formal employment and foreign remittances (earning PKR 16,000 per month and upwards). The second income group includes households whose primary income source is agriculture, livestock, orchards, shop keeping & small businesses or skilled casual labour (carpenters, masons, etc.) and by doing small jobs in other cities of Pakistan (earning PKR 8,000 – 10,000 per month). The third income group is predominantly unskilled casual labourers working

either in urban centres (e.g. in hotels/ restaurants, construction, or factories) or in the villages e.g. carrying loads, or doing agricultural work (earning PKR 4,000 - 6,000 per month). The fourth and the poorest income group consist of female-headed households with limited support from extended family and rely on income from child labour, Zakat¹ (mandatory religious tax) and small amounts of casual work by the women (earning PKR 1,800 - 3,500 per month). The women-headed households own about 1-3 Kanal land (approximately 500-1,500m²,) adjacent to their house (backyard), but do not form a substantial part in the overall agriculture economy of the area. The female ownership of farmland is zero in Swat and women do not venture out of the households for farming labour activities in the field (as social and cultural norms).

A close and in-depth analysis of these assessment findings showed an urgent need for a focused early livelihood rehabilitation program for Tehsil Charbagh.

The most vulnerable group is the agriculture class and the destitute families, which may be easily rehabilitated, by providing agricultural inputs (for crop land and orchard - in form of seeds and fertilizers) and specialised/implement tools (spray pumps and clippers) and rehabilitation of irrigation systems, including a small component of Cash for Work (CFW).

This intervention will have a positive impact on the availability of food (quantity and quality) as well as a local economic impact due to the cash generated potentially through sale of produce and the CFW intervention. It is also envisaged that by adapting a focused livelihood rehabilitation approach and supporting the agriculture sector (crops, orchards and irrigation channels), the impact will be larger, as it will not only rehabilitate the damaged crop cycle, but will help revive the food chain and associated livelihoods.

The project was designed with the following specific objective:

To provide humanitarian food assistance to conflict affected population in Pakistan as rehabilitation of agricultural livelihoods results in increased incomes and food consumption for beneficiary households.

¹ Zakat/Charity: the government has a department known as Pakistan Bait ul mal (Currently the chairman is Zamrud Khan), the department pays an amount (PKR 4,000) on yearly basis to the registered destitute and vulnerable families through local Zakat Committee members.

Key activities of the project included,

1. Identification and selection of beneficiary families and distribution of fertilizers (for crops and orchards) and seeds for crops
2. Information dissemination on agricultural extension services
3. Identification, prioritisation and selection of damaged irrigation channels and rainwater harvesting ponds
4. Rehabilitation of the selected damaged irrigation channels
5. Rehabilitation/construction of the selected rainwater harvesting ponds
6. Identification and selection of cash for work beneficiaries
7. Identification, selection and distribution of specialized tools for assistance in crop care (pesticide spray pumps, clippers)
8. Skills training in proper usage and maintenance of specialized tools

The project locations are in Union Council Kishwara, Telegram, Charbagh and Gulibagh of Tehsil Charbagh in District Swat.

Introduction

The final evaluation was to review the achievement of the project's results and indicators, the short and medium term impact and the efficiency and effectiveness of the implementation process to receive lessons learnt and practical recommendations to improve future actions and to provide ECHO and HOPE'87 with sufficient information to make an informed judgment about the past performance of the project. The final evaluation involved to an appropriate degree all interested parties, and was undertaken by an external consultant with support from HOPE'87 and UQAB Welfare Society.

Methodology

The specific questions outlined in the Terms of Reference were the basis for designing the tools for data collection of this final evaluation. The evaluation primarily followed different qualitative data collection methods such as desk review, Key Informant Interviews (KIIs), Focus Group Discussions (FGDs), field verification and case studies, which were employed to collect information on thematic areas of the evaluation. The data collection for this final evaluation was done in three ways to help triangulate data to ensure collection of reliable and accurate information. These included:

1. Literature review from project documents
2. Primary data collection from project stakeholders including implementing partners and government line departments
3. KIIs and FGDs with relevant Government officials, beneficiaries differentiated by gender and beneficiary type.

Scope of Evaluation:

The scope of this evaluation includes project results and activities carried out under the lifespan of the project as follows:

Result 1: 2,200 beneficiary households are able to restart / increase cultivation as a result of inputs provided

Activities:

- Identification and selection of beneficiary families and distribution of fertilizers and seeds
- Information dissemination on agricultural extension services

Result 2: 725 beneficiary households are able to restart / increase orchard cultivation as a result of inputs provided

Activities:

- Identification and selection of beneficiary families and distribution of fertilizers for orchards
- Information dissemination on agricultural extension services

Result 3: 1,266 beneficiary households report increased production as a result of improved access to water resources

Activities:

- Identification, prioritisation and selection of damaged irrigation channels and rainwater harvesting ponds
- Rehabilitation of the selected damaged irrigation channels
- Rehabilitation/construction of the selected rainwater harvesting ponds

Result 4: 275 households received cash for work undertaken, and 100 households received income for agriculture works carried out with inputs provided

Activities:

- Identification and selection of cash for work beneficiaries
- Identification, selection and distribution of specialized tools for assistance in crop care (pesticide spray pumps, clippers)
- Skills training in proper usage and maintenance of specialized tools

Other activities were taken into consideration in the evaluation process as:

- Beneficiary selection process

- Implementation and monitoring
- Payment wages to direct beneficiaries.

The specific focus of the evaluation was mainly on the following areas:

1. Relevance (appropriateness)
2. Effectiveness
3. Efficiency
4. Impact (effects)
5. Sustainability
6. Participation

Data gathering and consensus building meeting with project staff was also conducted at project level during the briefing of the evaluation in Islamabad HOPE'87 office. Another meeting with HOPE'87 staff in Islamabad was held immediately after the field visit.

The strengths and weaknesses of the project were analyzed with all project stakeholders including project staff, beneficiaries and concerned Government officials. This ensured a true participatory evaluation approach by involving programme stakeholders in both information provision and joint analysis and judgment of the results of the project.

In order to review the changes brought about by the project intervention, to learn project implemented strategies and highlight lessons learned that will be used to develop recommendations for future project implementation, the project was evaluated using six specific evaluation criteria:

Review of Secondary Data:

The project team produced sufficient amount of documentation as per donor requirements and shared for review; project proposal, livelihood assessment report, interim report, flood damage report, meeting minutes, beneficiary list, field visit reports, copy of training module as well as HOPE'87 `s MoU with UQAB and the grant agreement with ECHO.

The secondary data was thoroughly reviewed and evaluation tools were developed on its basis. The evaluation tools include the following;

1. Evaluation framework
2. Questionnaire for Key Informant Interviews
3. FGD questions for beneficiaries

Field Visit:

To validate and verify the progress made and processes undertaken through various activities of the project, a field visit was planned and a detailed itinerary was prepared and shared with HOPE'87.

During the field visit to District Charbagh, views pertaining to various evaluation aspects of project stakeholders were collected for analysis. Emphasis was laid mainly on the project's targets, objectives, outcome, efficiency and effectiveness.

Meetings, Key Informant Interviews and FGDs with following individuals/ group were carried out:

1. Meeting with staff of implementing partner HOPE'87
2. Meeting with staff and board members of local partner UQAB
3. Meeting with representative of the government agriculture department
4. Separate interviews were carried out with 06 beneficiaries including one female
5. Two Focus Group Discussion (FGD) were carried out with groups of 10 and 12 beneficiaries at Toha (UC Teligram) and Rorrya (UC Kishwara) respectively

Challenges of the Evaluation

- Security conditions affected the availability of beneficiaries and mobility of the consultant was limited
- Initially 4 FGDs in 4 UCs were planned but consensus with project team was developed for only 2 FGDs
- Initially KII were planned with 10 beneficiaries including at least 2 females but due to unavailability of the beneficiaries (busy in the fields) only 6 beneficiaries including 1 female was met with
- Meeting with female beneficiaries was impeded also due to cultural norms of the area (purdah)

- As the project had ended the local partner project team was not available, hence, meeting was conducted with 2 board members and 1 staff member (administration department)
- The evaluation was conducted after the floods, while most of the project activities have been finalized by July 2010.
- Production survey report was not available as the survey was delayed due to floods and data was being analyzed at the time of the evaluation

Nevertheless, every effort was made to explore the correct facts through systematic inquiries and visual observations at each site. Therefore, regardless of these limitations and challenges, information included in this report adequately explains the performance, shortcomings and challenges during the project period.

Change in the Project Context

Since the project initiation in April 2010, there have been a couple of significant changes in the project context which affected the implementation process as well as the outcome of the project. The changes in the project context that affected the project both positively and negatively include:

- Due to uncertain security situation Operations Manager's monthly visit for April, May and June was postponed but to avoid any impact on project activities, a very close liaison was maintained with the Monitoring & Evaluation Manager and Logistics Manager through email and phone. As mitigation strategy the M&E Manager and other field staff visited the HOPE'87 Islamabad office 6 times during April till July. Whereas, from 21 to 22 July the Operations Manager paid a follow up visit to the project location during which meetings were held with staff and beneficiaries and the project villages were visited.
- Floods in July 2010, affected the livelihood completely of 4.4% project beneficiaries, whereas, livelihood of 63% beneficiaries was partially affected. This has impacted the income and thereby food consumption of beneficiary households.
- Floods also partially damaged the irrigation channels; however, during the project duration the desilting work of the irrigation channels was finished.
- The project was initially predicted for four Union Councils of Tehsil Charbagh and in order to avoid duplication of activities, most activities were carried out

in specified villages of two UCs (Kishwara and Teligram) after coordination with the UN clusters. Only crop inputs and rehabilitation of irrigation channels were also done in the other two Union Councils (Charbagh and Gulibagh).

Key Findings

Relevance

Conformation of Project Design to Need Assessment

The consultant believes that the project was designed keeping in mind the findings of the need assessment. The need assessment (January 2010) was conducted to explore pre and post conflict socioeconomic conditions, the impact of conflict and displacement on livelihood means and economy of the targeted area (Tehsil Charbagh). The need assessment report not only included situational analysis but also assessment of needs as well as priorities of the communities and recommendations by the government line department (Agriculture Extension).

Furthermore, the project interventions were found relevant and well targeted. As well as the intervention strategies were adapted to the needs of the target groups and the means employed were found in the project are adequate and efficient and was fully adapted to the local conditions. The project design was based on the geographic spread where conflict has affected the livelihoods i.e., four Union councils of Tehsil Charbagh, including the targeting of beneficiaries (in terms of livelihood categories) as well as the dependency of communities for livelihood on agriculture (crop and orchards) and an analysis of decrease in income levels.

The project was designed in such a way to include provision of quality seeds, fertilizers, pesticides, provision of land tilling facility (as communities lost or sold off livestock), trainings, infrastructure rehabilitation (irrigation channels) and cash for work and these were the key remedial actions identified by the community. The agriculture inputs were provided along with rehabilitation of irrigation channels and restoring and construction of water ponds where required so as to facilitate the production of crops and fruits.

Information dissemination and capacity building of farmers was also included in the project design conforming to the findings of the need assessment report.

The activities and indicators are designed well to facilitate the achievement of overall objective of the project. This was confirmed during the FGDs as well. Both groups stated that no such interventions had been in this area and that rehabilitation and revival of livelihood was their need. For the past two years, due to conflict, their

crops and production had been badly affected and they are thankful to the management for asking their needs and starting these activities.

Key Findings/Conclusion

In conclusion it is stated that project was designed keeping in mind the findings of the need assessment and the activities and indicators were designed well to facilitate the achievement of overall objective of the project.

Effectiveness

Achievement of Project Objective

The consultant believes that the project was successful in achieving the specific objective "To provide humanitarian food assistance to conflict affected population in Pakistan as rehabilitation of agricultural livelihoods results in increased incomes and food consumption for beneficiary households" and the success of the project can be attributed to the involvement of the community in the design of the project. The activities and indicators are designed well.

The geographic scope and duration of the project was appropriate, the set indicators were sufficient to monitor actual achievements against the plan. The core objective was to increase incomes and food consumption, which was to be verified by the production increase report as well as the final evaluation report.



Picture 1: Tomato field increased production in Union Council Toha

The production increase report could not be made available to the consultant, however, the field visit and focus group discussions revealed that the production was enhanced and resultant, food consumption has increased. Review of the survey report and final report could have been useful in verification of impact during field visit. Following table provides information regarding the achievement against indicators laid down in the project document.

Specific Objective : Rehabilitation of agricultural livelihoods results in increased incomes and food consumption for beneficiary households		
Results	Targeted indicators	Actual output achievement
R1. 2,200 beneficiary households are able to restart / increase cultivation as a result of inputs provided	At least 2,100 farmers received timely fertilizer and seeds as per crop cycle	3,021 farmers received timely fertilizer and seeds as per crop cycle (2,692 received both fertilizer and seeds and 329 farmers received fertilizer only)
	At least 100 female headed households received timely fertilizer and seeds for backyard cultivation as per crop cycle	100 female headed households received timely fertilizer and seeds for backyard cultivation as per crop cycle
	Information dissemination to 2,200 farmers (about 100 female) on agricultural extension services	Information dissemination to 3,121 farmers (including 100 female) on agricultural extension services
	At least 250 acres of crop land are tilled (using rented tractors)	250 acres of crop land are tilled (using rented tractors and oxen pairs)
R2. 725 beneficiary households are able to restart / increase orchard cultivation as a result of inputs provided	At least 725 orchard farmers received fertilizer timely as per crop cycle	946 orchard farmers received fertilizer timely as per crop cycle
	Information dissemination regarding agricultural extension services to 725 orchard farmers	Information dissemination regarding agricultural extension services to 946 orchard farmers
R3. 1,266 beneficiary households report increased production as a result of improved access to water resources	At least 1,750 meters irrigation channels are rehabilitated	2,148 meters irrigation channels are rehabilitated
	At least 50 rainwater harvesting ponds are rehabilitated and/or constructed	52 rainwater harvesting ponds are rehabilitated and/or constructed
	At least 1,750 acres of crop land and orchards are irrigated before half life of	5,356 acres (equal to 42,850 kanal) of crop land and orchards are irrigated before

	project	half life of project
R4. 275 households received cash for work undertaken, and 100 households received income for agriculture works carried out with inputs provided	At least 275 persons received cash for work for rehabilitation of water irrigation channels	389 persons received cash for work for rehabilitation of water irrigation channels and ponds
	At least 100 landless farmers use spray pump and clippers for livelihood	100 landless farmers use spray pumps and clippers for livelihood
	100 landless farmers received training in agricultural extension skills until end of May 2010	110 landless farmers received training in agricultural extension skills by 4 June 2010

The following table details the actual achievements against the planned activities:

Activities/Budget	Planned	Actual
Farmers and Female Headed Household for Crops		
Identification and selection of beneficiary families and distribution of fertilizers and seeds	2,200 Households from 4 Union Councils	4,117 identified and 3,121 individuals (2,792 received both fertilizer and seeds, 329 farmers received fertilizer - only for orchards - and 100 women received tools) from 4 Union Councils
Information dissemination on agricultural extension services	2,200 Households from 4 Union Councils	3,121 received information through IEC material from 4 Union Councils
Farmers for Orchards		
Identification and selection of beneficiary families and distribution of fertilizers for orchard	725 Households from 4 Union Councils	946 individuals identified and received fertilizers from 3 Union Councils
Information dissemination on agricultural extension services	725 Households from 4 Union Councils	946 individuals received information through IEC material from 4 Union Councils

		Councils
Irrigation Channel rehabilitated/constructed		
Identification, prioritisation and selection of damaged irrigation channels and rainwater harvesting ponds	Survey of schemes in 4 UCs	Survey of schemes in 3 UCs and 6 schemes identified
Rehabilitation of the selected damaged irrigation channels	1,750 meters of irrigation channels in 4 Union Councils	2,148 meters of irrigation channels in 3 Union Councils
Rehabilitation/construction of the selected rainwater harvesting ponds	50 from 4 Union Councils	52 from 3 Union Councils
Cash for Work		
Identification and selection of cash for work beneficiaries	275 households will receive cash for work	389 households receive cash for work
275 Cash for work for irrigation system maintenance	8,890 Euro cash for work compensation	9,519 Euro cash for work compensation
Identification, selection and distribution of specialized tools for assistance in crop care (pesticide spray pumps, clippers)	100 landless farmers given specialized tools	100 landless farmers receive specialized tools
Skills training in proper usage and maintenance of specialized tools	100 landless farmers get skills training	110 landless farmers receive skills training

The Key Informant interviews verified the timely provision of quality seed and fertilizers. The beneficiaries interviewed stated that they are very happy with the said intervention as their production has increased and will be able to get a better price.



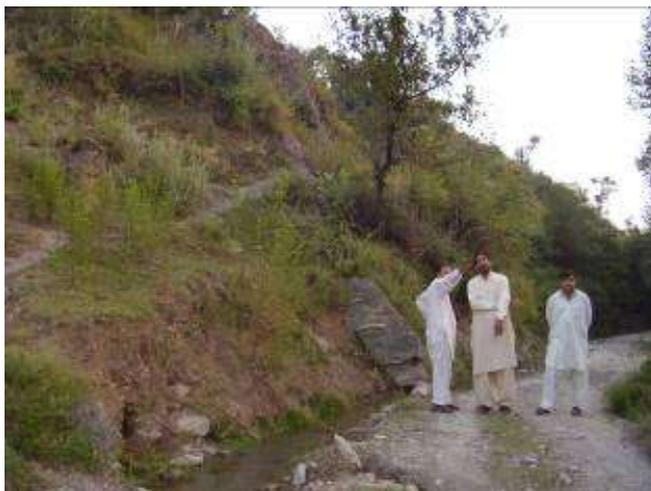
Picture 2: Evaluator with a beneficiary during Key Informant Interview in village Kotartgurt, Rorrya

Mr. Omar Wahid (from Rorrya), a

key informant said, "I feel confident that with the good production this year I will be able to settle my loans". Mr. Sharnq Mohammad (from Kotargut, Rorrya), Key Informant said, "This year I will be able to store seed from the production (for next crop) and our food consumption will also increase".

The project interventions covered 4 Union Councils (Teligram, Charbagh, Kishwara and Gulibagh) and comprised of providing seed, fertilizers, rehabilitation of irrigation channels, tools, information and training to rehabilitate livelihood of conflict affected farmers.

As part of achieving project goal and objectives, the said project had creative and positive outcomes. The project should be identified as an effective and innovative model for other livelihood projects: seeds and fertilizers were given, land was titled, and tools were given as well as irrigation channels were restored.



Picture 3: Shamsul-Hadi, a beneficiary, pointing out the rehabilitated water channel in village Khalifa, Toha.

During the field verification, it was evident that the crop was good and was also reiterated during the FGDs. Mr. Akbar Ali (from Rorrya) beneficiary of tomato seed and fertilizer and Mr. Amjad Ali (from Toha) beneficiary of tomato seed and fertilizer are two of the many examples.



Picture 4: Evaluator with Mr Shams ul Hadi from Khalifa, Toha, beside a rehabilitated water pond during physical verification of water ponds

The beneficiaries also showed the consultant rehabilitated water ponds and irrigation channels in Toha (village Khalifa) that had been a blessing and instrumental in ensuring a good crop. Mr. Akbar Ali (from Rorrya) and Mr. Shams ul Hadi (from Toha) said with reference to the rehabilitation/reconstruction of irrigation channels that earlier the water tanks were katcha² and due to this intervention, now they are pucca³ and can store water for longer as now the wastage of water is less.



Picture 2: Mr. Ali Akbar and Evaluator during visit to tomato field in village Rorrya

Also, earlier the water did not reach to the tail ends due to seepage and silting and now after rehabilitation of the irrigation channels more farmers benefit from the availability of water. This is all due the efforts of HOPE'87 and UQAB.

Use of Mitigating Measures

Being a conflict affected area where security threat still prevailed, the team managed an outstanding project. There were a few instances where changes were required in the project activities in order to meet deadlines and ensure effective implementation. Selection of the area of intervention was made based on the cluster information in terms of who works where to avoid any duplication i.e., project started activities in lower portion of Tehsil Charbagh while at the same time Mercy Corps and Catholic Relief Services also started their interventions in this area, thus the project shifted to the upper most neglected portion of Tehsil Charbagh, which is comparatively a hard and tough area.

Due to this uncertain security situation Operations Manager's monthly visit for April, May and June was postponed but to avoid any impact on project activities, a very close liaison was maintained with the Monitoring & Evaluation Manager and Logistics Manager through email and phone. As mitigation strategy the M&E Manager and

² Unpaved

³ Paved

other field staff visited the HOPE'87 Islamabad office 6 times during April till July. Whereas, from 21 to 22 July the Operations Manager paid a follow up visit to the project location during which meetings were held with staff and beneficiaries and the project villages were visited.

The second example of the project staff mitigating measures is observed when the identification of the irrigation channels is done. But, before the rehabilitation could start, the CBOs members of Teligram and Ser (Union Council Teligram and Gulibagh) informed HOPE'87 and its partner UQAB in community meetings that the rehabilitation of both schemes has been covered by a local NGO named LASUNA (local partner of Church World Service Pakistan/Afghanistan). Therefore, in place of Teligram and Ser the water schemes of Gulibagh and Dakorak were selected. All the others schemes were rehabilitated as per plan and under the deadline.

Third example can be seen, when the irrigation system sections that needed rehabilitation consisted of works including removal of rubble of destroyed houses, reformation of channels where it was filled due to lack of maintenance during the last two years, rebuilding of support walls, construction and civil works. During the community meetings it transpired that by rehabilitating 2,148 meters of irrigation channels water could become available in 42,952 meters of small and medium sized sub-channels in the hilly areas. Yet the budgeted amount for the activity may not allow the complete cleaning up of channels. Therefore the farmers were motivated to de-silt the length of the channels running parallel to their respective fields. Realizing the advantage of availability of water after the destroyed sections are rehabilitated the communities readily agreed to the proposal.

Fourth example is that in order to ensure timely utilization of irrigation/water channels, keeping in mind very short time between wheat harvesting and cultivation and land preparation for next crops and vegetables, instead of 275, total 376 cash for work beneficiaries were mobilized from within the target villages. This resulted in executing work on 2,148 meters of irrigation channel and in total 42,952 meter length of irrigation system was provided with water.

Cross-Cutting Issues (Gender and Environment)

Gender and environment are the mainstreaming topics included into the action as cross-cutting issue. The activities include women headed households and the intervention is based keeping in mind the cultural norms. Women headed households

provided with tools, seeds and fertilizers, which facilitated them in establishing and setting up kitchen gardens for growing food for their own consumption as well as for "barter-trade" within the villages. However, it is felt that in initial target beneficiaries more women headed households could have been included as they are most vulnerable group. The increase of target in Result one, instead of giving fertilizers to 921 farmers, the target of women headed households could have been increased by focusing other villages within the targeted Union Councils.



Picture 3: Rehabilitated Water Pond site visit with Mr. Ali Akbar at village Rorrya

The restoration and reconstruction of water ponds that were utilized for storing of rainwater is an environmentally friendly initiative.

Key finding/Conclusion

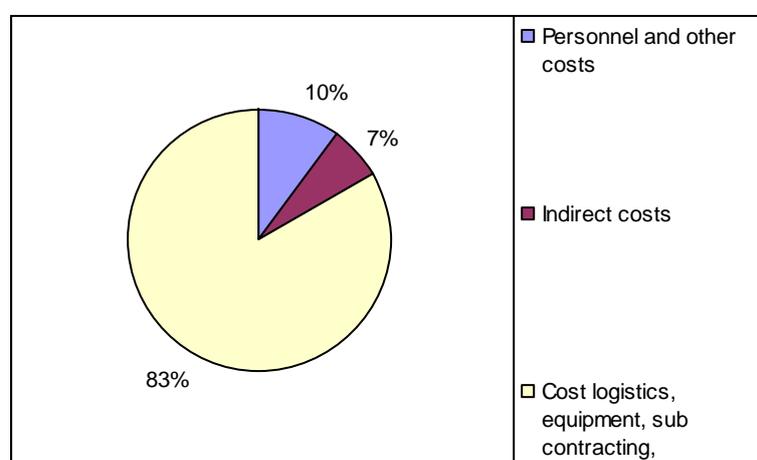
- The said project had creative and positive outcomes as far as achieving project goal and objectives are concerned. The project should be identified as an effective and innovative model for other livelihood projects, in which an integrated approach aiming at relief and rehabilitation was used i.e., seeds and fertilizers were given, land was tilled, tools were given, capacity of farmers was enhanced and irrigation channels were restored.
- Being a conflict affected area where security threat still prevailed, the team managed an outstanding project, using mitigation strategies specifically with reference to avoidance of duplication of activities, monitoring of projects during high security risks and identification and rehabilitation of irrigation channels maximizing the availability of water in hilly areas.
- Achieved targets were above the planned targets, however, in result 1, instead of giving fertilizers to 921 farmers, the target of women headed households could have been increased by focusing other villages within the targeted Union Councils.

Efficiency

Relation between input of resources and results achieved

Overall the achievement against targets is commendable in terms of human resource, information and risk. The initial planned entire project budget has a value of Euros 305,500 and amount spent was Euros 300,510 (Reference interim report submitted on 31st of August and final figures will be verified against final financial report submitted to ECHO by HOPE'87).

The breakdown of the project budget is as follows:



Clearly most of project fund was spent towards the rehabilitation of livelihoods which is the main objective of this project.

Another measure is by looking at the cost of consumables and goods procured. Further analysis of purchase of seeds, fertilizers and equipments revealed that the efficiency in this task is much more than usual. This can be directly attributed to the fact that HOPE'87 secured contracts with vendors and were able to procure on whole sale price.



Picture7: Rehabilitation of Gullibagh Irrigation channel

At the time of cultivation, although the availability of tractors was sparse HOPE'87 managed to get them on an appropriate rental price owing to community linkages and used additionally oxen for tilling.

The third factor in assessing efficiency is the workers' productivity compared to working hours and daily wage. Workers earned PKR 300 – 500 (as per skill) against working average of 8 hours per day, which was guaranteed by strict monitoring in the field, and more important is the motivation of workers improving its own neighbourhood. This was clearly reflected by dedication showed by workers.

However, wages to labourers for rehabilitation of water irrigation channel at Gulibagh were higher (PKR 500 per 8 hours a day work). This was due to the fact that no one was willing to rehabilitate the said irrigation channel as a fallen building had blocked the water supply. It required machinery or hard labour to remove it. Secondly, the irrigation channel at Teligram was identified to be rehabilitated but when Church World Service worked on those irrigation channels than the one at Gulibagh was taken up. It was found that if the whole water channel is restored it will irrigate more land and a higher number of beneficiaries can be reached. Hence, more labourers were hired in cash for work and at a higher price. In the light of the impact of the activity and the benefit to the farmers, the project has been efficient.

Generally, the efficiency of the projects can be judged as very good. The inputs provided by HOPE'87 were generally appropriate in quality, quantity, timing, and implementations were satisfactory. Furthermore, the work in this project was carried out efficiently, in the sense that within the chosen strategy and risks involved, the costs are reasonable. The said area is a high security zone and security check posts were present at very short distances. Each individual had to provide identification, be body searched and respond to queries to the army's satisfaction. In short the mobility of farmers towards the town areas was almost zero. In spite of these challenges and high risk situation, the project team efficiently managed to provide inputs on time.

The project efficiency findings can be summarized as follows:

- High level of satisfaction was found among various parties and target groups
- Good M&E system was taken
- Good reporting system

- Good adjustment to external challenges during the implementation of the project
- Good synergy with project and other stakeholders
- Judicious use of resources in the light of project impact

Key finding/Conclusion

- Overall the achievement against targets is commendable in terms of human resource, information and risk.
- Hiring against certain positions in the project proposal was not done and job description of other personnel was amended to carry out those tasks in order to achieve the project results.

Impact

Impact in terms of knowledge increase

The very close cooperation with the local authorities especially agriculture department and information dissemination through trainings of extension workers, has resulted in creating awareness not only about the use of correct amount of fertilizers, selection of improved varieties of seed and pest management but also the correct timing for utilization of the above information. The good production during the project cycle has also reinforced the retention and utilization of information disseminated by HOPE'87. It is to be noted that these communities have been farming and maintaining orchards for generations using conventional methods. The information leaflet contained information regarding the identification and cure of various diseases as well as modern techniques of farming and orchard growing. This information proved useful and the orchard farmers yielded a better production since the conflict.



As stated earlier, the farmers and orchard growers were using fertilizers but were not aware of

Picture 8: shows two tomato plots; the right one where substandard seeds were used and the left one where quality seed was provided by the project intervention

the appropriate quantity to be used. The farmers were using sub standard seed and some were not aware of the difference quality seeds can make in their production. The high production can be partly attributed to the content of the leaflets as well as the methodology used for dissemination.

The trainings to identified beneficiaries created awareness about agricultural extension programs. The training manual was thoroughly reviewed by the consultant and was found to be appropriate for the future guidance of the farmers. The method by which the information in the project leaflet was disseminated was unique in the sense that the leaflets were not randomly distributed but were given to communities during the 52 on site demonstration sessions; it is a mix of theoretical as well as practical knowledge and skill transfer.

Key Informant interviews were a good source of verification and the FGDs also revealed that the farmers were now more aware of spray techniques for pest / insect control.

Achievement of Planned Goal in Relation to the Project Approach

The planned goal was the rehabilitation of livelihoods with the principal objective being provision of humanitarian food assistance to conflict affected population in Pakistan which was achieved significantly owing to the project approach and quality input.

The evaluator during field visit witnessed the revival of livelihood of communities that had been badly affected by the conflict and that had to sell off livestock and valuables to make ends meet.

Due to insufficient production, the communities were stuck in a vicious cycle of picking up the seeds and fertilizers from a middleman (brokers) free of cost and the middle man in return would pick up the crop at a price of his liking. The project has provided an opportunity to the farmers not



Picture 8: Conducting Focus Group Discussion at village Rorrya

only to yield a better crop but also to sell the production at an appropriate price with a revenue margin.

The production increase report could not yet be made available to the evaluator, however, the focus group discussions and field observation in both the Union Council revealed that there was a high yield and can be attributed to the project activities and design. Quality production has ensured a better price for the crop, vegetables and fruits, hence increasing the household income as well as food consumption.

Furthermore, the project design included the buying of seed (voucher system) from the local shops, hence, reviving the local market to some extent.

The training of landless farmers and renting of tractors and oxen also provided an opportunity to local businessmen to enhance income and increase food consumption at family level.

Key Informant Interviews as well as FGDs revealed that earlier no such intervention had been done in their villages. All interventions were done in villages by the road side and where access was easy. The participants of the evaluation study were thankful to the project team for selecting areas that were off road.

Flooding and Project Impact

The flooding was mentioned under risks and assumptions within the logical framework. The damage assessment report clearly states that the area of intervention was affected by the floods and mitigation activities were carried out efficiently and effectively.

Before the heavy monsoon rainfall and subsequent floods HOPE'87 was implementing very successfully the project "Rehabilitation of livelihood" and all field activities were completed as per work plan. The project staff was just planning for a production increase survey when this disaster hit the area. Immediately HOPE'87-Pakistan started to carry out a "post flood assessment". The assessment was launched by 31st July 2010 and it was divided into two phases. At the first stage the extent of the general damages while in the second stage the damages to the life and properties of the beneficiaries of the project "Rehabilitation of livelihood" were assessed in Tehsil Charbagh.

The assessment report reveals that 66% beneficiary of maize crop, 70% beneficiary of tomato crop and 64% beneficiary of orchards sustaining various degrees of damage (Degree of damage included complete damage of land or orchard, complete damage of land & orchard and crop & fruit respectively and partial damage to crop) were affected. This will have a significant impact on the increase of income and consumption of food.

However, through Focus Group Discussions and Key Informant Interviews, it was evident that the beneficiaries, who had not lost their land or crop, were happy with the crop and fruit production.

Key finding/Conclusion

- The information leaflet proved useful and the orchard farmers yielded a better production since the conflict.
- The method by which the information in the project leaflet was disseminated was unique in the sense that the leaflets were not randomly distributed but were given to communities during the 52 on site demonstration sessions; it is a mix of theoretical as well as practical knowledge and skill transfer.
- The planned goal was achieved, significantly owing to the project approach and quality input.
- 66% beneficiary of maize crop, 70% beneficiary of tomato crop and 64% beneficiary of orchards sustaining various degrees of damage (land/orchard, land/orchard and crop/fruit and partial damage to crop) were affected.
- This will have a significant impact on the increase of income and consumption of food. However, through Focus Group Discussions and Key Informant Interviews as well as physical verification of the crop, it was evident that the beneficiaries were happy with the production.

Sustainability

Ability of beneficiaries to adapt to and maintain the knowledge acquired

The Focus Group Discussions and key informant interviews revealed that the beneficiaries are already thinking about the next crop cycle on the same lines in terms of using better seed and timely utilization of fertilizers as well as the quantity to be used per kanal.



Picture 4: Amjad Ali and Shams ul Hadi at village Makhad, Toha

Also, as the government agriculture department as well as the shops that sell quality seeds have been linked with the beneficiaries, the communities will refer back to them especially as the interventions and information is considered to be in the responsibility of the community for yield and production.

The request for capacity building came from the community at the needs assessment stage as well as at the time of the project design. The training of the landless farmers in pruning, etc and equipping them with the tools has further ensured the maintenance of knowledge through practising.

Key finding/Conclusion

- The good production during the project cycle reflects the beneficiaries were able to adapt to the knowledge and skills transferred.
- The beneficiaries have been linked with the shop keepers that sell quality seeds and fertilizers as well as with the government agriculture department
- As the livelihood of the trained landless farmers depends on the ability to provide services, it is expected that the beneficiaries will be practicing the skills and knowledge gained and retain the learning

Participation

Harmonisation and coordination with partners and key stakeholders

HOPE'87 maintained continuous coordination with partner, beneficiaries and relevant government line departments. It regularly participates in livelihood and community restoration cluster meetings, regularly conducted monitoring visits and held meetings with local project staff as well as met with the beneficiaries.



Picture 5: Evaluator with Sajjad Ali (Board member), Bacha Khan (board member) and Naeem Ullah (admin officer) at UQAB office in Swat

On the other hand, it coordinates with other humanitarian organizations to avoid duplication of works and to ensure that project personnel are not working on other projects concurrently with 'Rehabilitation of Livelihood' project.

Key Findings/Conclusions

- HOPE'87 successfully coordinated with partners and key stakeholders

LESSONS LEARNT

The overall lessons learned are concluded as follows:

- The project implementation mechanism and the management were effective and efficient and should be replicated
- Focusing on the family size and family income as a main selection criteria is appropriate
- There was high level of satisfaction among all project stakeholders
- HOPE'87 has adequately applied adjustment to external challenges during the implementation of the project
- There is a need for enhanced participation of women in future projects if cultural accepted
- Development of voucher system proved to be an efficient method of delivery of seeds
- In view of the security risks, one member from among the beneficiaries of a village was given responsibility of bringing seeds against each individual beneficiary's voucher and that proved to be a workable method for the community and saved time and resources of already marginalized community members
- It is important to stress that a strong dialogue with communities prior to and during the project has been instrumental to the project success

RECOMMENDATIONS

Recommendations for future similar projects include:

- Expanding the coverage and beneficiary numbers by increasing the size of targeted beneficiaries and covering other communities.
- Extending the project period up to 12 months (two crop cycles) would give the beneficiaries the chance of improving and ensuring a more sustainable livelihood.
- Give the opportunity for disabled persons to participate in cash for work
- Capacity building of local partners should be a part of future projects
- Start-up time for further such projects should be at least two month before the start of the crop cycle to facilitate timely procurement and delivery

- Female participation should be encouraged considering the local norms and culture
- Cash for Work appear to offer significant advantages and are worth continuing
- There is a need for reinforcing and maintaining the effective coordination model adopted in this project through strengthening the linkages with government line departments, shop keepers, and trained workforce for orchards.

Annex A

Documentation of views of different stakeholders on different monitoring tools

Evaluation Questions	Stakeholder categorization	Monitoring / Documentation Tools	Secondary data reference source
To what extent did the intervention design conform to the findings of the need assessment?	HOPE'87 UQAB Welfare Society Project Beneficiaries	Secondary data review, Meetings, FGDs	Project Proposal document, interim reports, Need Assessment, monitoring and field visit reports, meeting minutes
To what extent the project was successful in achieving the specific objective "To provide humanitarian food assistance to conflict affected population in Pakistan as rehabilitation of agricultural livelihoods results in increased incomes and food consumption for beneficiary households".	HOPE'87 UQAB Welfare Society Project Beneficiaries	Secondary data review, questionnaire	Project Proposal document, interim reports, Need Assessment, monitoring and field visit reports, meeting minutes
To what extent the project staff used	HOPE'87 UQAB Welfare	Secondary data review,	Interim report

mitigating measures to overcome any changes?	Society Project Beneficiaries	questionnaire, FGDs, meetings	
To what extent did the project take account of cross-cutting issues such as gender and environment?	HOPE'87 Project Beneficiaries	Secondary data review, questionnaire, FGDs with community	Interim report
Is the relation between input of resources and results achieved appropriate and justifiable (specific personnel, information and risk)?	HOPE'87 UQAB Welfare Society Project Beneficiaries	Secondary data review	Interim report
Analyze the impact of the project in terms of knowledge increase through awareness dissemination by HOPE'87 among the communities.	HOPE'87 UQAB Welfare Society Project Beneficiaries	Secondary data review, FGDs and Interviews	Meeting minutes, field activity reports, monitoring reports, Dissemination flyer
To what extent have the planned goal been achieved, and how far that was directly due to the project?	All the above stakeholders	Secondary data review, Questionnaires, FGDs, Key Informant Interviews, meetings	Need Assessment and Interim report, beneficiary data list
How did the unplanned flooding affect the overall	HOPE'87 Islamabad, Project Beneficiaries	Secondary data review, FGDs	Flood Assessment report

impact of the project?			
To what extent the intended beneficiaries were able to adapt to and maintain the knowledge acquired without further assistance?	Project Beneficiaries	Secondary data review, FDGs, Interviews	Review of Training Module
How did HOPE'87 harmonise and coordinate their intervention with partners and key stakeholders?	HOPE'87 UQAB Welfare Society Agriculture Extension Department	Secondary data review, Review of M&E and reporting system, Interviews, Meetings	Minutes of meetings, field visit report, project proposal

Annex B**External Evaluation Methodology:****Methodology / schedule for field work at Swat:**

From the secondary data source, facts and figures on progress and process of the project were gathered. However, in order to validate the same data and information following interviews/meetings were carried out:

1. With staff of implementing partner
2. With staff and board members of local partner
3. With representative of government agriculture department
4. Separate key informant interviews were carried out with 06 random beneficiaries including one female
5. Two Focus Group Discussion (FGD) were carried out with groups of 10 and 12 beneficiaries at Toha (UC Teligram) and Rorrya (UC Kishwara) respectively

Key Informant Interviews Questions

1. Is your land arid or irrigated?
2. How much land do you have and what do you sow?
3. Were seeds and fertilizers provided in time?
4. Which seeds were you using before the project intervention?
5. Did you get toolkits?
6. What was the condition of your livelihood in conflict zone as opposed to during and after the intervention?
7. Did the local partners cooperate and were they available?
8. How was the leaflet useful to you?
9. What are your future needs to improve livelihood?
10. Has any other organization worked in this area before the said intervention by HOPE'87?

Meeting with Government

Meeting with government mainly focused on coordination of implementing and local partner, whether manual and leaflet were shared and what is their feedback? What is their feedback on activities and the project approach?

Focused Group Discussions (FGDs):

1. Did you get seeds and fertilizers on time?
2. What kind of seeds and fertilizers were distributed to you and how?
3. Did the provision of inputs have any impact on you crop and livelihoods?
4. Did you receive any guidance/information regarding agriculture extension?
5. How did you avail inputs for crops and orchards in the past?
6. Do you have water ponds and irrigation channels?
7. How do you maintain them?
8. What is the benefit of rehabilitation/construction of water ponds and irrigation channels?
9. How do you seek information from government line departments, etc regarding any problem occurred in your field?
10. How often the government department visited your areas/fields?
11. What is their level of cooperation?
12. Is there another NGO/Donor working in your UC?
13. Are they working for livelihoods?
14. What are the constraints you faced during the conflict period?
15. How did you manage your livelihoods and fields during and after the conflict?
16. What is your opinion regarding this project intervention?
17. Was the quantity of seeds and fertilizer sufficient to restore your livelihoods and food consumption?
18. What is your opinion about the project team, were they cooperative?
19. What other kinds of intervention should be initiated in the future?