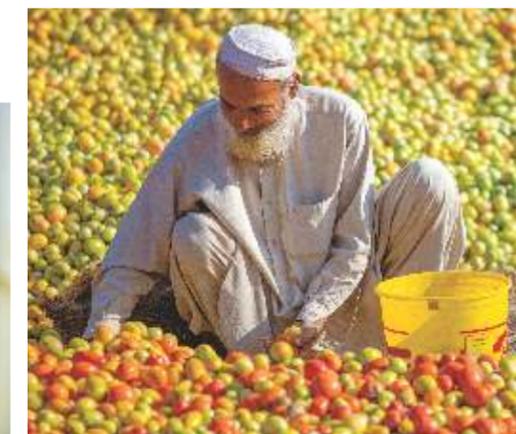




IMPACT Evaluation

COMMUNITY RESILIENCE IN MALAKAND

December 2015



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Acronyms and Abbreviations

APEX	APEX Consulting Pakistan
CBIs	Community Based Infrastructure schemes
CERINA	Crisis Early Recovery Initial Needs Assessment
CO	Community Organization
CPAP	Common Country Programme Action Plan
CR	Community Resilience
EAD	Economic Affairs Division
FATA	Federally Administered Tribal Areas
FGDs	Focus Group Discussions
KIIs	Key Informant Interviews
KPK	Khyber Pakhtunkhwa
PCNA	Post Crisis Need Assessment
PDC	Peace and Development Committee
PDMA	Provincial Disaster Management Authority
PaRRSA	Provincial Reconstruction, Rehabilitation and Settlement Authority
POC	Project Oversight Committee
PPS	Probability Proportional to Size
SFD	Saudi Fund for Development
SPSS	Statistical Package for the Social Sciences
UNDP	United Nations Development Programme
VO	Village Organization

Executive Summary

In the backdrop of military operations in 2009 and floods in 2010, Swat including the entire and Malakand Division faced huge devastation in terms of community infrastructure. UNDP, with its government counterparts, conducted a need assessment to assess the extent of destruction in Swat and district and launched the Community Resilience in Malakand Project (CR- Malakand) in the six tehsils of Swat with the financial assistance of Saudi Fund for Development (SFD), The Kingdom of Saudi Arabia. The Post Crisis Need Assessment (2010) identified 953 physical infrastructure schemes for rehabilitation component for which the Saudi Fund for Development (SFD) provided financial support. This component consumed 97% of the budget of the project while the remaining 3% was allocated to social capital strengthening.

The overall objective of the project was to ameliorate the living conditions in the areas of Swat district affected by disaster both manmade and natural; violence, turbulence and floods. The project was initiated in 2011 and is now in its fourth year of implementation. UNDP commissioned this study to assess the performance of the project in achieving its objectives and intended results.

In the absence of baseline survey and lack of a control group, the evaluation methodology is based on contribution approach (linking change from outputs to outcomes to impact) instead of attribution approach (measuring change by calculating difference between before-after and with-without project scenarios). Secondary research including project documents and a mixed method (quantitative and qualitative) approach was employed to better triangulate evidence. The mixed approach included questionnaire based sample survey of individual beneficiaries, Focus Group Discussions (FGDs) with community groups (6), and Key Informant Interviews (KIIs) of community

representatives, project staff, government staff, and local organizations (15). The survey covered a sample of 450 individual beneficiaries, equally divided between men and women. The field work was conducted in June 2015. The FGDs and KIIs were conducted after the individual beneficiary survey.

Overall performance of the project is assessed satisfactory. The assessment is based on performance against efficiency, effectiveness, relevance, sustainability and impact criteria. The project interventions are found to be highly relevant in the context of widespread destruction and damage caused by armed violence and floods. Interventions were based on multiple needs assessment reports prepared by UNDP (2009), PDMA PaRRSA and other stakeholders (2010). Judging by the low resistance to their implementation (4%) and a very high social acceptance (96% in high and moderate categories) it can be confidently stated that the project interventions were relevant to the lives of the respondents in particular and the community in general.

The most immediate outcome of the project included improvements in access to livelihood, administrative machinery, social facilities and public places (between 87% to 97% respondents). This included easier access to shops, farms, main market, schools and colleges, health facilities, mosques, and government administrative offices. Some survey respondents (5%) also mentioned improved access to police stations and courts. Women were more enthusiastic about access to health facilities. According to FGDs respondents, attendance of students and teachers, both male and female, in schools had registered improvement. The respondents maintained they were now frequently attending social gatherings. Majority of the FGDs' participants noted that transport cost and fares had almost halved after the rehabilitation work. During

FGDs the respondents termed link roads vital in improving livelihoods, gaining access to educational and health facilities, and providing linkages with the local government institutions.

In terms of impact, almost all (99%) survey respondents believed the project accrued large benefits to their household incomes. Health was another key benefit (96% respondents). Female patients were ranked as the biggest beneficiaries. About 94% respondents believed persons with disabilities had also benefitted in terms of improved mobility. Respondents (60%) were extremely satisfied with the impact on peace, harmony, and violence prevention; another 37% said they were satisfied. No major negative unintended impact was identified by the respondents with few exceptions where minor disagreements about the leadership of Project Oversight Committees (POCs) were reported. On the positive side, people believed rehabilitation of schemes had generally led to cleaner environment and higher prices of property, two unanticipated positive outcomes of the project.

Good maintenance of infrastructure requires institutional arrangements, funds, and some technical expertise. The project expects community organizations to ensure maintenance of the CBI schemes. Community perceptions recorded in FGDs and the survey data show POCs and VOs/COs/PDCs are seen as bodies which will ensure maintenance of CBI schemes. In light of the local government elections in Khyber Pakhtunkhwa, the project may

explore the possibility of handing over project interventions to village and neighbourhood councils along with involvement of line departments like works and services, agriculture, irrigation and others.

In terms of gender equity, the project seems to have benefitted both women and men although in different ways. Men got benefited from better and cheaper mobility and improved access to livelihood opportunities created by the rehabilitation schemes. Whereas, at the other end, females were ranked as most frequent beneficiaries in terms of improved access to health facilities.

For sustaining the benefits of the project we recommend that a maintenance plan be prepared and implemented for all the completed and to be completed CBI schemes. Also the completion of the election process for local governments in Khyber Pakhtunkhwa opens more avenues of developing linkages with local communities/authorities for the project. The involvement of local governments will ensure repair and maintenance of the infrastructure along with sustainability for a longer period of time.

Project interventions were implemented with sensitivity and with a view to promote peace. People seem to be satisfied with the interventions and it is clear that the project led to increased social cohesion by connecting and linking people and places. This can be expected to result in "peace dividend" in the future.

1. Introduction

In the backdrop of military operations in 2009 and floods in 2010 in Swat, UNDP along with its government counterparts (PDMA, PaRRSA) and other relevant stakeholders conducted focus group discussions followed by a detailed a need assessment in 2011. As a result, 953 community infrastructure schemes were identified for restoration and rehabilitation in six tehsils of district Swat (Babuzai, Charbagh, Kabal, Matta Khararai, Matta Sebjuni and Khwazakhela). UNDP launched the Community Resilience Project (CRP) in six tehsils of Swat. The project was focused on provision of increased access to the civic amenities (education, health, agriculture and other livelihood sources) through rehabilitation of these community basic infrastructure schemes (link roads, street pavement, culverts, small bridges and drainage channels). It was anticipated that these interventions would provide a better living environment, increased livelihood opportunities and economic recovery and bring a social uplift in the crisis and disaster affected areas. On the basis of the assessment conducted by PDMA PaRRSA, 953 communal schemes were identified for rehabilitation. The Saudi Fund for Development (SFD) provided financial support for the project under an MOU signed with UNDP in May 2011. Initially, the project was implemented under "Sustainable Development through peace building, governance and economic recovery in Khyber Pakhtunkhwa" project (commonly known as Peace and Development); however, from 2014 onwards it was recognized as "Community Resilience in Malakand". Out of the initially approved 953 communal schemes, 585 schemes were prioritized and targeted for completion against the MoU amount: 207 were completed in 2012 and 378 in 2013. At the end of 2013, a fresh assessment by an independent consultant was carried out to understand whether the remaining 368 schemes were still relevant for rehabilitation. Study findings established that out of 368 remaining schemes 71 had already been

rehabilitated by other organizations. During 2014, rehabilitation of another 54 schemes was planned. As of December 31, 2014 38 schemes stood completed whereas rehabilitation of remaining 16 schemes were underway and expected to be completed by October 31, 2015.

1.1. Objectives of the Impact Evaluation

By commissioning this study, UNDP intended to assess the degree to which the rehabilitation of CBI schemes had contributed to the overall wellbeing of the local communities. The main purpose is to assess the performance of the project in achieving its objective and intended results, and gain greater insight into and understanding of the impact and sustainability of the project. The evaluation was expected to derive evidence based knowledge on lessons learned and good practices for replication, in future. Specifically the evaluation was expected to:

- 1) Review the project achievements against the project objectives;
- 2) Assess the project contribution in improving the living and livelihood conditions of the targeted population including men, women, and children and persons with disability;
- 3) Assess the difference or lasting change (socio-economic impact) which can be attributed to the project;
- 4) Assess the project modality and to which degree the project approach was effective and sustainable; and
- 5) Document the evidence and lessons learned and share and discuss them in the lessons learned workshop for the staff of UNDP Country Office and the project.

1.2. Scope of the Evaluation

The evaluation assessed socio-economic impact of

community infrastructure rehabilitated in 6 tehsils (Kabal, Babuzai, Charbagh, Matta Sebjuni, Matta Khararai, and Khwazakhela) of Swat district. The infrastructure included communal schemes like link roads, street pavements, culverts, small bridges and drainage/water channels. Communities were actively involved in monitoring of the construction activities which were outsourced to the civil works contractors approved by Saudi Fund for Development and UNDP. The impact was evaluated in terms of social cohesion and harmonization, improved livelihoods (change in agriculture practices, access to markets, increased income), access to social services (any impact on child

and maternal mortality, etc.). Specific lessons learned were documented in this context.

The target communities were also organized/re-activated in Peace and Development Committees (PDCs)/VO/CO for enhanced social cohesion, harmonization and to prevent any v. They also facilitated to ensure quality of the construction work and established Project Oversight Committees (POCs) for regular monitoring of the construction activities. The evaluation assessed the effectiveness and sustainability of the PDCs/VOs/COs and the mechanism of POCs.

2. Methodology

For this evaluation a mixed research method – quantitative and qualitative – was applied. An attribution approach (quasi experimental and experimental design) to measure the impact of the project was not possible, as no baseline survey was available and no control group was included in the impact survey. The study took a contribution approach to measure impact whereby causal links were established between project outputs, outcomes, and impact based on the perception of the communities, project staff, and the government, and a number of studies conducted by various organizations in and outside Pakistan. Effort was also made to construct a before-after scenario of the

economic and social conditions in the project area based on needs assessment reports, project monitoring reports and case studies, and questions asked by the impact evaluation team during the field work. Using causal linkages from outputs to outcomes to impact, and before-after comparisons, an assessment was made of the impact created by the project on the target beneficiaries.

On the quantitative side, a sample based survey captures the perceptions of individual beneficiaries of CBI schemes in terms of process of implementation and results. On the qualitative side, KIIs and FGDs were conducted alongside the quantitative survey.

Table 1: Geographical, Project Cycle and Gender wise Allocation of Survey Sample Size

Tehsil	Targeted Clusters (PPS)			Targeted Sample			Gender wise Sample		
	2012-13	2014	Total	2012-13	2014	Total	Male	Female	Total
Babuzai	2	0	2	40	0	40	20	20	40
Charbagh	2	0	2	40	0	40	20	20	40
Kabal	2	3	5	40	60	100	50	50	100
Khwazakhela	2	2	4	45	45	90	45	45	90
Matta Khararai	2	2	4	40	40	80	40	40	80
Matta Sebjuni	3	2	5	60	40	100	50	50	100
Total	13	9	22	265	185	450	225	225	450

1. UNDP Nepal, 2011. Economic Analysis of Local Government Investments in Rural Roads in Nepal. G.P.O. Box 107, Kathmandu, Nepal. Asian Development Bank, 1998. Project Performance Audit Report - Farm to Market Roads Project in Pakistan. UNDP, 2009. Handbook on Planning, Monitoring, and Evaluating for Development Results. New York, USA. Handbook Web site: <http://www.undp.org/eo/handbook>

Table 2: List of FGDs and KIIs by Location

Tehsil	Union Council	Village	Project Cycle	Type		
				Male FGDs	Female FGDs	KIIs
Khwazakhela	Jano Chamtali	Chinkoli	2014	1		2
Charbagh	Gulibagh	Guli Bagh	2012-13	1	1	1
Babuzai	Sangota	Dangram	2012-13	1	1	
Matta Sebuji	Beha	Beha	2012-13		1	2
	Shawar	Shonuyal		1	-	1
Matta Khararai	Chuprial	Deran Patay	2014		1	2
Kabal	Tall	Dardyal	2014	1	-	4
Islamabad		CRP, PDMA PaRRSA staff	-	-	-	3
Total				5	4	15

2.1 Desk Review

The following key project documents were reviewed as part of the study:

1. Memorandum of Understanding between the Kingdom of Saudi Arabia and United Nations Development Programme, 2/05/2011
2. Memorandum of Understanding Amendment between the Kingdom of Saudi Arabia and United Nations Development Programme, 30 April 2013
3. Sustainable Development through Peace Building, Governance and Economic Recovery in NWFP (project document), UNDP, October 2009
4. Community Restoration and Social Cohesion in Crisis Affected Regions (project document), UNDP, 2013
5. Post Crisis Needs Assessment – Khyber Pakhtunkhwa and Federally Administered Tribal Areas, Asian Development Bank, European Union, World Bank, and United Nations. September 2010
6. The UNDP Development Programme in Swat: Impact on Peace building and Social Cohesion, Mujtaba Muhammad Rathore, 2013

7. Identification of CBI Schemes for the Community Infrastructure Restoration and Rehabilitation Project, SEBCON, February 2014
8. Annual Work Plans, Community Resilience Project, UNDP, 2013, 2014, 2015
9. Annual Progress Reports, Community Resilience Project, UNDP, 2012, 2013, 2014, 2015
10. SFD Progress Reports, Community Resilience Project, UNDP, 2012, 2013, 2014, 2015
11. Various Monitoring Reports, Community Resilience Project, UNDP, 2013, 2014
12. Success Stories, Community Resilience Project, UNDP, 2014, 2015

2.2. Quality Assurance Mechanism

To ensure the quality of data, the field manager was deployed to monitor all activities of the Assignment. During the field monitoring, cross checks were made by the supervisors to avoid misrepresentation. Later the data was also checked by the data manager. Every questionnaire was edited on the same day of filling as it was easier for the enumerators to recall any missing information. Following techniques were used to ensure reliability of the field data:

- Daily spot checks of on-going field activity by field manager;
- Follow-up calls from Islamabad office; and
- Random visits to field by senior staff on daily basis.

The supervisors provided the feedback to field manager daily.

2.3 Limitations of the Study

- 1) In the absence of baseline information on outcome indicators and lack of a control group to serve as counterfactual, it was not possible to attribute the impact of the project outputs on the beneficiary universe with a high degree of confidence. Attribution, wherever referred in the document, is based on the perceptions of the interviewed beneficiaries of the project and subjective assessment of the consultants.
- 2) Five different types of community basic

- 3)
- 4)

infrastructure schemes were rehabilitated under the project. These included link roads, street pavements, culverts, small bridges and drainage channels. The beneficiaries, however, perceived and clubbed together link roads, street pavements, culverts and small bridges as a single intervention and referred to it as "road" intervention. From this clubbed data it was thus not possible to individually measure the effectiveness of each scheme type given that a typical project intervention site involved multiple interventions by UNDP. During FGDs and KIIs, there was minimal variation in the responses. Therefore the findings presented from FGDs are responses of majority of respondents. Given the limited scope of the study, technical assessment and economic analysis of the completed infrastructure was not undertaken.

“Relevance concerns the extent to which a development initiative and its intended outputs or outcomes are consistent with national and local policies and priorities and the needs of intended beneficiaries. It also incorporates the concept of responsiveness—that is, the extent to which UNDP was able to respond to changing and emerging development priorities and needs in a responsive manner.”

Handbook on Planning, Monitoring and Evaluating for Development Results, 2009. UNDP

3. Relevance

The relevance of the project interventions was measured both through secondary documents research as well as through primary evidence collection. In the quantitative survey two proxy indicators were used to measure relevance of the project.

3.1 Alignment with UNDP and Government Policies and Plans

Need for the Community Resilience in Malakand Project emerged from the PCNA report, jointly conducted by the government of Khyber Pakhtunkhwa, FATA Secretariat, Asian Development Bank, United Nations, European Union and World Bank. At the time of onset of devastating floods in 2010, the above stakeholders were in the process of finalizing the PCNA for Khyber Pakhtunkhwa and FATA. The PCNA identified political, economic, geo-strategic and insecurity, and social drivers for crisis in the study area.

Apparently, proposed interventions were highly relevant to the rigorously documented needs and priorities identified by the government of Pakistan and many other development partners in Pakistan. Given the fragile post-crisis environment of the valley and concurrent rehabilitation and reconstruction work being undertaken by a number of other agencies and organizations in Swat, UNDP commissioned, in 2013, an impact study titled “The UNDP Development Programme in Swat: Impact on Peace Building and Social Cohesion” to assess the work done till early 2013. The study was based on

review of work undertaken in Kabal, Charbagh, and Babuzai tehsils, using a survey, semi-structured interviews, and FGDs. A total of 207 schemes, including 123 streets, 51 culverts, 19 drainage channels, 12 small bridges, and two link roads had been completed till the conduct of the study.

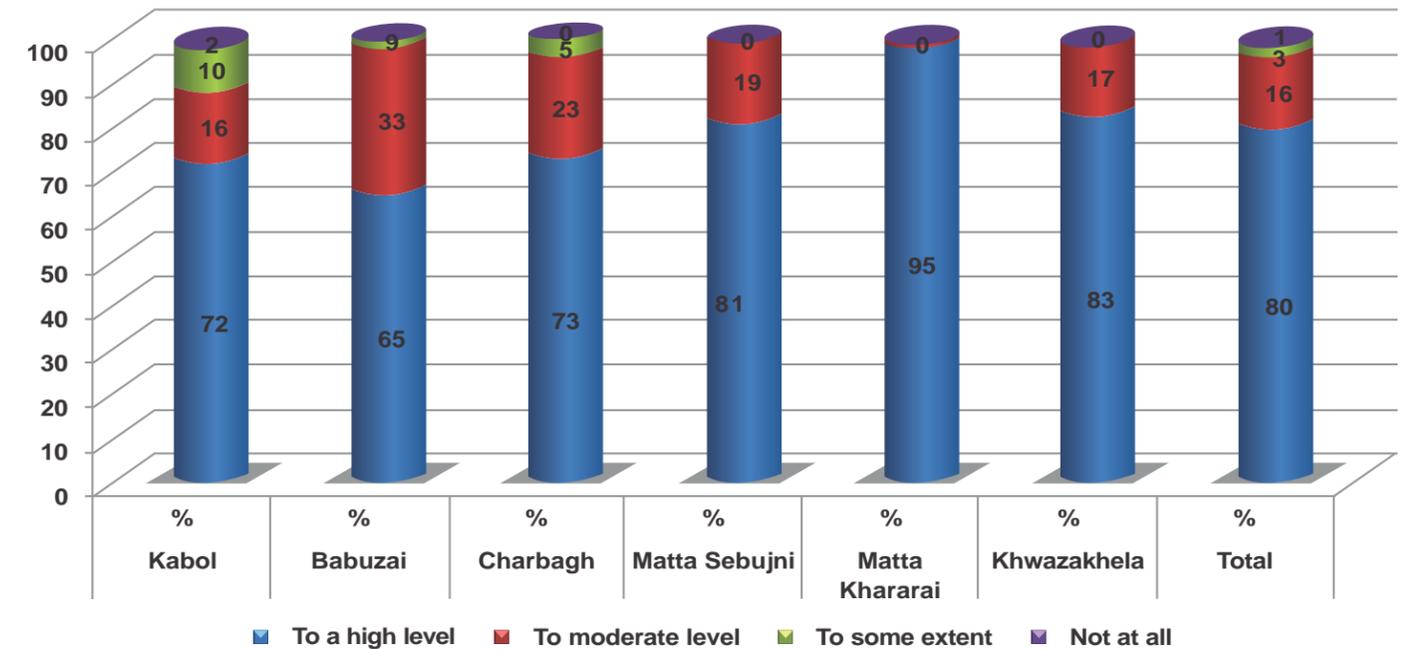
3.2 Social and Political Acceptance of the Project

One key element for assessing the relevance of interventions of a project is the acceptance accorded by the community. Quantitative survey respondents (80%) said the schemes were socially acceptable to a high level while for another 16% the acceptance was moderate. For 3% respondents the schemes were acceptable to some extent and only for 1% not at all (Figure 1).

Of those who said to some extent or not at all, were asked to give a reason for low acceptance but no response was given. Somewhat lower in Babuzai (65%), social acceptance was highest in Matta Khararai. This high acceptance may be attributed to the large scale of devastation caused both by man-made (armed violence) and natural disasters (floods) in the region.

The social acceptance of CBI schemes was high across male (81%) and female respondents (81%) – a significant achievement given the fact that this community had faced crisis, armed violence and floods within a short span of five years.

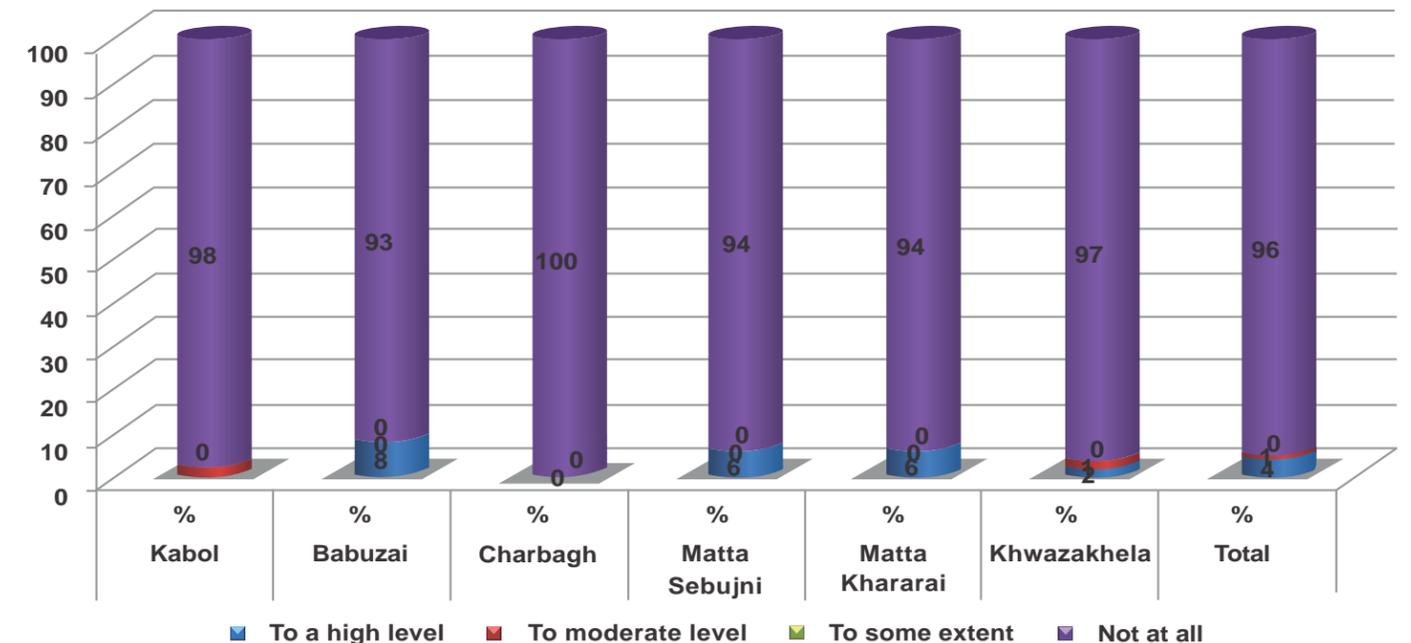
Figure 1: Social Acceptance Level of Infrastructure Schemes



Another measure of relevance is the resistance faced by the community against implementation of the CBI schemes. Only 5% survey respondents said there was resistance against the implementation of schemes.

However on the other hand an overwhelming majority of respondents (96%) said there was no resistance to schemes' implementation at all (Figure 2).

Figure 2: Status of Resistance in Community Against CBI Scheme



Given the high degree of alignment of the project objectives with the plans of the federal and the provincial governments for Swat, intensive consultations with community during the PCNA, Floods Damage Needs Assessment, on-going alignment with community needs and acceptance through good monitoring, revalidation exercise, interim impact evaluation, and evaluation team's

own consultations with the community and the government officials, it can be said with reasonable degree of confidence that project interventions have been highly relevant in the macro and micro contexts. The high degree of relevance of project interventions as evidenced by their social acceptance and the low level of resistance to this implementation is a result of contribution of these above factors.

“Efficiency measures how economically resources or inputs (such as funds, expertise and time) are converted to results. An initiative is efficient when it uses resources appropriately and economically to produce the desired outputs. Efficiency is important in ensuring that resources have been used appropriately and in highlighting more effective uses of resources.”

Handbook on Planning, Monitoring and Evaluating for Development Results, 2009. UNDP

4. Efficiency

Technical assessment of the schemes and financial analysis of the project was not under the scope of this study. Thus, this section is based on data and information gathered from secondary sources.

4.1 Achievement of Output Targets

Out of 953 target schemes, 207 were completed in 2012. Another 378 were completed in 2013. Against a target of 54 schemes, 38 were completed in 2014. As of

May 2015, another 4 schemes had been completed, bringing the total to 627 completed schemes. With this number 66% of the total target (953) schemes have been completed. Twelve schemes are yet to be completed in 2015. Another 71 schemes originally planned to be covered under the project have been completed by other organizations. Two schemes have been cancelled. This leaves the schemes remaining to be completed to 241. UNDP has proposed to SFD to complete these schemes over 2015-16 period.

Table 3: Annual Project Targets and Progress

Outputs	Targets					Progress					
	2012	2013	2014	2015	Cumulative Total	2012	2013	2014	2015	Cumulative Total	Cumulative Achievement
1a. Number of COs/VOs/PDCs formed and strengthened	0	30	100	0	130	0	25	70	0	95	73%
Male	0	25	70	0	95	0	25	54	0	79	83%
Female	0	0	30	0	30	0		16	0	16	53%
1b. Number of PDCs integrated at Tehsil Level (male, female)	0	0	0	100	100	0	0	0	54	54	54%
1c. Number of peace ambassadors nominated – Male	0	0	80	0	80	0	0	80	0	80	100%
1d. % of peace ambassadors/advocates able to actively participate in peace and development initiatives	0	0	30%	0	30%	0	0	94%	0	94%	313%
2a. Number of CBIs completed	207	378	54	0	639	207	378	38	4	627	98%
a. Street pavement	123	149	3	0	275	123	149	1	0	273	99%
b. Culvert	51	85	1	0	137	51	85	1	0	137	100%
c. Drainage channel	19	71	9	0	99	19	71	7	1	98	99%
d. Link road	2	23	40	0	65	2	23	28	3	56	86%
e. Small bridge	12	50	1	0	63	12	50	1	0	63	100%

Source: Community Resilience Project

The project had no social mobilization targets in 2012. In 2013, the project targeted creation of some PDCs, which were created under the umbrella of “Sustainable Development through Peace Building, Governance and Economic Recovery in Khyber Pakhtunkhwa” project. In 2014 a comprehensive social mobilization process of creating, revitalizing and strengthening broad based community or village organizations was started. About two-thirds of the social mobilization targets were achieved in 2014. Some integration of COs/VOs at union council and tehsil levels was also initiated to promote learning and add to their voice. Peace ambassadors were also nominated within community organizations with most of them contributing to peace and development initiatives within communities.

4.2 Utilization of Financial Resources

Annual budgets, expenditures and utilization rates against budgets are given in the table below. It may be noted that the SFD provided funding only for Output 2 below: Damaged Infrastructure Rehabilitation/Restoration. Of the total budget of the project, 97% came from SFD for Output 2; each of the other three outputs got only 1% of the remaining 3% budget. Year wise, 10% of the expenditure was incurred in 2012, bulk of it (56%) in 2013, 22% in 2014, and 13% in 2015. Of the annual budget, utilization rate was the highest in 2013 (101%), and the lowest in 2012 (53%). Overall, 84% of the budgeted money had been utilized till 2015. Overall, output wise best budget utilization rate was achieved for Output 2, the CBI schemes, while lowest utilization happened for social capital strengthening.

Table 4: Annual Project Budgets and Expenditure (US Dollars)

Year	Budget/ Expenditure	Outputs				Total	Utilization (Expenditure Vs. Budget)
		1. Social Capital Strengthening	2. Damaged Infrastructure rehabilitation/ restoration	3. National capacity building	4. Re- integration of ex-combatants		
2012	Budget		1,105,933			1,105,933	
	Expenditure		589,361			589,361	53%
2013	Budget		3,421,732			3,421,732	
	Expenditure		3,462,468			3,462,468	101%
2014	Budget	31,084	1,228,541	50,000	101,189	1,410,814	
	Expenditure	15,402	1,228,383	28,260	60,517	1,332,562	94%
2015	Budget	11,000	1,391,348	20,464		1,422,812	
	Expenditure	3,657	776,187	14,291		794,135	56%
Total	Budget	42,084	7,147,554	70,464	101,189	7,361,291	
	Expenditure	19,059	6,056,399	42,551	60,517	6,178,526	84%
	Utilization	45%	85%	60%	60%	84%	

Source: Community Resilience Project

The table below shows year wise completion of schemes, overall expenditure for the year, and average expenditure per CBI. The expenditure numbers show that on average small size schemes were completed in 2012. The size of expenditure per scheme increased significantly in 2013. There was also sharp increase in the average expenditure per

scheme in 2014, largely due to overwhelming emphasis on link roads. While the average expenditure per scheme number is overly large for 2015, it does not represent the completed work, as it may show advance expenditure on schemes where work is still in progress. However, it does indicate that the project has been consistently increasing the size

of the schemes every year. There is huge difference in the volume of schemes in 2012 and 2014. This may be due to pressure to show performance in terms of

numbers in the first year or the increasing confidence of the project staff to tackle bigger schemes.

Table 5: Average Expenditure per CBI

	2012	2013	2014	2015	Overall
Number of CBIs completed	207	378	38	4	627
Expenditure (US Dollar)	589,361	3,462,468	1,228,383	776,187	6,056,399
Average expenditure per CBI (US Dollar)	2,847	9,160	32,326	194,047	9,659

Source: Community Resilience Project

Calculations based on the datasheet provided by the project show 185 villages were covered in total in the six tehsils. On average, 3.4 CBI schemes were implemented per village.

of POCs to the design and Bills of Quantities (BoQs) of the schemes, and some dissatisfaction over the quality of the materials used. UNDP since then has responded to the feedback by providing design and BoQs to POCs for better supervision and compliance.

4.3 Monitoring and Evaluation

POCs and COs were involved in monitoring the construction work. In addition, field engineers, monitoring teams, senior management (NPC, PO & senior construction manager) also made frequent field visits for spot checks as per their role. The government of Khyber Pakhtunkhwa was involved in the project monitoring in 2014. Technical and social monitoring teams of PDMA/PaRRSA independently assessed quality of the work, from preparedness and participation of communities and responsiveness of the project to the feedback from communities. A series of well documented monitoring reports were submitted by PDMA/PaRRSA to UNDP for follow-up. While a significant part of the monitoring assessment was positive, issues were highlighted in terms of mismatch between the design and material specifications and the work on ground, lack of access

A key point highlighted in the reports from the government was the lack of involvement of the relevant government departments, district administration, and politicians in the project design, implementation, and maintenance process. Reports highlighted that good maintenance of the CBIs required active involvement of the government staff. Apparently, the project was driven to deliver fast in the beginning (2012-13) with limited concern for involvement of communities and government. Later phase (2014-15) seems to be characterized by more rigorous planning and greater involvement of communities and government.

Given the emergency situation and tough conditions in which the project was conceived, started, and implemented, some of these limitations in the management of the project appear justified.

"Effectiveness is a measure of the extent to which the initiative's intended results (outputs or outcomes) have been achieved or the extent to which progress toward outputs or outcomes has been achieved."

Handbook on Planning, Monitoring and Evaluating for Development Results, 2009. UNDP

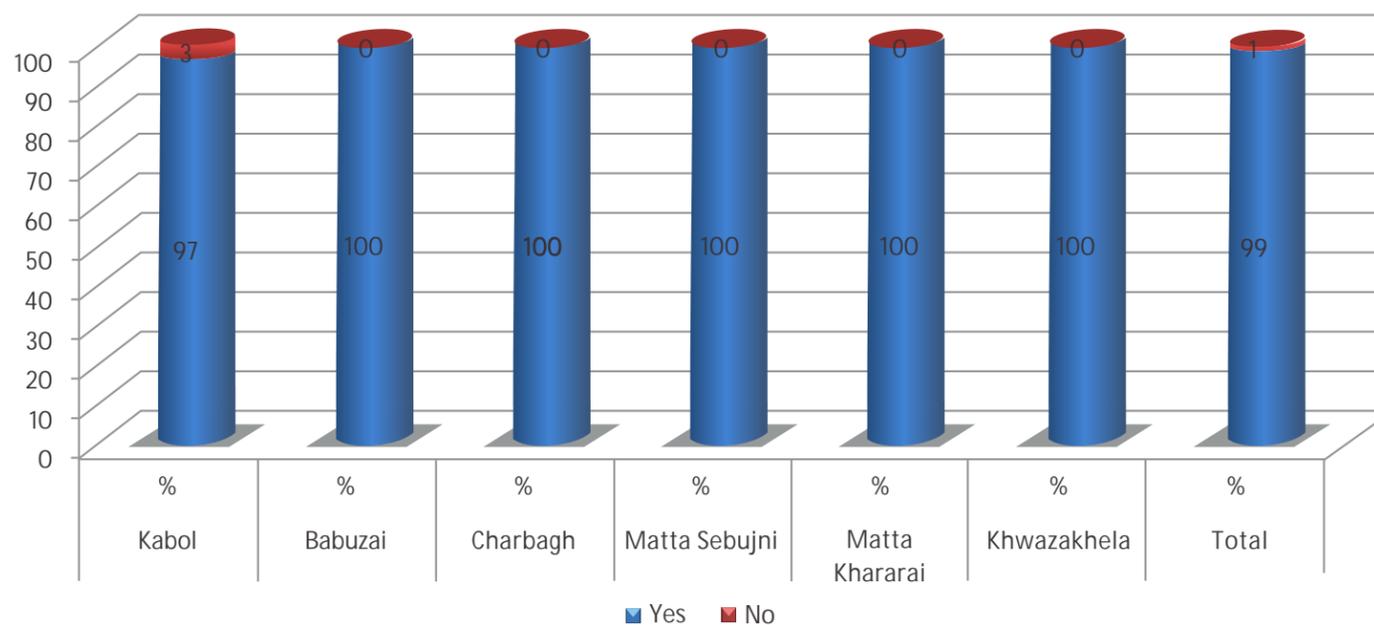
5. Effectiveness

Effectiveness was divided into two themes – immediate outcomes of the project as a result of completion of the schemes and their effect on generating social capital and engendering peace and harmony in the community. Under immediate outcomes, overall improvement in access to facilities and resources has been analysed. The establishment of COs/VOs/PDCs/POCs and the activities they undertook have been reviewed under social mobilization. In addition, the respondents' level of satisfaction with the performance of COs/VOs/PDCs/POCs was measured.

5.1 Immediate Outcomes of the Project

Five types of community basic infrastructure

Figure 3: Overall Improvement in Access to Different Facilities and Resources



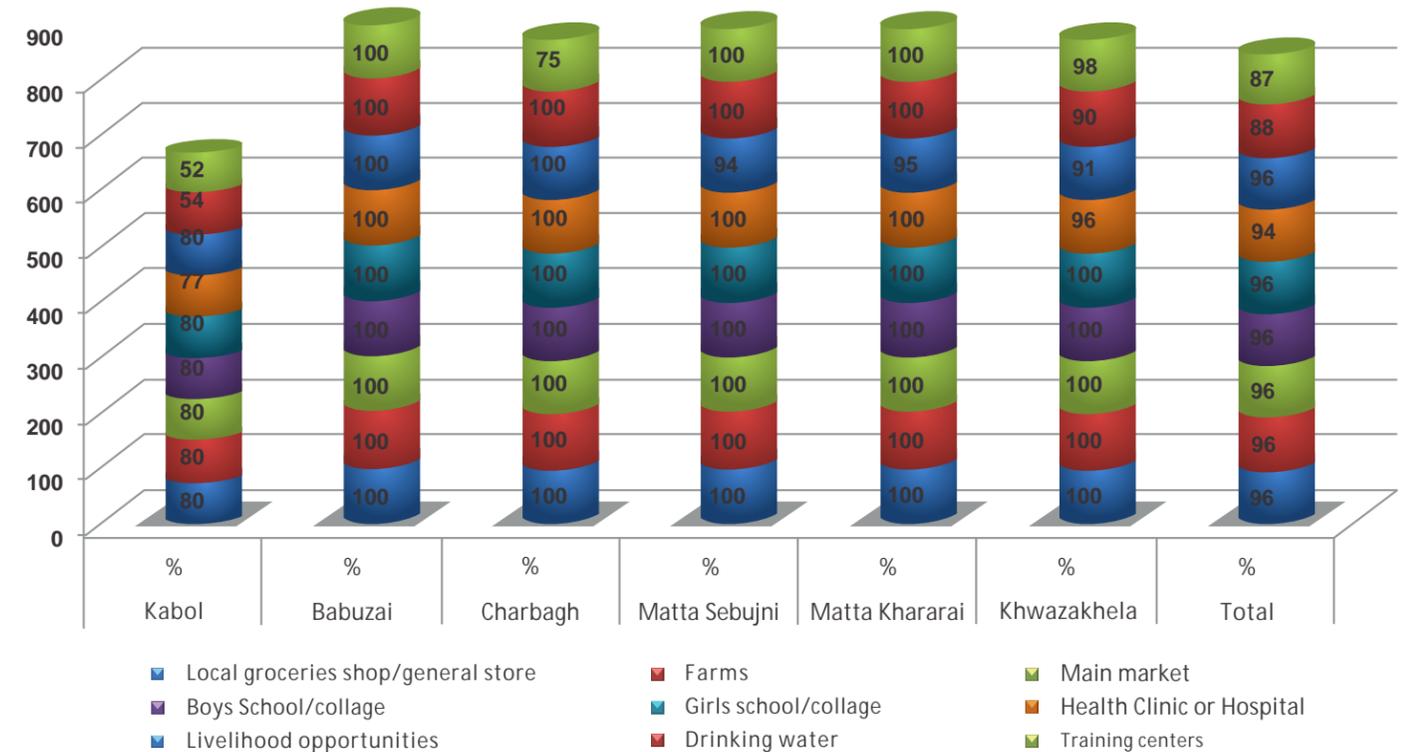
schemes were rehabilitated under the project. These included link roads, street pavements, culverts, small bridges and drainage channels.

Respondents of quantitative survey were asked a general question whether the implementation of infrastructure schemes improved their access to facilities and resources related to economic and social life. All (99%) said their access to facilities, markets, and resources had been restored after the schemes' completion (Figure 3). The response was consistently strong among all tehsils and male and female respondents.

Overwhelmingly, respondents (between 87% to 97%) said their access to facilities and resources such as groceries, farms, market, livelihood, training centers, educational and health institutions, and drinking water had improved after the project interventions. Some respondents (5%) also mentioned that access

to police stations and courts has improved (.). Male and female responses were similar, except that a slightly lesser percentage of women acknowledged improved access to livelihood opportunities. This is perhaps because of cultural factors that there are fewer livelihood opportunities for women.

Figure 4: Improved Access to Different Facilities and Resources after the Schemes



During FGDs respondents mainly talked about "roads" by which they meant link roads, street pavements, culverts and small bridges. Together the "road" intervention was seen as playing the role of a bridge in accessing health and education facilities as well as in connecting people to government institutions. People would choose not to go to a hospital in urban centers because of dilapidated roads. Almost all segments of the population had gained access to health facilities after the rehabilitation. However, for women it was more than that. In a general discussion, a female respondent, Sheerinai, in village Mianbela tehsil Kabal, said, "We

would not go to a hospital for weeks, especially in case of small illnesses." She said women preferred staying at home rather than travel on bumpy roads and streets. "We preferred delivering babies at home than at a hospital." But now things have changed. "We are regularly visiting hospitals for minor illnesses and pregnancy related visits." Such views were also shared by other female respondents (see Bilanda's case study). According to most of the FGDs respondents of Bargain village, Khwazakhela, more students are regularly going to schools after the completion of infrastructure schemes.

Similarly most of the FGDs respondents in Bargain village, Khwazakhela, considered the construction of roads and the pavement of streets as the major reason behind the increased attendance at schools. A significant increase in the teachers' attendance was also observed. Din, a resident of Bargain village in Khwazakhela tehsil, said due to the risky travel the people did not force children go to schools. "Now we are not worried about it. They can use public transport or even go by foot to their schools."

The interventions led to a similar ease of access to the main town Mingora, where most of the administrative and judicial officials are based and where people go for various exigencies. Wasim, another respondent of FGDs from tehsil Bargain, village Khwazakhela, said the road in his vicinity has provided easier access to the main city Mingora. "We can access courts, hospitals, Deputy Commissioner's office, and all other facilities that were hard to get before the intervention."

5.2 Social Mobilization

The social cohesion and peace building were intended results of the project. Thus PDCs were created which were responsible for enhanced social cohesion, harmonization and to prevent any turbulence. They also ensured quality of the construction work and established POCs for regular monitoring of the construction activities.

About 79% survey respondents (see the table below) acknowledged existence of a CO/VO/PDC in the visited village. No one acknowledged any community organization in Babuzai and in Matta Sebjuni this percentage was lower at 60%. Babuzai is a suburban area in the south of Mingora/Saidu Sharif urban area (Table 6). Streets were paved and culverts were constructed in this tehsil in 2012, at the earliest stage of the project interventions when CO/VO/PDCs had not been introduced to the project concept.

Table 6: Status of Existence of CO/VO/PDC

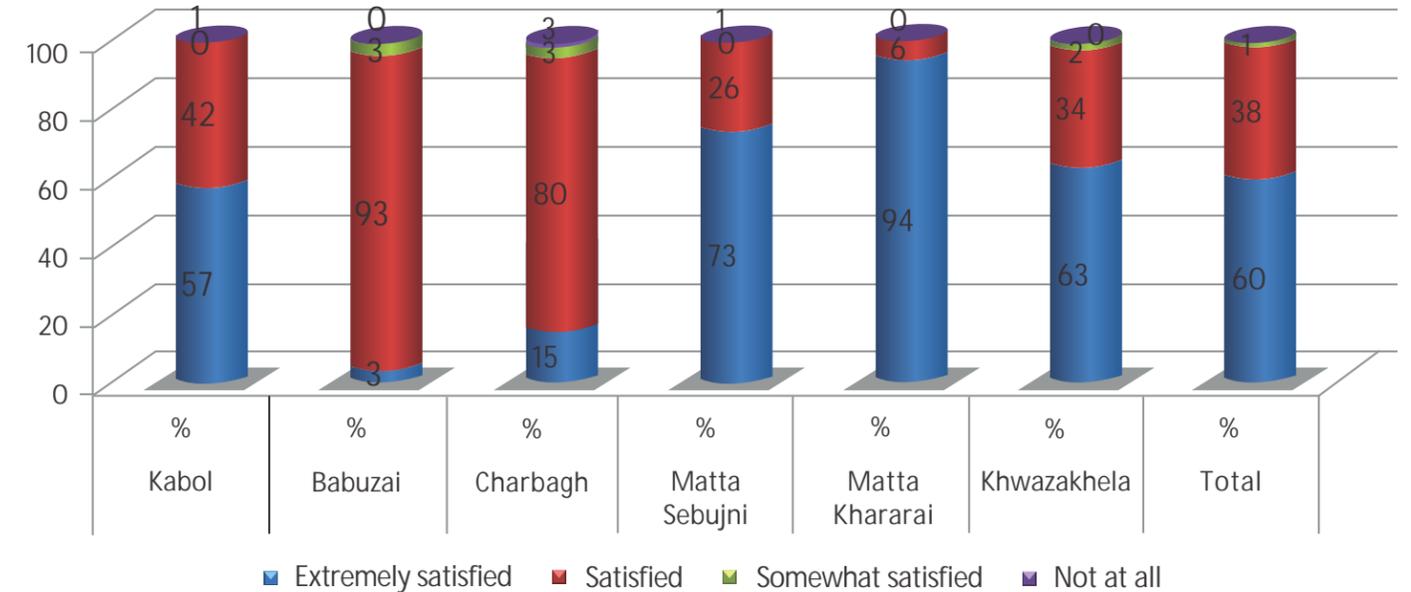
Category	Kabul		Babuzai		Charbagh		Matta Sebjuni		Matta Khararai		Khwazakhela		Total	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Yes	100	100	0	0	39	98	60	60	69	86	88	98	356	79
No	0	0	40	100	1	3	40	40	11	14	2	2	94	21
Total	100	100	40	100	40	100	100	100	80	100	90	100	450	100

5.3 Performance of Oversight Committees

Survey respondents (60%) were "extremely satisfied" with the performance of POCs while another 38% were "satisfied" (Figure 5). This shows the POCs were seen as facilitating the completion of schemes. Only 1% respondents were not satisfied at all. Satisfaction levels were at a relatively lower level for Babuzai and

Charbagh tehsils, the two earliest intervention, suburban areas. Male survey respondents (70%) rated their satisfaction higher than female respondents (50%) (Table 32 in Annex V). The reason for this difference could be due to no restriction on males' movement outdoors as they frequently interact and witness these schemes from the start to completion.

Figure 5: Satisfaction with POC



During FGDs, people informed that formation or revitalization of a CO/VO/POC did not cause any major issues. However, in some cases, minor disagreements emerged, which were resolved by the village elders. During the FGD in Charbagh, the respondents opined that such positions are considered a symbol of honour. People always compete to assume leadership roles. The FGD respondents in Charbagh cited cousin rivalry (Tarburwali) as another reason, where competition for leadership is with their cousins. Commenting on the issue, Wahid (from Charbagh) said it was all about leadership. "Leadership makes you visible in the village. It makes you important as you meet government officials, NGOs, and even the army people. Everyone wants it." He added he was not happy when his cousin was made the head of a VO. "Later I got along with him and now I fully support

him. Nevertheless, I still want to replace him, if not now, in future, as it is a matter of honour for me." However, such issues were not reported from other areas.

5.4 Peace Building and Social Cohesion

The PDCs were formed to enhance social cohesion, harmony, and to prevent any turbulence. Overall the project interventions helped the respondents, including women and persons with disabilities, to interact socially. According to survey respondents, social interaction was affected by the destruction of infrastructure. The respondents unanimously agreed that the project interventions were in line with their expectations. In rural areas social interaction is a must part of the people's lives, which also help to strengthen efforts for peace building.

Table 7: Status of Project Reflecting Expectations of Community

Category	Kabul		Babuzai		Charbagh		Matta Sebjuni		Matta Khararai		Khwazakhela		Total	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Yes	100	100	40	100	40	100	100	100	80	100	89	99	449	100
No	0	0	0	0	0	0	0	0	0	0	1	1	1	0
Total	100	100	40	100	40	100	100	100	80	100	90	100	450	100

In FGDs participants remarked socialization was seriously affected by the damaged infrastructure. However, initiation and completion of the project interventions helped overcome these issues through increased interaction among communities.

In communities' opinion, project interventions, especially construction of roads and pavement of streets, led to increased social cohesion and peace building. The increased social interaction has brought the communities closer, which has had direct impact on the peace in the area.

During FGDs Qasab, a resident of Rahimabad, Sambat, said, "We faced difficulties going from one village to the other and even within our own village. Sometimes we were not able to go to funerals or weddings, which tended to increase differences as

well as distances among us." He added that construction of roads not only made it easy for men but also for women to participate in funerals and weddings. During FGDs with females, Qasab's views were also seconded by a mother of five children from Rahimabad. "Now, we visit our relatives and friends more conveniently and with less expenditure," she commented.

There was more evidence that the project not only increased social interaction among people but also reduced their cost of travel in terms of time and money. "The interventions reduced our spending, leading to more travel and more interaction with our friends and relatives. Now, we spend almost half of what we used to spend on travel before the completion of project interventions," according to Dawood, one of the FGDs participants.

"Impact measures changes in human development and people's well-being that are brought about by development initiatives, directly or indirectly, intended or unintended. Many development organizations evaluate impact because it generates useful information for decision making and supports accountability for delivering results. At times, evaluating impact faces challenges: Confirming whether benefits to beneficiaries can be directly attributed to UNDP support can be difficult, especially when UNDP is one of many contributors. However, the impact of UNDP initiatives should be assessed whenever their direct benefits on people are discernible.

Handbook on Planning, Monitoring and Evaluating for Development Results, 2009. UNDP.

6. Impact

The impact of the project was seen in terms of changes in the lives of the local people, who are the main beneficiaries, changes because of interventions, and the unintended impacts, both positive and negative. The satisfaction level of the impact on social cohesion, harmony, and prevention of violence was part of the impact evaluation. The personal experiences vis-à-vis impact of the CBI schemes has been captured in the case studies.

6.1 Changes in the Life of Beneficiaries

Almost all (99%) of the quantitative survey respondents believed the project accrued large benefits to their household incomes. Health was another key area of benefits (96% respondents). Among other social services girls' education (96%

respondents) and boys' education (94% respondents) had large benefits. Respondents (96%) believed mobility of women had largely benefitted from the project. Persons with disabilities were also believed (94%) to have benefitted. More than 80% respondents believed the free time of women and children had increased. Lastly, respondents (83%) environmental pollution had also decreased because of the project. Variation among tehsils in the above perceptions was small; results were robust (Table 8).

Respondents (94%) believed operation and maintenance cost of vehicles had gone down after the completion of schemes. In an FGD in Rahimabad Sambat, tehsil Matta, majority shared that cost of hiring a taxi to the village from urban centre had reduced from PRs. 1,000 to PRs. 500 for a trip.

Table 8: Scale of Benefits Perceived by Different Types of Beneficiaries

Category		Kabal		Babuzai		Charbagh		Matta Sebjuni		Matta Khararai		Khwazakhela		Total	
		#	%	#	%	#	%	#	%	#	%	#	%	#	%
Household income	Large benefits	97	97	38	95	40	100	100	100	80	100	90	100	445	99
	Some benefits	0	0	2	5	0	0	0	0	0	0	0	0	2	0
	Not applicable	3	3	0	0	0	0	0	0	0	0	0	0	3	1
Household members' health	Large benefits	80	80	40	100	40	100	100	100	80	100	90	100	430	96
	Some benefits	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Girls' education	Large benefits	80	80	40	100	40	100	100	100	80	100	90	100	430	96
	Some benefits	1	1	0	0	0	0	0	0	0	0	0	0	1	0
Boys' education	Large benefits	80	80	37	93	40	100	100	100	80	100	86	96	423	94
	Some benefits	0	0	3	8	0	0	0	0	0	0	0	0	3	1
Women's free time	Large benefits	86	86	23	58	21	53	71	71	78	98	88	98	367	82
	Some benefits	0	0	17	43	11	28	29	29	2	3	0	0	59	13
	Don't know	0	0	0	0	8	20	0	0	0	0	0	0	8	2
Children's free time	Large benefits	85	85	23	58	22	55	71	71	78	98	88	98	367	82
	Some benefits	0	0	17	43	7	18	29	29	2	3	0	0	55	12
	Don't know	0	0	0	0	11	28	0	0	0	0	0	0	11	2
Women's mobility	Large benefits	89	89	39	98	35	88	100	100	80	100	86	96	429	95
	Some benefits	0	0	1	3	2	5	0	0	0	0	0	0	3	1
	Don't know	0	0	0	0	3	8	0	0	0	0	0	0	3	1
Mobility of disabled persons	Large benefits	78	78	40	100	39	98	100	100	80	100	85	94	422	94
	Some benefits	0	0	0	0	1	3	0	0	0	0	0	0	1	0
Environmental pollution	Large benefits	88	88	40	100	40	100	74	74	44	55	86	96	372	83
	Some benefits	1	1	0	0	0	0	16	16	15	19	1	1	33	7
	Same as Before	0	0	0	0	0	0	10	10	17	21	0	0	27	6
Vehicle repair and maintenance cost	Large benefits	76	76	40	100	39	98	100	100	78	98	89	99	422	94
	Some benefits	1	1	0	0	1	3	0	0	0	0	0	0	2	0

A Person with Disability is Integrated in Village Life

The construction of link road and pavement of streets changed the life of Naik Amal Khan, a young man with disability living in Gullibagh village, Swat, from a social outcast to a favourite in the village social life. "Before the reconstruction, I was almost an outcast," remembered Khan, who is in the final year of master's in computer science. The dilapidated road delayed his post-graduation plan for three years. Walking with the support arm chair in unpaved and muddy streets meant Khan would not take part in social gatherings in his locality. "I was unable to keep in contact with my friends and relatives.



The reconstruction of road and pavement of streets were completed under the UNDP's Community Infrastructure Restoration and Rehabilitation Project. The interventions brought Khan back to life. He was able to pursue his education and more importantly he started mingling with the villagers. The street pavement helped Khan to go to mosque regularly. His frequent visits to the mosque helped him create friendly bonds with the villagers. "I felt happy to be part of the village and started going out and walked around the village." This, according to Khan, was a turnaround that he desperately needed.

6.2 Impact on Social Cohesion, Harmonization, and Prevention of violence

Individual survey respondents (60%) were extremely satisfied with the impact of the project on peace, harmony, and violence prevention, followed by 37% who were satisfied. Only 3% were somewhat satisfied. The level of extreme satisfaction was high in Matta Khararai and Khwazakhela, followed by Matta Sebjuni and Kabal. The level of being satisfied was

high in Babuzai and Charbagh – 83% and 98% respectively (Table 9). Satisfaction of male respondents was somewhat higher than female respondents. The satisfaction may be seen as part of the overall political, social and security situation of the district. The efforts to achieving peace and rehabilitation after the floods were complemented by the project interventions, which were mainly to construct the damaged infrastructure.

Table 9: Satisfaction from Improved Social Services - Social Cohesion and Peace Building

Category	Kabal		Babuzai		Charbagh		Matta Sebjuni		Matta Khararai		Khwazakhela		Total	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Extremely satisfied	58	58	7	18	0	0	60	60	74	93	73	81	272	60
Satisfied	42	42	33	83	39	98	29	29	6	8	17	19	166	37
Somewhat satisfied	0	0	0	0	1	3	11	11	0	0	0	0	12	3
Not at all	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	100	100	40	100	40	100	100	100	80	100	90	100	450	100

Change in the Life of a Transporter

Dawood, 37, a resident of Rahimabad, Sumbat, Matta Tehsil, bought, in 2009, a passenger carrying vehicle to make transportation his main earning source in addition to farming. He planned to ply the vehicle from his village to Matta, a tehsil of the Swat district. "My brothers working in Gulf countries helped me buy the vehicle." While he continued to give time to farming, transporting villagers became his main occupation.

However the bad condition of the link road dented Dawood's plans of supplementing his income. "I was spending more time and money on repairing the vehicle than taking passengers to their destinations", Dawood recalled. He would transport only 6-8 passengers at a time instead of 10-15 his Suzuki van would accommodate. As he was thinking about giving up and return to farming, Dawood heard about reconstruction of the road in his village.

The road was constructed under the UNDP's Community Resilience Project, funded by Saudi Fund for employment Fund. "As the road construction started, I put on hold my plans of reverting to farming," said Dawood. "Once the road was constructed, he added his "expenses reduced by half". Carrying ten or more passengers in a single trip, he started making profit. "Carrying more passengers my vehicle was making more (six) trips a day to Matta. That meant more money and less spending on the vehicle's maintenance." With the new and improved road, more passengers, and more trips in a day, he was also able to reduce fare.

6.3 Ranking of Types of Beneficiaries by Degree of Benefit

The survey respondents were asked to rank the top three beneficiaries of the infrastructure schemes. The highest rank was given to children, followed by female patients, and women. Adding up all three rankings (the total column in Table 10), female patients were

ranked most frequently, children next, and elderly the third, followed by the persons with disabilities farmers, and male patients. Women and children are more vulnerable during the times of man-made and natural disasters. Understandably efforts to resolve disagreements and rehabilitation provide greater sense of protection and opportunities to livelihood and social services increase.

Table 10: Most Prioritized Beneficiaries (Ranked)

Prioritized Beneficiaries	First		Second		Third		Total	
	#	%	#	%	#	%	#	%
Female Patients	35	8	174	39	144	32	353	26
Children	264	59	22	5	23	5	309	23
Elderly people	87	19	114	25	48	11	249	18
Persons with disabilities	4	1	36	8	139	31	179	13
Farmers	41	9	76	17	42	9	159	12
Male patients	2	.4	28	6	41	9	71	5
All	17	4	0	0	13	3	30	2
Total	450	100	450	100	450	100	1350	100

Improving Women's access to Reproductive Health Facilities

Bilanda, a mother of three children, lives in Mian Bella, Kabal Tehsil. Bilanda's husband works in a Gulf country. Her first child was delivered on the way to a hospital. Journey to the hospital was slow because of the bad condition of the road. "The baby was delivered on a straw bed on the way to the hospital and this is a matter of embarrassment for men and my family. I am still taunted for this." It was an uncomfortable and painful experience for her.

"The road condition had been so bad that we women would not even complain to our men for small illnesses. We would just bear the pain and prefer not to travel that only increased our sickness." Then after the floods, the road was constructed under the UNDP's Community Infrastructure Restoration and Rehabilitation Project. "A lot changed for women after the reconstruction of the road. My next two children were delivered in a hospital with no problems in travel," said Bilanda. More importantly, women's mobility for health related visits became easier and smoother. "Now we go out more and meet with relatives and friends."

6.4 Negative Impact on Households

Respondents were asked if there were any negative impacts of the project interventions on themselves or

their families. They were asked to rank any three impacts. Overwhelmingly (96%) did not point any negative impact on their household. About 2% respondents said land issues (first rank) had emerged

as a result of project interventions. Generally land is the main reason of disputes and violence across Pakistan, especially in the rural areas. Another 2%

respondents said disagreements had emerged in deciding the leadership of intervention committees (Table 11).

Table 11: Most Negative Impact of Scheme on Family life

Types of Negative Impacts	First		Second		Total	
	#	%	#	%	#	%
None	440	98	0	0	440	96
Emergence of land issues as a result of intervention(s)	9	2	1	14	10	2
Disagreements on acquiring the leadership of the intervention committees	1		6	86	7	2
Total	450	100	7	100	457	100

6.5 Negative Impact on Community

A few respondents of FGDs in Matta Khararai said project interventions had a negative effect on natural resources. Project staff informed that some trees were cut for construction of a link road, which might have been mentioned by the respondents as the negative

effect. Another few in Charbagh said the drainage system had been negatively affected. Two respondents said some relocation had occurred. Effectively, reported negative effects of the project were negligible (Table 12). Negative effects were made only by male respondents.

Table 12: Negative Effects on Communal Resources

Types of Negative Impacts	Charbagh		Matta Sebujni		Matta Khararai		Total	
	#	%	#	%	#	%	#	%
Effects on natural resources	0	0	0	0	5	83	5	50
Drainage system	3	100	0	0	0	0	3	30
Relocation (s) occurred	0	0	1	100	1	17	2	20
Total	3	100	1	100	6	100	10	100

School Attendance Improves

In the beautiful village of Bargain in Khwazakhela tehsil, Amin, a teacher in the local school, was always worried about students not attending the school regularly. "They would always point out the bad condition of the road." Amin knew it was a genuine reason as many of his colleagues would also not make to the school whenever there was rain. "The road was in extremely bad condition." As the area has witnessed militancy in 2009 and floods in 2010, Amin was resigned to the fact that there would be fewer students in the school.

This situation changed after the road was reconstructed in 2012-13 under the UNDP's Community Resilience Project. "It seemed that the improved road brought everyone back to the school," recalls Amin. In addition he thinks it provided the people of the village more occasions to get together. "It made participation in social gatherings, such as weddings and funerals, easier."

6.6 Unintended Positive Impact of the Project Activities

In FGDs and KIIs, people were asked about unintended positive or negative impacts on their lives. According to respondents of an FGD in Nawa Kaley, Khwazakhela, the positive impacts included increase in the price of land, as a result of construction

of roads and pavement of streets. Others pointed out cleanliness of the area had improved after permanent arrangements for drainage of water. This was an add-on due to the rehabilitation of schemes. Almost all respondents viewed schemes positively, except a single incident in Kabal where a contractor was reported to have taken away some money from the villagers, which was never returned.

Sustainability measures the extent to which benefits of initiatives continue after external development assistance has come to an end. Assessing sustainability involves evaluating the extent to which relevant social, economic, political, institutional and other conditions are present and, based on that assessment, making projections about the national capacity to maintain, manage and ensure the development results in the future.

Handbook on Planning, Monitoring and Evaluating for Development Results, 2009. UNDP

7. Sustainability

The sustainability of the project activities were reviewed through available mechanism for operation and maintenance and its effectiveness. Further the continuation of the project benefits after its closure was reviewed. This was mainly to gauge the community's perception about the effectiveness of available mechanisms for sustainability of the project activities.

organizational arrangements in place to take care of the schemes (multiple choice question). About half (45%) responses indicated POCs would take care of schemes. About 41% respondents pointed out community based committees for this purpose. Only 14% respondents indicated that there were no arrangements in place to take care of the schemes (Table 13). It shows that the community is aware of the need for continuity.

7.1 Available Mechanism for Continuity

Survey respondents were asked to specify the

Table 13: Types of Operational and Maintenance Arrangements of Scheme

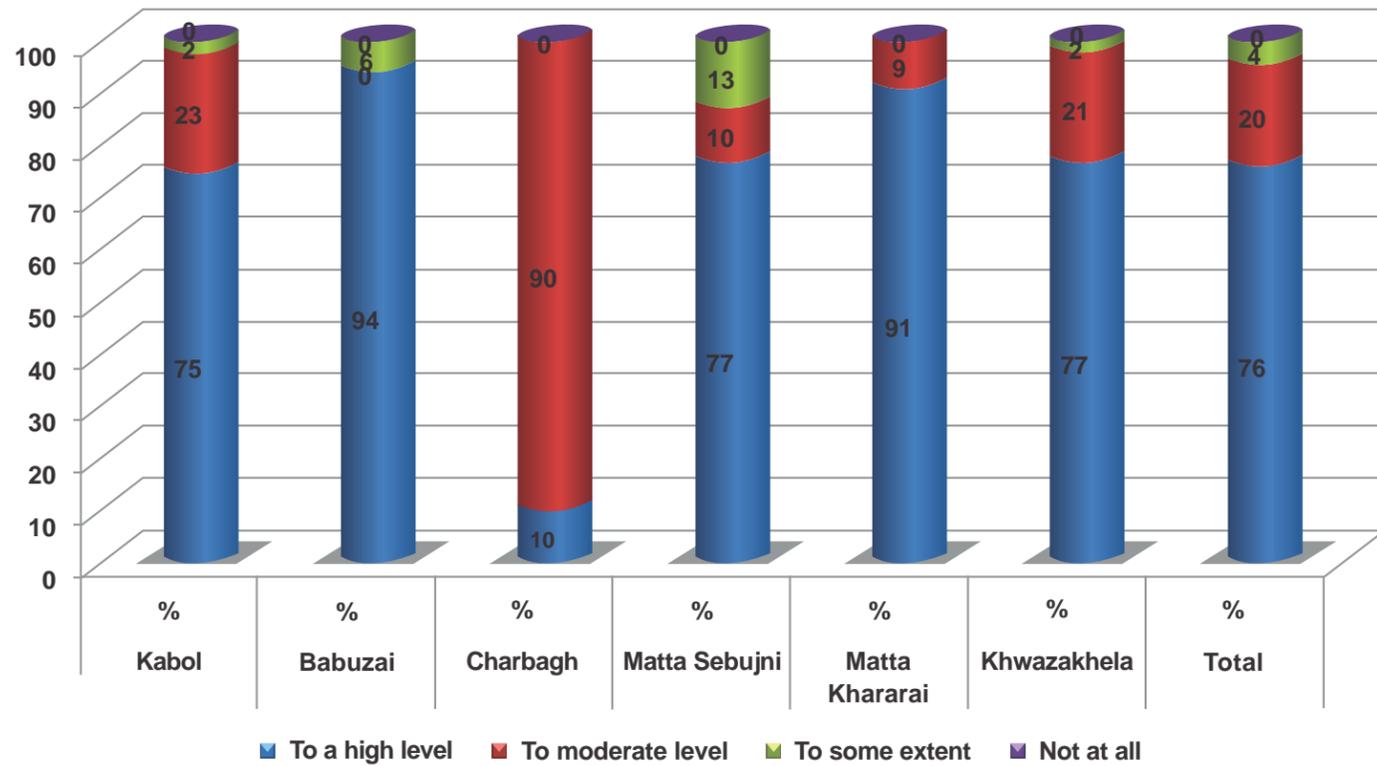
Types of Arrangements	First Rank		Second Rank		Total	
	#	%	#	%	#	%
Project oversight committees	118	26	169	91	287	45
Community based committees	246	55	17	9	263	41
No arrangements	86	19	0	0	86	14
Total	450	100	186	100	636	100

7.2 Effectiveness of Available Mechanism

Overall majority of the survey respondents termed POCs and COs/VOs/PDCs as effective mechanisms for ensuring that the schemes are maintained in the

future. Respondents (76%) said these two arrangements were highly effective. None of the respondents raised doubts over effectiveness of available operational and maintenance mechanism (Figure 6).

Figure 6: Effectiveness of Available O&M Mechanism



Those who rated the POCs and VOs/Cos/PDCs for high effectiveness (76%) maintained that these committees did good supervision of construction process. In addition 33% respondents appreciated them for ensuring use of high quality material (Table 14). Other reasons included continued benefits, positive contribution in the past, successfully

resolving disputes, if any, and formation of supervision bodies. Males and females differed over reasons, mainly over good supervision of construction process. This may again be attributed to the fact that males had more say in matters of construction.

Table 14: Reasons for High Level or Moderate Level of Effectiveness of O&M Mechanism

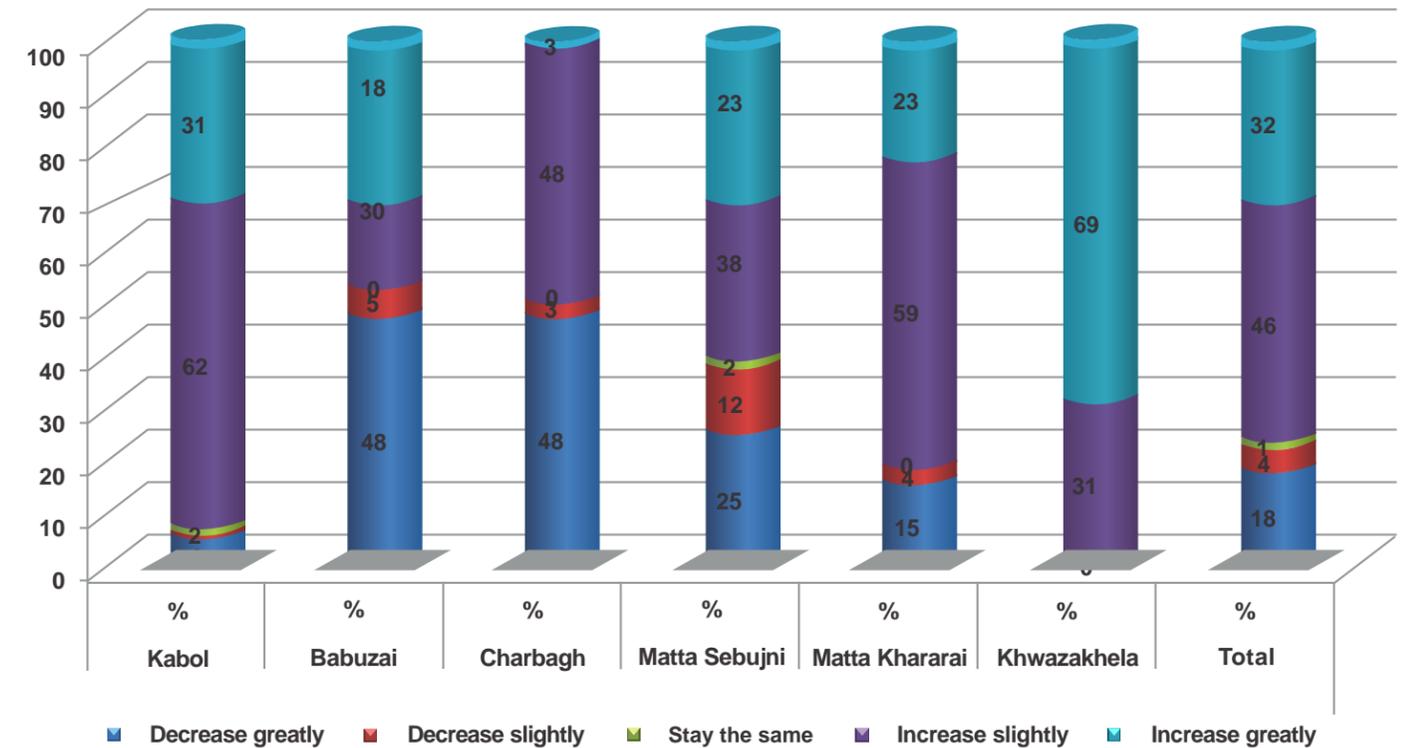
Category	Kabul		Babuzai		Charbagh		Matta Sebujni		Matta Khararai		Khwazakhela		Total	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Good supervision of construction process	66	67	5	33	8	38	33	54	25	37	46	52	183	52
High quality of materials	32	33	4	27	0	0	25	41	51	76	3	3	115	33
High and continued benefits	5	5	1	7	4	19	9	15	9	13	24	27	52	15
Positive contribution by community	7	7	5	33	8	38	5	8	0	0	19	22	44	13
Resolved different disputes	9	9	0	0	0	0	8	13	6	9	9	10	32	9
Effective formation of supervision committee	0	0	6	40	2	10	2	3	0	0	2	2	12	3
Total	98	100	15	100	21	100	61	100	67	100	88	100	350	100

7.3 Continuation of Project Benefits beyond Project Life

Respondents were asked if the project benefits will continue after the closure of the project. Respondents (78%) indicated that the benefits will increase (slightly or greatly) over time. Only about

18% of the respondents opined that the benefit will reduce over time (Figure 7). More females (34%) than males feared that benefits will decrease greatly. The main reason for the higher percentage of female could be their confinement within the four walls of the house, where they get less information/news about intervention and its quality.

Figure 7: Continuity of Project Benefits after Project Closure



In all FGDs, people believed that quality of the materials used in the infrastructure schemes was quite high. Majority of the respondents were of the view that because of the high quality of the materials used, the schemes will last much longer (10-15 years, on average) compared to the schemes rehabilitated by other agencies or by the government. Comparing the project schemes with other schemes, Hamid, a resident of Charbagh, commented in an FDG that at the same time as the UNDP supported scheme, one of the politicians gave some money to his local supporters for street pavement. "Hardly a month after

the completion of the project it started raining heavily and nearly half of the streets paved were washed away; the remaining part of the work is also quite poor. However, the work carried out by UNDP seems to be very durable. Looking at the quality of the work, I personally feel that it will last at least a decade."

Such comparisons of the UNDP supported rehabilitation with other similar interventions was a norm. Credit for ensuring quality, according to the community, partly goes to the COs/VOs/POCs.

8. Lessons Learned

- 1) Community consultations show that link roads are the most needed intervention.
- 2) Deeper linkages needed to be developed with public works and local government departments and district administration so that repair and maintenance of the built infrastructure could be ensured and benefits could be sustained for a longer period of time.
- 3) Some disagreements were reported about the nomination of people as head of POCs. Selection process of office bearers of village organizations and supervision committees could have been made as much dispute-free as possible through broader community participation and through elective process for selection of office bearers.
- 4) Participation of government in the design, monitoring, quality assurance, and maintenance processes should have been encouraged from the start to build ownership and capacity of the government departments.

9. Conclusions and Recommendations

9.1 Conclusions

The survey findings were reviewed in terms of linkage between the CPAP and the project outputs (see Annex -VII).

- 1) Under impact (what has changed in the lives of local people), overall improvements included access to livelihood, administrative machinery, social facilities and public places, making access easier to farms, main market, schools/colleges, health facilities, mosques, and government offices. Female patients were ranked as the top beneficiaries followed by children and the elderly.
- 2) The unintended positive impacts of the project interventions included increase in the price of land as a result of road construction and street pavement. Cleanliness of the area had improved mainly due to drainage of water.
- 3) Involvement of the community through various committees such as COs/VOs/POCs/PDCs created high buy-in for the project interventions. Majority of the survey respondents termed POCs and COs/VOs/PDCs effective mechanisms for ensuring that the schemes are maintained. Most of the survey respondents indicated that the benefit will increase over time after the donor funding.
- 4) For the respondents, the project interventions were effective in restoring community infrastructure and opening up avenues for livelihood opportunities. For women CBI schemes helped improve access to training centers.
- 5) Indirectly the project interventions seemed to have contributed to MDG 1 by creating jobs through engaging local contractors, masons, labourers, etc. and using local transport, raw

material. Another indirect contribution was improved access to schools, both for girls and boys (MDG2). Importantly roads, bridges, and culverts helped to improve access to health services (MDG 4 and 5).

- 6) Overall, it seems that the project positively contributed to the vision of the PCNA. There is evidence to believe that the project provided equitable opportunities for better health, education, and employment, the ultimate outcome seen in the vision.
- 7) The project contributed to all four strategic objectives of the PCNA:
 - a. Build responsiveness and effectiveness of the State to restore citizen trust
 - b. Stimulate employment and livelihood opportunities
 - c. Ensure the delivery of basic services
 - d. Counter radicalization and foster reconciliation

Contribution to the first three objectives was direct and significant. Contribution to the last objective (d) may be indirect and somewhat delayed, as peace related direct interventions (peace ambassadors, etc.) were started mostly in 2014. Among the nine key sectors identified by the PCNA, the project seems to have contributed to infrastructure, health, education, agricultural and natural resources, and non-form economic development.

- 8) There is good evidence to suggest that project interventions did not exacerbate the violence. Project interventions were implemented with sensitivity and with a view to promote peace. While people seem to be satisfied with the project interventions and it is clear that project led to increased social cohesion by connecting and linking people and places, contribution of project interventions to peace

9) building is not very clear. In terms of gender equity, the project seems to have benefitted both women and men, and girls and boys, equally. However, given the social climate of the area, decision making about the public goods created by the project was in the hands of men. Responses of the individual survey and FGDs suggest that women generally had almost as good awareness about the project interventions and the intervention processes as men. However, their direct role in the implementation of the project was limited to the interactions within the family or with women in the neighbourhood.

9.2 Recommendations

- 1) There is a need to involve local councils, communication and works department, and local government, elections, and rural development department in the process of identification and re-validation of CBI schemes, construction design, procurement, construction supervision, and maintenance planning. Without involvement of the district government and local bodies, objectives of capacity building, ownership, and maintenance of schemes will be difficult to meet. While speedy delivery was important at the start of the project, capacity building and maintenance are equally important considerations.
- 2) As a top priority, there is a need to prepare a maintenance plan for the CBI schemes already completed. The plan should have separate components for relevant government departments and agencies and for communities. Government component should identify need for maintenance of the CBI schemes over the next five years, cost of the maintenance plan, and identification of resources to meet the costs, involvement of communities to contribute in vigilance,

funding, and monitoring, and capacity development for government. Community component should identify role of the communities in vigilance, funding, and monitoring, linking up with government departments, and training of CO/VO/PDCs on CBI scheme maintenance. ILO guideline "Rural Road Maintenance – Sustaining the Benefits of Improved Access" may be consulted in this regard for further clarity. The Maintenance Plan should be implemented on a priority basis.

3) While the SFD committed to fund essentially the restoration and rehabilitation of CBI schemes, it is important to implement other interventions mentioned in the overall objective of the project: rehabilitation of natural resource base, provision of skills development training, and replacement of assets. Combined with rehabilitation of CBI schemes, these additional interventions will add to the impact of the project on revival of livelihoods and economic recovery. If funding becomes available from some source, priority should be given to Swat to provide an integrated development package to post-crisis Swat.

The monitoring and evaluation framework of the project interventions for 2016-17 may consider inclusion of immediate outcome indicators, which can be easily monitored by the project. The indicators are biased towards link roads. However, the bias is justified given that most of the project funds are spent on reconstructing link roads. Information on indicators can be collected every six months using small samples (Lot Quality Assurance method). These indicators may include:

- a) Change in number of visits in the neighborhood;
- b) Reduction in vehicle operating cost for types of traffic;

- c) Reduction in bus, van, or taxi fares;
 - d) Change in allocation of maintenance funds within the annual budget of relevant government departments and local institutions; and
 - e) Capacity building process indicators (number of capacity building trainings conducted, number of joint planning sessions held, etc.)
- 5) The local government polls in the province open new avenues for the project to closely

work with the local authorities and the people's representatives. Presently the village and the neighbourhood councils seem relevant to the project for operational maintenance and continuity of the interventions over a long period of time. It is important to highlight that the Khyber Pakhtunkhwa's local government law devolves power most and importantly it empowers the two councils to "supervise all local government functionaries, including revenue officials in their jurisdiction."

ANNEXES

Terms of Reference

Individual Beneficiary Questionnaire

Focus Group Discussion Guidelines

Key Informant Interview Checklist

List of References

Project Outcome and Output Linkage Table

Terms of Reference

Term of Reference for the Impact Evaluation of Community Resilience Project

1. Introduction

In the backdrop of military operations in Swat in 2009 and flood 2010, Swat and Malakand region faced huge devastation in terms of community infrastructure. UNDP with its government counterparts (PDMA PaRRSA) conducted a need assessment in 2011 to assess the extent of destruction in Swat, and launched "Community Infrastructure Restoration and Rehabilitation Project" in the six tehsils of District Swat, Khyber Pakhtunkhwa Province. On the basis of the assessment total 953 communal schemes were identified, which required rehabilitation. The Saudi Fund for Development (SFD), Kingdom of Saudi Arabia provided financial support for the project under an MOU signed with the UNDP in May 2011.

The project was focused on provision of increased access to the civic amenities (education, health, agriculture and other livelihood sources) through rehabilitation of community basic infrastructure schemes (link roads, street pavement, culverts, small bridges and drainage channels). It was anticipated that these interventions would provide a better living environment, increased livelihood opportunities and economic recovery and bring a social uplift in the crisis and disaster affected area. As per given chart out of 953 communal schemes 207 were completed in 2012 and 378 in 2013. At the end of 2013 a fresh assessment by hiring an independent consultant was carried out to understand that whether the remaining 368 schemes were still relevant for rehabilitation. Study findings established that out of 368 remaining schemes 71 had already been rehabilitated by other organizations. During 2014, rehabilitation of another 54 schemes were planned. As of 31 December 2014 39 schemes stood completed whereas rehabilitation of remaining 16

schemes were underway and expected to be completed by 31st March, 2015.

The Project comes under the Country Programme Action plan (CPAP) 2014-2017 and is linked to its outcome 3.3 that aims at the vulnerable populations in crises situations benefit from improved prevention, risk reduction, and response (Mitigation), and are assisted to reach development goals including MDG targets, and the output 3.3.1 focusing on vulnerable community particularly women affected by crises have access to training, entrepreneurship, livelihoods and community infrastructure

The Project overall objective is to ameliorate the living conditions in the areas under-served by relief efforts and provide a better living environment and opportunities to the crisis affected communities to revive their livelihoods and economic recovery through rehabilitation of community basic infrastructure, natural resource base, and provision of skills development and asset replacement.

UNDP intends to assess the degree to which the rehabilitation of community based infrastructure schemes has contributed to the overall well-being of the local communities.

2. Objective of the Evaluation:

The main purpose of the evaluation is to assess the performance of the project in achieving its above mentioned objective and intended results and gain greater insight into and understanding of the impact and sustainability of the Project. The evaluation will derive evidence based knowledge on lessons learned and good practices for replication, in future. Specifically the evaluation will:

1. Review the projects achievements against the project objectives;
2. Assess the project contribution in improving the living and livelihood conditions of the targeted population including men, women and children;
3. Assess the difference or lasting change (socio-economic impact) which can be attributed to the project;
4. Assess the project modality and to which degree the project approach was effective and sustainable;
5. Document the evidence and lessons learned and share and discuss them in the lessons learned workshop for the staff of UNDP Country office and project.

3. Scope of Evaluation:

The evaluation will assess socio-economic impact of community infrastructure rehabilitated in 6 tehsils (Kabal, Babuzai, Charbagh, Matta Sebuji, Matta Khararai, and Khwazakhela) of Swat district. The infrastructure included communal schemes like link roads, street pavements, culverts, small bridges and drainage channels. Communities were actively involved in monitoring of the construction activities which were outsourced to the civil works contractors by UNDP. The impact can be evaluated in terms of social cohesion and harmonization, improved livelihoods (change in agriculture practices, access to markets, increased income), access to social services (any impact on child and maternal mortality etc). Specific lessons learned need to be documented in this context.

The target communities were also organized in Peace and Development Committees (PDCs) for enhanced social cohesion, harmonization and to prevent any violence. They also facilitated to ensure quality of the construction work and established Oversight Committees for regular monitoring of the construction activities. The evaluation will also assess the effectiveness and sustainability of the PDCs and the mechanism of oversight committees.

4. Duration of the Assignment

The time period for evaluation is 30 days from the day contract will be signed between UNDP and consultancy firm. Firm will be liable to strictly follow the timeline for submitting deliverables. See deliverables and timeframe for the reporting schedule.

5. Evaluation Criteria and Research Questions

The impact evaluation will be based on criteria of effectiveness, impact and sustainability, in addition to that the study will also document lessons learned of the project. Following are the key areas which will be assessed in the impact evaluation:-

1. Impact

- a) Assesses change in people's lives: positive or negative, intended or not, While assessing impact will explore the following areas of enquiry.

In relation to our efforts:

- What has changed in the lives of local people?
- Who are the people benefitted most with the change/difference brought by project
- How the intervention made the difference/change
- What are the unintended impacts of the project? Is there any negative impact of project? If yes what are the reasons?

2. Sustainability

- What are the social and political environment and/or acceptance of the project?
- What is the effectiveness of the available mechanisms for the maintenance of project deliverables in the community identified by project? What needs to be improved in this regard?

- To what extent did the benefits of project continue after donor funding ceased?

3. Effectiveness

- To what extent were the objectives achieved / are likely to be achieved? In terms of improved social services contributing to peace building and social cohesion.
- %age of people satisfied with the improved social services contributing to peace building and social cohesion.

6. METHODOLOGY

The evaluation will use quantitative and qualitative data to be collected from the field by the selected firm using standard statistical sampling techniques. Data/information will be collected in all six targeted tehsils of Kabal, Babuzai, Charbagh, Matta Sebujni, Matta Khararai, and Khwazakhela in the district Swat. 50% of the sample will be drawn from the schemes completed during 2012-2014. The rest 50% of the sample size will be taken from the schemes implemented in 2014..

6.1 Data Collection Methods & Tools

Initially the desk review of project documents relevant to the programme context and activities will be conducted.

Primary data collection: In selected Union Councils and villages key informant interviews will be conducted with the key stakeholders like community organization/village organization or the project over site committee member, beneficiaries and representative from PaRRSA for quantitative data. Structured interview questionnaire will be developed for key informant interviews with the mentioned stakeholders. In the context of Swat, gender-balanced sample size is not possible though the optimum involvement of women need to be ensures by using female field researcher. In addition to that direct visit to the project sites (completed schemes)

will be made for the direct observation at KII and FGDs locations.

For qualitative information FGDs (focus group discussions) will be conducted with the beneficiaries and/or community groups separately with male and female groups. The FGDs with community will be conducted in randomly selected villages and cluster of small villages where it is possible to triangulate and enrich the collected information.

Initial findings report will be produced and shared with relevant staff. Final report including lessons learnt, best practices and a set of specific, actionable recommendations will be produced based on the feedback received. The evaluation is expected to be initiated by first week of April-2015.

6.2 Proposed Team

The proposed composition of team will include the following:

- a. Evaluation Expert
- b. Enumerators -4 (Male & Female)
- c. Data Analyst

a. Evaluation Expert:

Evaluation Expert should have advanced degree in research and wide experience in leading similar assignments for social sector. He/she will take lead in conducting desk review of project documents followed by study design & tools and developing trajectory for the impact study. Ideally qualitative data (FGDs) and the KIIs with government stakeholders will be conducted by evaluation head, along with the supervision of the field work.

c. Enumerators

Enumerators will be hired for the period of data collection of quantitative information which includes KII and direct visit to the project schemes. Ideally there should be gender balanced team of

enumerators (2 male+ 2 female). Enumerators should necessarily be Pashto speaker and should be well aware of the context and culture of Swat. The minimum education level of enumerators should be graduation with vast experience of enumeration and surveying in social sector.

e. Data Analyst

Data analyst will be responsible to analyze the data in close coordination with evaluation expert and gender specialist. Data analyst should have strong IT background with vast experience of similar assignments.

8. Timeframe & Deliverables

Sr.	Deliverables	Month																															
		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30		
1.	Desk review and submission of study tools & detailed work plan	█	█	█	█																												
2.	Field work (data collection on Quantitative & qualitative tool)					█	█	█	█	█	█	█	█	█	█	█																	
3.	Data Entry and Analysis						█	█	█	█	█	█	█	█	█	█	█																
4.	Draft Report																				█	█	█	█									
5.	Debriefing/Presentation on Key Findings																						█										
6.	Lessons Learned Workshop																							█									
7.	Finalisation of Report																																

7. Management and Monitoring

The Project Steering Committee co-chaired by UNDP and PDMA will review the progress of the impact evaluation. The firms will be responsible to present the preliminary findings to the committee, and finalize the evaluation report in light of comments and feedback from the committee. UNDP and PDMA will also monitor the process of data collection, community consultations and any other filed activity required for the evaluation.

Annexures

Annex-1 -List of documents to be reviewed

1. Country Programme Document
2. Post Crisis Needs Assessment
3. Project Documents (MoU with SFD, Annual Work plans 2012-2014, and Annual and monthly Progress Report 2012-2014).
4. Impact study Conducted by independent Consultant Mr. Mujtaba Rathore in 2013-2014
5. Project monitoring Reports & case studies etc.

Annex-2 –List of stakeholders

6. UNDP
7. SFD
8. Beneficiaries
9. Khyber Pakhtunkhwa Government Counterparts (Provincial and district PDMA PaRRSA)
10. Swat district Administration

Annex – 3 – Proposed Study Report Layout

Consultant will review and suggest final outline of the report.

- List of Content
- Acronyms & Abbreviations
- Executive Summary
- Introduction/ Background
- Major findings (includes detailed findings in sections with charts tables, case studies)
- Lessons Learned & best practices
- Conclusion and Recommendations
- Annexures (research tools, list of people interviewed etc.)

Individual Beneficiary Questionnaire

Serial Number: ____/____/____ (for office use)

Individual Beneficiary Questionnaire

Impact Evaluation of Community Resilience Project in Swat

Conducted By:

APEX Consulting Pakistan
House # 816-E, Street # 85, I-8/4, Islamabad-Pakistan
Tel: +92 (051) 843-7529/30

Introduction

I am working with a private survey company APEX Consulting Pakistan (APEX), which has been appointed to collect information from community members who have benefited from rehabilitation of community infrastructure schemes undertaken by UNDP. I have a questionnaire consisting of some

simple questions. If you kindly agree to answer these questions, we will be requiring 20 to 30 minutes of your precious time. This survey will not benefit directly, but your answers will help in planning for the local communities. Your information will not be disclosed. It will only be used for the purpose of analysis. If you do not understand the question, you can ask again from me.

Date (DD/MM/YY) ____-____-____/____

Start Time (Min-Hrs-AM/PM) ____-____-____

Section – I: Geographical Information

Q 1	Tehsil 1. Kabal, 2. Babuzai, 3. Charbagh, 4. Matta Sebuji, 5. Matta Khararai, 6. Khwazakhela	/_____/
Q 2	UC _____	/____/____/
Q 3	Village _____	/____/____/
Q 4	Which types of CBI Schemes were rehabilitated by UNDP/contractor in your area? Codes: 1. Yes, 2. No, 99. Not applicable Note: Supervisor will first confirm the type of schemes from CO member and then data collection activity will be started in selected village.	
	Sr. #	Response
	01	Link roads /_____/
	02	Street pavements /_____/
	03	Culverts /_____/
	04	Small bridges /_____/
	05	Drainage channels /_____/

Section – II: Respondent Information

Q 5	Respondent Name	_____
Q 6	Respondent's Gender 1. Male, 2. Female	/_____/
Q 7	Respondent Age (Respondent age must be above 18 years)	/____/____/
Q 8	Respondent Contact Number	/____/____/____/____/____/____/____/____/____/____/

Section – III: Impact (All Schemes)

Q 9	Who are getting the benefits from CBI scheme/s?	
	Codes: 1. Yes, 2. No, 99. Not applicable	
	Sr. #	Response
	01	Children /_____/
	02	Elderly people /_____/
	03	Farmers /_____/
	04	Female Patients /_____/
	05	Male Patients /_____/
	06	Persons with disabilities /_____/
	07	All /_____/
08	Other _____ /_____/	
Q 10	From above mentioned groups, mention three in order of priority that have benefited the most from CBI scheme/s?	1. /_____/ 2. /_____/ 3. /_____/

Q 11	Is there any changes observed at community level in the following human activities/assets due to CBI scheme/s?		
	Code: 1. Large benefits, 2. Some benefits, 3. Same as before, 4. Negative Impact, 5. Don't Know, 99. Not applicable		
	Sr. #	CBI Schemes	Response
	11.1	Household's Income after intervention	/_____/
	11.2	Household member's Health (Child and maternal Mortality)	/_____/
	11.3	Girls' education	/_____/
	11.4	Boys' education	/_____/
	11.5	Women's free time	/_____/
	11.6	Children's free time	/_____/
	11.7	Women mobility	/_____/
	11.8	Mobility of disable person	/_____/
	11.9	Environmental pollution (Odorless air)	/_____/
11.10	Vehicle repair and maintenance cost	/_____/	
11.11	Other (Specify) _____	/_____/	
Q 12	Due to this scheme, has the access improved to:		
	1. Yes, 2. No, 99. Not applicable		
	Sr. #	Response	
	12.1	Local groceries shop/general store /_____/	
	12.2	Farms /_____/	
	12.3	Main market /_____/	
	12.4	Livelihood opportunities /_____/	
12.5	Training centers /_____/		

	12.6	Boys School/college	/_____/
	12.7	Girls School/college	/_____/
	12.8	Health clinic or hospital	/_____/
	12.9	Drinking water	/_____/
	12.10	1. Other (Specify) _____	/_____/
Q 13	What is the most important negative impact/s on your/yours family's life? (Multiple Responses are possible)		1. /_____/
	1. Emergence of land issues as a result of intervention(s)		2. /_____/
	2. violences on acquiring the leadership of the intervention (s) committees		3. /_____/
	3. Other (please specify) _____ 4. None		
If 4. None, Skip to Q15			
Q 14	What is the most important negative most communal impact of the intervention?		1. /_____/
	14.1	Effects on natural resources	2. /_____/
	14.2	Relocation (s) occurred	3. /_____/
	14.3	Disruption of communication system (telephone lines etc.)	
	14.4	Other (Specify) _____	
Q 15	How would you rate CBI schemes contributing to improve post-disaster economic conditions in your area?		/_____/
	1.To a high level, 2.To moderate level, 3.To some extent, 4. Not at all		

Section IV- Sustainability (All Schemes)

Q 16	To what degree, the CBI scheme is socially accepted?		/_____/
	1.To a high level, 2.To moderate level, 3.To some extent, 4. Not at all		
Q 17	Was there any resistance in the community against the scheme?		/_____/
	1.To a high level, 2.To moderate level, 3.To some extent, 4. Not at all		
Q 18	If the answer of Q17 is option 1, 2, please specify the resistance and who resisted?		_____
Q 19	What type of Operational and Maintenance (O&M) arrangements are there for CBI scheme/s? (Multiple Responses are possible)		1. /_____/
	1) Community based committees, 2) Project oversight committees,		2. /_____/
	3) Others (please specify) _____		3. /_____/
Q 20	To what degree, the available mechanism is effective in terms of maintenance of CBI scheme/s identified by the project?		/_____/
	1.To a high level, 2.To moderate level, 3.To some extent, 4. Not at all		
Q 21.a	If to a high level or to moderate level in Q20, what are the possible reasons?		1. _____
			2. _____
			3. _____
Q 21.b	If to some extent or not at all in Q20, what are the possible reasons?		1. _____
			2. _____
			3. _____
Q 22	To what extent, benefits of project continue after donor funding ceased?		/_____/
	1. Decrease greatly, 2. Decrease slightly, 3. Stay the same, 4. Increase slightly, 5. Increase greatly		

Section V- Effectiveness (All Schemes)

Q 23	Is there any CO/VO/PDC existing which is established under UNDP project? Codes: 1. Yes, 2. No	/_____/
Q 24	Since how long it is established? (in months)	/_____/
Q 25	What types of activities were undertaken by the CO/VO/PDC? 1. _____ 2. _____ 3. _____	
Q 26	To what extent you satisfied with improved social services in relation to social cohesion and peace building? 1. Extremely satisfied, 2. Satisfied, 3. Somewhat satisfied, 4. Not at all	/_____/
Q 27	If "Not at all", what are the reasons? (please explain) _____	
Q 28	To ensure the quality of CBI scheme(s), was there any oversight committee?	/_____/
Q 29	What types of activities were undertaken by the oversight committee?	/_____/
Q 30	To what extent, are you satisfied with the performance of oversight committee? In terms of improving quality of CBI scheme/s? 1. Extremely satisfied, 2. Satisfied, 3. Somewhat satisfied, 4. Not at all	/_____/
Q 31	If option 3 or 4, what are the reasons (please explain) 1. _____ 2. _____ 3. _____	
Q 32	On a scale of 1-10, how will you rate improvement in your lives because of these schemes? (where 1 is Very Little and 10 Extremely High)	/_____/

Q 33	To what extent do you think that the project's schemes have achieved their outputs? 1. To a high level, 2. To moderate level, 3. To some extent, 4. Not at all	/_____/
Q 34	Has the intervention achieved its objective of rehabilitation of damaged infrastructure through an Area based approach with peace engine promoted with social cohesion and harmony? 1. Yes, 2. No	/_____/
Q 35	Has the intervention achieved its objective of accessing market, education, health and other basic services due to restored infrastructure? 1. Yes, 2. No	/_____/
Q 36	Do the outcomes reflect the expectations of the community at large? 1. Yes, 2. No	/_____/
Q 37	Reviewed by enumerator (Name) _____	
Q 38	Reviewed and Checked by Supervisor (Name) _____	
Q 39	Entered by – KPO Name (for office use) _____	



Focus Group Discussion Guidelines

Guidelines for Focus Group Discussion (FGD)

GENERAL INFORMATION	
I.	Tehsil: _____ UC: _____ Village: _____
II.	Codes: 1. Male Member 2. Female Member
III.	Name of Moderator: _____ Name of Facilitator: _____
IV.	Date and Time: Date (DD/MM/YY) _____ Start Time (Min-Hrs-AM/PM) _____ Location of FGD: _____
V.	Number of the participants for Focus Group discussion Number: _____/_____/_____

Type of respondents

VI.	1	Community elders	/_____/_____
	2	Female	/_____/_____
	3	Youth/Students	/_____/_____
	4	Shopkeepers	/_____/_____
	5	Unemployed villagers	/_____/_____

Serial Number: ____/____/____ (for office use)

Focus Group Discussion (FGD)

Impact Evaluation of Community Resilience Project in Swat

Conducted By:

APEX Consulting Pakistan
House # 816-E, Street # 85, I-8/4, Islamabad-Pakistan
Tel: +92 (051) 843-7529/30

6	Farmers	/_____/
7	Govt. Servant/ Health	/_____/
8	Staff/Education/Agriculture/Local NGO	/_____/
9	Others	/_____/

Name of the FGD participants

Sr. No.	Name	Age	Contact No.	Designation/ Occupation	Signature/ Thumb Impression
1					
2					
3					
4					
5					
6					
7					
8					
9					
10					
11					
12					
13					
14					
15					

Key Questions (Impacts, Sustainability, Effectiveness)

Q 1	What was the pre-intervention condition in your area? _____ _____
Q 2	What were your most urgent needs before the intervention was started? Were prioritized needs addressed by the interventions? _____ _____
Q 3	How is the community involved in the project/programme? (Participation in planning, monitoring, implementation and evaluation – probe for information on mechanisms put in place to solicit feedback from community groups – probe for other ways in which community contributes to the project, assess project acceptability – social, political, cultural and religious) _____ _____
Q 4	Were there any issues during the implementation of the CBI schemes and who resolved these issues? _____ _____
Q 5	In your opinion, how this project strengthened the social capital for peace building and social cohesion? _____ _____

Q 6	<p>How does the project/programme ensure inclusion of vulnerable groups? (Probe for value statement on how interests of Children, women and people living with disabilities are taken care of)</p> <hr/> <hr/> <hr/>
Q 7	<p>What do you think is the most unique aspect of this project?</p> <hr/> <hr/> <hr/>
Q 8	<p>Did the intervention ensure equitable distribution of services to all the segments (men, women, children, PWDs) of society? If Yes, how?</p> <hr/> <hr/> <hr/>
Q 9	<p>Is there a sense of ownership of the program, among communities. Does the Community feel the project and its outcomes belong to them? If yes can you provide any details (COs, VBCs, Project Oversight Committee).</p> <hr/> <hr/> <hr/>
Q 10	<p>Is there any evidence (of an individual or a household) whose quality of lives has significantly improved by the intervention, briefly explain. (This will also help us identify individuals for case studies)?</p> <hr/> <hr/> <hr/>

Q 11	<p>In your opinion, What are the unintended positive impacts of the project?</p> <hr/> <hr/> <hr/>
Q 12	<p>In your opinion, What are the unintended negative impacts of the project? What are these and what are the reasons behind these?</p> <hr/> <hr/> <hr/>
Q 13	<p>Was the intervention socially and culturally acceptable? If No, what kind of resistance was shown by the community?</p> <hr/> <hr/> <hr/>
Q 14	<p>In your opinion, to what extent did the benefits of project continue after UNDP/SFD funding ceased?</p> <hr/> <hr/> <hr/>
Q 15	<p>Has the intervention contributed to the peace building and social cohesion?</p> <hr/> <hr/> <hr/>

Q 16	How communities see benefits of CO/VO and POC?(Kindly cover in terms of encouraging discouraging etc.) _____ _____ _____
Q 17	How effective are the CO and POC after the completion of the project? _____ _____ _____

Problems and Concerns

Q 18	Did any problems arise during the implementation of the scheme? (Kindly discuss the type of issues e.g. Land/area holding etc.) _____ _____ _____
Q 19	How the problems/issues were resolved? (Kindly discuss about each issue appear in above question) _____ _____ _____

Instructions for Focus Group Discussions (FGDs)

(FGDs) Expected Participants	Different groups for male and female members
Note for FGD Facilitator	While obtaining the consent of the participants for the FGD, it is important to inform them that the activity is meant for the Impact Evaluation of UNDP/SFD Project.

Focus Group Discussion Protocol

A structured questionnaire will be used to guide these discussions and the field team will be free to ask follow-up questions and/or probe responses to collect more in-depth information. The FGD will provide additional qualitative information to validate the quantitative data collected through other assessment tools such as x, y z. Following are the key elements for organization of each FGD:

Arrival of participant's

The ideal number of participants for focus group discussions is around 10-15 people having different backgrounds. Field team will verify the background/demographic details of participants in advance in order to make sure that FGD attendees are as according to the pre-generated list. There will be a clear deadline for the addition of FGD members, therefore on the day of the FGD, any additional person(s)/companion of the participant(s) will not be able to take part in the discussion.

If possible, seats will be arranged in a circle so that people are able to have face-to-face interactions with each other during the discussion.

Consent Process

Purpose

Thank you for participating in the discussion. Your inputs are very important to us as impact evaluation of community resilience project. Your inputs will also

guide us on making our programs more effective in future.

- The information that you will provide is confidential,
- We shall not associate your name with it
- We also expect that all participants will respect and maintain each other's confidentiality
- You may refuse to answer any question or withdraw from the discussion at any time.
- The discussion may last 45 to 60 minutes. Ask if everyone can stay for the duration.

General:

1. Welcome participants

Start with the recitation from Holy Quran and then the team leader will introduce himself/herself and the team members to participants. The note taker will check off the names of the participants from the pre-generated attendance sheet and assign a number. Ask the participants to introduce themselves briefly.

Review the following:

- a) Who we are and what we're doing?
- b) What will be done with this information
- c) Why we requested you to participate

2. Explanation of the process

Ask the group if anyone has participated in a focus

group before. Explain that focus groups are being used more and more in everyday situations.

About focus groups

We learn from you (positive and negative).

- a) Not trying to achieve consensus, we're gathering information.
- b) In this project, we are using both questionnaires and focus group discussions. The reason for using both of these tools is that we can get more in-depth information from a smaller group of people in focus groups. This allows us to understand the context behind the answers given in the written survey and helps us to explore topics in more detail than we cannot do in a written survey.

Logistics

Invite them to take a refreshment (which will be on the table or given to participants as they arrive).

3. Go over the ground rules

Ask the group to suggest some ground rules. After they brainstorm, make sure the following are on the list.

- a. Everyone is encouraged to participate but not obligated to answer all the questions.
- b. There are no wrong or right answers
- c. Information provided in the focus group must be kept confidential.
- d. Stay with the group and please don't have side conversations.
- e. Turn off cell phones
- f. Speak with and to each other with respect
- g. No question from the group is stupid

(encourage them to seek clarity as and when its needed)

- h. Limit argumentative dialogue and stay on topic

- 4. Ask the group if there are any questions before you get started, and address those questions.

5. Introductions

- a) Go around the table (the purpose is to make people comfortable)
Ask about: name, job, experience, hobbies and general knowledge about the topic?

6. Start the discussion

- a. Go over the question slowly because it is the first time the participants hear them. They will not have received them in advance.
- b. Make sure to give people time to think before answering the questions and don't move too quickly.
- c. Ask if the question is unclear. Explain.
- d. Make sure that issue is covered fully but move on when you feel you are starting to hear repetitive information.
- e. Use probing questions only if no one speaks.
- f. Listen attentively with sensitivity and empathy.
- g. If participants ask questions about the project during the discussion, respond very briefly and tell them that you can answer more questions after the discussion, if necessary.
- h. Keep your personal views to yourself.

7. Responsibility of the group moderator

- a) The focus group moderator has a

responsibility to adequately cover all prepared questions within the time allotted. S/he also has a responsibility to get all participants to talk and fully explain their answers. Some helpful probing questions include:

- “Can you talk about that more?”
- “Help me understand what you mean”
- “Can you give an example?”
- b) It is good practice for the moderator to paraphrase and summarize long, complex or ambiguous comments. It demonstrates active listening and clarifies the comment for everyone in the group.
- c) Because the moderator holds a position of authority and perceived influence, s/he must remain neutral, refraining from nodding/raising

eyebrows, agreeing/disagreeing, or praising/denigrating any comment made.

8. Managing challenging group dynamics

- Self-appointed experts: “Thank you. What do other people think?”
- The dominator: “Let's have some other comments.”
- The rambler: Stop eye contact; look at your watch.
- The shy participant: Make eye contact; call on them; smile at them.
- The participant who talks very quietly: Ask them to repeat their response more loudly.



Key Informant Interview Checklist

Serial Number: ____/____/____ (for office use)

Key Informant Interview (KII)

Impact Evaluation of Community Resilience Project in Swat

Conducted By:

APEX Consulting Pakistan
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Capable for verbally expressing cultural information

The researcher(s) will use key informants to get information on the Pre and post intervention society as well as structure and dynamics of the interventions in the community. The researcher(s) will seek help from their key informants in making extensive contacts within the community and introducing them in the locale and beyond. This research work, addressing the issue of impact evaluation will also use Key informant interviews (KIIs) as a source of data collection. Selection of key informants is important and they will be chosen carefully. Objectives of the study will be explained to the key informants so they can help obtain reliable and valid data. In order to get a clearer picture of the impacts of the intervention(s), both male and female Key informants will be selected. For the purpose of this project, a total of 20 KIs will be selected. Out of the total, it will be make sure that there is maximum representation of female KIs. KIs will be chosen keeping in mind their knowledge about the community, social life, social values and activeness in social dealings. Key informants will be selected on the basis of their

specialized knowledge and unique perspectives about certain themes/topics.

In order to capture divergent views, first of all groups and organization/s will be identified where from Key informants will be drawn, for example individuals from district administration (Govt Servant/ Health Staff/Education/Agriculture), village elders (male female), persons in-charge of different committees, CO/VO members, members of project oversight committees and local NGOs etc. These Key informants can also lead to the selection of further Key informants.

Once the Key informants are chosen, they will be informed about the purpose of the Key informant interviews (KII). They will also be assured of confidentiality of any information provided. In order to get detailed information, probing techniques will be used during the KIIs. FGDs will be used to cross check the findings of the KIIs.

GENERAL INFORMATION	
VIII.	Tehsil: _____ UC: _____ Village: _____
IX.	Name of Interviewee: _____
III.	Name of Moderator: _____ Name of Facilitator: _____
IV.	Date (DD/MM/YY) _____ Start Time (Min-Hrs-AM/PM) _____ Location of FGD: _____

V.	Type of respondents
	I. Community elders
	II. Female
	III. CO member
	IV. VO member
	V. Member of project oversight committee
	VI. Govt. Servant/ Health Staff/Education/Agriculture
	VII. Local NGO
VIII. Others	

Key Questions (Impacts, Sustainability, Effectiveness)

Q 20	<p>What was the pre-intervention condition in your area; Kindly discuss the situation of your area in pre-crises period?</p> <hr/> <hr/> <hr/>
Q 21	<p>What were the most urgent needs of the community? Did the intervention/s reflect these needs?</p> <hr/> <hr/> <hr/>
Q 22	<p>Were there any issues during the implementation of the CBI schemes? If Yes, what were the issues and how did the CO and POC resolved these issues?</p> <hr/> <hr/> <hr/>

Q 23	<p>Has the intervention/s affected the community bonds/interaction? If yes how?</p> <hr/> <hr/> <hr/>
Q 24	<p>Has the increased interaction/community bonds resulted in any improvement in people's sense of security and peace?</p> <hr/> <hr/> <hr/>
Q 25	<p>Has the project resulted in the betterment of economic situation (your own and that of the community)? If yes, how?</p> <hr/> <hr/> <hr/>
Q 26	<p>How has the economic betterment contributed to personal feelings of security and socioeconomic protection?</p> <hr/> <hr/> <hr/>
Q 27	<p>Has the intervention affected women's lives? If Yes, has it improved their access to non-domestic activities (explain)?</p> <hr/> <hr/> <hr/>

Q 28	Has the intervention played any role in the restoration of tourism in Swat? If yes how? _____ _____
Q 29	In your opinion, Who among men, women, elders, youth, children and People with disabilities benefitted the most due to the intervention? _____ _____
Q 30	In your opinion, What are the unintended positive impacts of the project? _____ _____
Q 31	In your opinion, What are the unintended negative impacts of the project? What are these and what are the reasons behind these? _____ _____
Q 32	How would you evaluate the quality of the intervention? How is it different from other interventions in the area? _____ _____

Q 33	Looking at the quality of the intervention, how long will the benefits of the project continue after UNDP/SFD funding ceased? _____ _____
Q 34	Has the intervention helped the local people in gaining access to the state? If yes, how has this access helped in contributing to peace building and social cohesion? _____ _____
Q 35	Is there any CO/VO/POC in your area for this intervention? If yes, how mention the benefits of CO/VO and POC? _____ _____

Problems and Concerns

Q 36	Did the implementation of the intervention led to any concerns among the villagers? If yes give an example? _____ _____
Q 37	Did anyone address the disagreements? If yes, who and how? (Kindly discuss about each issue appear in above question) _____ _____



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1. Memorandum of Understanding between the Kingdom of Saudi Arabia and United Nations Development Programme, 2/05/2011
2. Memorandum of Understanding between the Kingdom of Saudi Arabia and United Nations Development Programme, 30 April 2013
3. Sustainable Development through Peace Building, Governance and Economic Recovery in NWFP (project document), UNDP, October 2009
4. Community Restoration and Social Cohesion in Crisis Affected Regions (project document), UNDP, 2013
5. Post Crisis Needs Assessment – Khyber Pakhtunkhwa and Federally Administered Tribal Areas, Asian Development Bank, European Union, World Bank, and United Nations. September 2010
6. The UNDP Development Programme in Swat: Impact on Peacebuilding and Social Cohesion, Mujtaba Muhammad Rathore, 2013
7. Identification of CBI Schemes for the Community Infrastructure Restoration and Rehabilitation Project, SEBCON, February 2014
8. Annual Work Plans, Community Resilience Project, UNDP, 2013, 2014, 2015
9. Annual Progress Reports, Community Resilience Project, UNDP, 2012, 2013, 2014, 2015
10. SFD Progress Reports, Community Resilience Project, UNDP, 2012, 2013, 2014, 2015
11. Various Monitoring Reports, Community Resilience Project, UNDP, 2013, 2014
12. Success Stories, Community Resilience Project, UNDP, 2014, 2015

Project Outcome and Output Linkage Table

CPAP Outcome	Project Output		Findings
	4. Impact		
<p>Outcome 3.3: Vulnerable populations in crisis situations benefit from improved prevention, risk reduction and response (mitigation), and are assisted to reach development goals including MDG targets.</p>	<p>What has changed in the lives of local people?</p> <ul style="list-style-type: none"> • The survey respondents were asked to rank the top three beneficiaries of the infrastructure schemes. The highest rank was given to children, followed by female patients, and women. Adding up all three rankings female patients were ranked most frequently, children next, and elderly the third, followed by the disabled, farmers, and male patients. 		<ul style="list-style-type: none"> • Improvements in access to livelihood, administrative machinery, social facilities and public places (87% to 97% respondents). Easier access to farms, main market, schools/colleges, health facilities, mosques, and government offices. • Women more enthusiastic about access to health facilities. • Attendance of students and teachers, both male and female, in schools registered improvement. • More social interaction and cohesion • Link roads vital in improving livelihoods, access to educational and health facilities, and the linkages with local government institutions. • All (99%) said their access to facilities, markets, and resources had been restored after the schemes' completion. The response was consistently strong among all tehsils and male and female respondents. • The interventions led to a similar ease of access to the main town Mingora, where most of the administrative and judicial officials are based and where people go for various exigencies.
	<p>Who are the people benefitted most with the change/difference brought by project</p> <ul style="list-style-type: none"> • Respondents were asked if there were any negative impacts of the project interventions on themselves or their families. They were asked to rank any three impacts. Overwhelmingly (96%) did not point any negative impact on their household. About 2% respondents said land issues (first rank) had emerged as a result of project interventions. 		
	<p>What are the unintended impacts of the project? Is there any negative impact of project? If yes what are the reasons?</p> <ul style="list-style-type: none"> • A few survey respondents in Matta Khararai said project interventions had a negative effect on natural resources. Project staff informed that some trees were cut for rehabilitation of a link road, which might have been mentioned by the respondents as the negative effect. Another few in Charbagh said the drainage system had been negatively affected. Two respondents said some relocation had occurred. • Almost all respondents viewed schemes positively, except a single incident in Kabal Tehsil where a contractor was reported to have taken away some money from the villagers, which was never returned. • Most of the FGDs participants said, positive impacts included increase in the price of land, as a result of construction of roads and pavement of streets. Others pointed out cleanliness of the area had improved after permanent arrangements for drainage of water. 		

5. Sustainability	
<p>What are the social and political environment and/or acceptance of the project?</p> <ul style="list-style-type: none"> • During FGDs, people informed that formation or revitalization of a CO/VO/POC did not cause any major issues. However, in some cases, minor violences emerged, which were resolved by the village elders 	<ul style="list-style-type: none"> • About 79% survey respondents acknowledged existence of a CO/VO/PDC in the visited village • Survey respondents (60%) were "extremely satisfied" with the performance of POCs while another 38% were "satisfied" • Survey respondents were asked to specify the organizational arrangements in place to take care of the schemes (multiple choice question). About half (45%) responses indicated POCs would take care of schemes. About 41% respondents pointed out community based committees for this purpose. Only 14% respondents indicated that there were no arrangements in place to take care of the schemes • Overall majority of the survey respondents termed POCs and COS/VOs/PDCs as effective mechanisms for ensuring that the schemes are maintained in the future. Respondents (76%) said these two arrangements were highly effective. • Those who rated the POCs and VOs/Cos/PDCs for high effectiveness (76%) maintained that these committees did good supervision of construction process.
<p>To what extent did the benefits of project continue after donor funding ceased?</p>	<ul style="list-style-type: none"> • Respondents (78%) indicated that the benefit will increase (slightly or greatly) over time. Only about 18% of the respondents found that the benefit will reduce over time
6. Sustainability	
<p>To what extent were the objectives achieved / are likely to be achieved? In terms of improved social services contributing to peace building and social cohesion.</p> <ul style="list-style-type: none"> • For 96% respondents, restoration of community infrastructure opened up avenues for livelihood opportunities. • 88% women said they now had improved access to livelihood opportunities. • Schemes help improve access to training centers, especially for women (92%) • During FGDs, people informed that formation or revitalization of a CO/VO/POC did not cause any major issues. However, in some cases, minor violences emerged, which were resolved by the village elders • Individual survey respondents (60%) were extremely satisfied with the impact of the project on peace, harmony, and violence prevention, followed by 37% who were satisfied. Only 3% were somewhat satisfied. 	<ul style="list-style-type: none"> • Almost all (99%) of the survey respondents believed that the project accrued large benefits to their household incomes. Health was another key area of benefits (96% respondents). Among other social services girls' education (96% respondents) and boys' education (94% respondents) had large benefits. Respondents (96%) believed mobility of women had largely benefitted from the project. Person with disabilities were also believed (94%) to have benefitted. More than 80% respondents believed the free time of women and children had increased. Lastly, people believed (83%) environmental pollution had also decreased because of the project. Variation among tehsils in the above perceptions was small: results were robust (
<p>Output Indicator 3.3.1: number of crisis-affected population (sex disaggregated) with improved livelihoods, economic opportunities and community infrastructure</p>	<ul style="list-style-type: none"> • %age of people satisfied with the improved social services contributing to peace building and social cohesion

MDGs	Contribution of the Project
MDG 1: Eradicate extreme poverty and hunger	By creating jobs in the local economy through engagement of local contractors, masons, labourers, and by using local transport, and local raw materials such as crush.
MDG 2: Achieve universal primary education	By improving access to schools, both for girls and boys thereby leading to improved attendance of teachers and students in schools.
MDG 4 and 5: Reduce child mortality and improve maternal health.	By improving access to health services through improved roads, bridges, and culverts.

