

# Project ID: FATA Transition and Recovery Programme

## Annual Progress Report

January – December 2018



## PROJECT SNAPSHOT

Date:	01/01/2019
Award ID:	00088875
Project ID:	00095343, 00101748, 00107046
Project Title:	FATA Transition and Recovery Programme
Project Start Date:	01/05/2015
Project End Date:	31/12/2020
Implementing Partner:	UNDP
Responsible Parties:	Sarhad Rural Support Programme (SRSP), Women Empowerment Organization (WEO), Islamic Relief (IR), Directorate of Projects FATA Secretariat, UNDP, UNICEF, Hashoo Foundation, Akhuwat, The Institute of Management Sciences, The Institute of Management Studies
Project Budget (all years):	\$ 67.6 million
Core Resources: Non-Core Resources:	
Government contribution:	
UNPD	\$ 100,000
DfID (CSSF)	\$ 1,270,821
DfID (JP)	\$ 1,998,761
USAID (Education)	\$ 379,988
CERF	\$ 1,150,000
EU	\$ 4,886,118
USAID (FERP)	\$ 2,293,200
Project Brief Description and Outputs:	
The FATA Transition and Recovery Programme is designed to support the implementation of the erstwhile FATA Return and Rehabilitation strategy- FATA Secretariat, approved and launched by Governor Khyber Pakhtunkhwa and erstwhile FATA. The goal of the programme	

is to support the Government of Pakistan in its recovery and rehabilitation efforts for the returning Temporarily Dislocated Population (TDPs) through four out of five pillars: i) Rehabilitation of physical infrastructure ii) Expanding government service delivery iv) Reactivating and strengthening the economy and v) Strengthening social cohesion and peacebuilding.

The programme has five outputs:

1. FATA communities engaged to promote social cohesion and participate actively in the rehabilitation process.
2. Improved livelihoods opportunities created for TDP returnees.
3. Access to quality education with improved infrastructure (schools and WASH facilities) in TDP return areas.
4. Access to basic social services (infrastructure of health units, water systems, access roads) expanded in TDP return areas to meet the increased demand of the target population.
5. Strengthening of the state-citizen relationship through enhanced engagement of the FATA population and civil society with reforms process and local government.

Overall Project Quality Rating (mark on the scale of 1 to 5 as per the following criteria):

The programme operated in challenging environment during the reporting year. Delayed, and at times denied, NOCs and evolving government policies around cash-based assistance created friction in smooth implementation of the project. Despite all these, the project has successfully achieved most of its deliverables. High quality end results were produced including quality civil works, trainings and provision of supplies. Two grants (USAID and EU) were successfully closed. Based on all these achievements, the project management confidently rate the project as **high**.

Exemplary (5) *****	High (4) ****	Satisfactory (3) ***	Poor (2) **	Inadequate (1) *
All outputs are rated High or Exemplary	All outputs are rated Satisfactory or higher, and at least two criteria are rated High or Exemplary	One output may be rated Poor, and all other criteria are rated Satisfactory or higher	Two outputs are rated Poor, and all other criteria are rated Satisfactory or higher	One output is rated Inadequate, or more than two criteria are rated Poor
Budget 2018	\$ 12,078,887			
Expenditure 2018	\$ 10,620,614			
Delivery %	88%			

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## **ACRONYMS**

CO	Community Organisation
CPAP	Country Programme Action Plan
CRU	Community Resilience Unit
DRR	Disaster Risk Reduction
FATA	Federally Administered Tribal Areas
FCR	FATA Crime Regulation
FDA	FATA Development Authority
FERP	FATA Economic Revitalization Programme
FTRP	Fata Transition and Recovery Programme
JPC	Job Placement Center
KP	Khyber Pakhtunkhwa
LOA	Letter of Agreement
MoU	Memorandum of Understanding
NGO	Non-Governmental Organisation
NMD	Newly Merged Districts
NOC	No Objection Certificate
PTC	Parent Teacher Council
RPA	Responsible Party Agreement
RRU	Reconstruction and Rehabilitation Unit
SRRS	Sustainable Return and Rehabilitation Strategy
SSD	Social Sector Department
TDP	Temporary Displaced People
TIJs	Taleemi Islahi Jirgas
UNDP	United Nations Development Programme
UNDSS	United Nations Department for Security and Safety
UNOPS	United Nations Office for Project Services
WASH	Water, Sanitation and Hygiene

## 1. INTRODUCTION

FATA Transition and Return Programme is designed to assist the government of Pakistan in making the return process sustainable and to contribute in the rehabilitation and development of the returned communities. During 2018, one of the most significant events was the merger of FATA agencies into Khyber Pakhtunkhwa (KP) districts. Subsequently the name “FATA” was replaced with “newly merged districts in KP”, thus resulting in a major change in the governance structure. This restructuring and merging FATA in KP will gradually improve the education, health, income, and other vital statistics towards betterment. However, at present, different field studies and monitoring mission’s reports show that there is still a high need for assistance as the returnees are facing challenges in rebuilding their lives. Both the national government and international communities continued donating generously to support the people of newly merged districts.

UNDP through its FATA Transition and Recovery Programme (FTRP) is supporting the efforts of the Government of Pakistan in implementing the recommendations of the FATA Reforms Committee Report and the Sustainable Return & Rehabilitation Strategy (SRRS). FTRP alone and in joint-venturing with other UN Agencies is investing in the rehabilitation of basic services and infrastructure, improving access to quality education, and supporting skills development and livelihoods restoration. The overarching aim of the SRRS is to ensure that all people displaced by the conflict can return voluntarily and safely, along with the sustainability of the newly merged districts of KP.

## 2. SITUATION ANALYSIS

*Briefly describe any changes in the project’s external context that have positively or negative impacted the achievement of project results*

The overall political situation remained murky during the reporting year. A new political party; Pakistan Tahreek-e-Insaf came into power, a paradigm shift in the governance structure of erstwhile FATA occurred, and among others, Pukhtun Tahafuz Movement (PTM) – an ethnic political force that claims to work for advocating for the rights of Pakhtuns came to forth on the national horizon.

The newly elected political government assessed the working modalities of all national and international organizations; with a special focus on international organizations. According to media sources, the government denied registrations of at least 27 international NGOs and 18 of them were asked to roll-back from Pakistan altogether<sup>1</sup>. It was also reported in different media channels that the government would prefer to work through local governments and local bodies instead of humanitarian and development organizations. All these adverse developments triggered the fear that the role of UN organizations may be limited and direct access to the vulnerable and needy people may not be granted. However, no such notification was issued by the government and the UN organizations including UNDP continued working closely with the Government of Pakistan for the people of newly merged districts in the year 2018.

Similarly, despite the major governance restructuring, the prevailing situation in erstwhile FATA was conducive for the programme implementation. The return process continued during 2018. The UNHCR’s IDPs Returns fact sheet updated as of December 31, 2018 indicated 13,909 families returned during the reporting year. With this return, 97% (455,062 families) of the total dislocated families have returned to their areas of origin. Different field studies indicated the need for continued assistance.

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<sup>1</sup> <https://nation.com.pk/07-Oct-2018/10-out-of-18-shut-ingos-were-us-based>

The following sections provide detailed analyses on the overall situation, relative to FTRP, across the newly merged districts including security situation, changes in the governance structure and access to NGOs/INGOs for development work in the area.

## **2.1. Security**

The overall security situation in the newly merged districts of KP registered marked improvement during 2018 as compared to the previous years. The improvement in the security matrix can be attributed to the effects of Operation Zarb-e-Azb, Operation Radd-ul-Fassad, and the Government's commitment to National Action Plan. Sequel to Operation Zarb-e-Azb, most insurgents have shifted their basis to Afghanistan in areas adjacent to Pak-Afghan border. Based on an assessment of the security incident across the newly merged districts conducted by UNDP with the assistance of UN Department of Security and Safety (UNDSS), the security profiling of different agencies highlighted mixed trends - out of the seven tribal districts, very few and isolated incidents have been recorded in Bajaur district. Kurram, North Waziristan and South Waziristan agencies experienced considerable turmoil due to militant activities and the military response. Orakzai and South Waziristan remained in the middle of a security threat matrix. Active military presence, however, did not allow the threat trajectory to cross any alarming threshold.

Furthermore, the National Action Plan envisages a comprehensive choking of militant's funding. Substantial progress in this regard has been made. Apart from that, enforcement of border management framework by Pakistani Government led to an escalation of the situation in the Torkham area of Khyber Agency. The mutual distrust between the two countries resulted in border skirmishes and loss of life on both sides. Pakistan declared that the effective management of the border including the installation of gates on the established crossing points and entry of Afghans only through visa would be the future protocol. This led to the deterioration of relations between the two countries. The situation was, however, diffused after parleys between the two Governments. Despite few hiccups, the overall security situation of erstwhile FATA was significant for the development work by national and international organizations.

## **2.2. Governance**

The year 2018 remained busy in terms of governance structure in the newly merged districts of KP. The 25<sup>th</sup> Constitutional Amendment merged FATA into KP, listing the tribal agencies as "Newly Merged Districts (NMDs)". For the first time, the Pakistan Bureau of Statistics initiated the Social and Living Standards and the Household Integrated Economic Survey in the NMDs. Nevertheless, the peaceful and complete integration process remained challenging for the newly elected government and requires serious efforts in the extension of the governance, service delivery, and the rule of law structures prevalent in KP. Apart from that, both the people of NMDs and the civil societies continued to push for early conduct of Provincial Assembly and Local Government elections as a means for mainstreaming of the region.

Furthermore, the Pakhtun Tahafuz Movement, a social movement for Pashtun human rights, remained active throughout the year and continued to push for human rights. Although the PTM remained apolitical towards the merger, two of their members contested and won the elections from North Waziristan and South Waziristan. The success of PTM members in two of the most heavily conflict-affected NMDs signifies the support for its philosophy among the most conflict-affected segments of tribal society. Despite some major restructuring in the governance system of NMDs, the overall situation remains favourable for the programming and did not yield any major hurdle in the implementation.

### 2.3. Access

FATA has experienced significant changes during the reporting period, be it the merger in KP, abolishment of FATA Crime Regulation (FCR), or the extension in the jurisdiction of the supreme court. Having said that, access to NMDs still remained a challenge for the national and international organizations for humanitarian and development work. The security apparatus is still operational, and the same rigorous security-checking process is employed for granting access to the NGOs.

Nevertheless, comprehensive engagement with the stakeholder coupled with advocacy at different forums led to an improvement in the situation. FATA Secretariat, FDMA, and TDPS&M Secretariat were actively persuaded for the need for robust access. It was highlighted at different platforms and with different stakeholders that the lack of access to affected people restricts the provision of timely assistance to some of the most vulnerable women, men, girls, and boys. However, different modalities of access including NOC for extended periods was explored with stakeholders and effectually attained.

### 2.4. Local Needs

According to a recent survey, the multidimensional poverty in NMDs is double compared to the national poverty level, 49% of the population lives without having drinking water facility inside their houses, and the literacy rate is only 33% as compared to 60% national literacy rate<sup>2</sup>.

The prevailing situation of NMDs validates a massive demand for infrastructural development including shelter, availability of water and sanitation facilities, rehabilitation of schools, and reconstruction of roads and pavements. Likewise, there is a significantly need for training and development in the educational system as well as the provision of business opportunities for the returnees.

## 3. PROJECT PERFORMANCE AND RESULTS

### 3.1. Contribution towards Country Programme Outcome<sup>3</sup>

CPAP Outcome: By 2022, the resilience of vulnerable population is increased by addressing and mitigating natural and human-induced disasters, including climate change mitigation and adaption measures, and sustainable management of natural resources.			
Indicator(s):	Baseline:	Target(s):	Achievement(s):
6.1: National and provincial policies, systems and institutions enabled to achieve structural transformation and promote inclusive economic, social and political opportunities.	Total target group = 250,000	Total target group = 500,000	Total target group = 500,000
	Target group benefitting = 220,000	Target group benefitting = 450,000	Target group benefitting = 318,066 (Baseline figure + actual achievement in 2018)

<sup>2</sup> UNOCHA, Pakistan: Khyber Pakhtunkhawa Tribal Districts Fact Sheet - Aug 2018

<sup>3</sup> Outcomes describe the intended changes in development conditions that result from the interventions of governments and other stakeholders, including international development agencies such as UNDP. They are medium-term development results created through the delivery of outputs and the contributions of various partners and non-partners. Outcomes provide a clear vision of what has changed or will change globally or in a particular region, country or community within a period of time. They normally relate to changes in institutional performance or behavior among individuals or groups. Outcomes cannot normally be achieved by only one agency and are not under the direct control of a project manager.

	Proportion target group benefitting = 88%	Proportion target group benefitting = 90%	Proportion target group benefitting = 71%
6.2: Revitalized productive capacities are sustainable and generate employment opportunities and improvement in sustainable livelihoods as part of broader development efforts.	People (Men & Women) = 407800  Women = 163120	People (Men & Women) = 518150  Women = 207260	People (Men & Women) = 413,228 (Baseline + FTRP update)  Women = 210,055 (Baseline + FTRP update)
<p><b>Description of output level high/outcome level <u>results achieved</u> in 2018:</b></p> <p>Following six activities contributed to the CPD outcome 6.1 and 6.2;  FTRP 3.1 Number of schools rehabilitated  FTRP 3.6 Number of schools revived through temporary and transitional structures  FTRP 4.1 Number of public sector infrastructure schemes constructed/rehabilitated  FTRP 2.1 Number of persons receiving livelihood training  FTRP 2.2 Number of Business provided grants  FTRP 2.4 Number of individuals engaged through cash for work</p> <p>UNDP provided education, better livelihoods, and trainings to approx. 78,000 individuals.  In July 2018, UNDP independently assessed 60 randomly selected schools. This assessment confirmed that due to the rehabilitation of the infrastructure and associated activities, enrollment in schools has increased by 13% and attendance in girls-schools has increased by 21% and in boys-schools by 13%. <b>[E01]</b></p> <p><b>Means of Verification</b></p> <p>E01: End-line Assessment Report_ FATA IDPs Education Support Project</p>			

### 3.2. Progress towards Project Results/Outputs<sup>4</sup>

<b>Project Output I: FATA communities engaged to promote social cohesion and participate actively in the rehabilitation process.</b>			
Indicator(s):	Baseline:	Target(s):	Achievement(s):
1.1. Number of community organizations formed/reactivated	0	277	205 (MCO: 65, WCO: 140) <b>[E02]</b>
1.2. Number of community/social cohesion events organized	0	37	37
1.3. Two community platforms are established and operational	0	2	02

<sup>4</sup> Outputs are short-term development results produced by project and non-project activities. They must be achieved with the resources provided and within the time-frame specified (usually less than five years).

1.4. Number of CPIs (schemes) implemented through community organizations	0	176	65 [E03]
1.5. Number of persons provided with community-based livelihood trainings/grants	0	1400	0
1.6. Number of community grants awarded for carrying social cohesion activities	0	42	80 [E03]
<p>Description of output level <u>results achieved</u> in 2018:</p> <p>FTRP supported promoting social cohesion and encouraging active engagement of the affected communities in the rehabilitation process of the newly merged districts continued during the reporting year. Restoration of community physical infrastructures has continued to work as an incentive for the communities to come together on the platform of Community Organization (CO)s. Through these COs, FTRP rehabilitated 145 community physical infrastructures which include drinking water supply schemes, irrigation channels, sanitation schemes, flood protection and soil retaining walls, community halls, and link roads. These schemes are rehabilitated in Khyber, Orakzai, Kurram, North and South Waziristan districts and benefit 55,723 individuals including 28,419 women.</p> <p>FTRP used COs platform to create an enabling environment for the local communities; especially the youth and students, to interact with each other in a healthy environment. Sports events and debate competitions were organized for male and female youth and students. As part of the community physical infrastructure scheme, community centers were constructed to provide a friendly space for the communities to sit under one roof and engage in healthy dialogues that focus on contemporary issues, challenges, and opportunities for development of their areas.</p> <p>FTRP's working through local NGOs with high operational capacity as well as grassroots presence helped in accessing communities directly. In line with universal understanding in humanitarian work, engagement of the affected communities ensured ownership of all the assistance and is an important indicator for sustainability of the assistance provided to the communities.</p> <p>FTRP verified the quantity/quality of the work, and other social aspects like satisfaction level of beneficiaries of the community physical infrastructure schemes. This verification was systematically done through a third party for monitoring (SPECTRA Engineering Solutions, The Institute of Management Studies, the University of Peshawar). Through the verification exercise, the FTRP managed course correction of the implementing partners for timely completion of the schemes.</p> <p>During the monitoring of drinking water supply schemes over 217 beneficiaries were interviewed. the third party for monitoring found that most of the beneficiaries were satisfied with the schemes. It was reported that 98% believed that the quality of water has improved as a result of schemes, whereas 88% of the respondents reported having sufficient water to use. Similarly, the monitoring firm interviewed 66 beneficiaries of street pavement schemes. The beneficiaries reportedly selected these schemes because of a dire need for streets pavement, as it was extremely difficult to move around, especially for senior citizens and women in the rainy season or during the evenings. After the rehabilitation, 97% of the respondents were of the view that rainwater does not stand on the paved streets and the general situation of cleanliness of streets and mobility of people has improved. [E05]</p> <p>Under achievements in some of the activities is due to unprecedented delays in acquiring No Objection Certificates (NOCs) for executing the projects by the implementing partners. Generally, government</p>			

grants NOCs within four to six weeks after necessary security checks and other assessments, however, in the reporting year, this time span was stretched up to twelve weeks in case of Sarhad Rural Support Programme – a local implementing partner. In one case, NOC request of one implementing partner (IP) was turned down after keeping the IP waiting for twelve weeks.

Overall Output Status (mark the output on the scale of 1 to 5 as per the following criteria):

**High (4)**

Exemplary (5)	High (4)	Satisfactory (3)	Poor (2)	Inadequate (1)
*****	****	***	**	*
The project is expected to over-achieve targeted outputs and/or expected levels of quality, and there is evidence that outputs are contributing to targeted outcomes	The project is expected to over-achieve targeted outputs and/or expected levels of quality	The project is expected to achieve targeted outputs with expected levels of quality	The project is expected to partially achieve targeted outputs, with less than expected levels of quality	Project outputs will likely not be achieved and/or are not likely to be effective in supporting the achievement of targeted outcomes

Means of Verification:

**E02:** Number of community organizations formed/reactivated

**E03:** Number of community grants awarded for carrying social cohesion activities

**E05:** Monitoring report of 65 community physical infrastructure scheme implemented through SRSP

**Project Output II: Improved livelihoods opportunities created for TDP returnees**

Indicator(s):	Baseline:	Target(s):	Achievement(s):
2.1. Number of persons received vocational skills training	0	152	182 Men: 0; Women: 182 <b>[E06]</b>
2.2. Number of people provided with business grants	0	115	115 Men: 62; Women: 53 <b>[E07]</b>
2.3. Number of youth provided apprenticeships	0	305	449 Men: 213 men; Women: 236 <b>[E08]</b>
2.4. Number of individuals engaged through the labour intensive schemes	0	3,750	0

2.5. Number of job placement centers established /supported	0	1	1
2.6. Number of new/existing enterprises supported to expand and increase employment opportunities	0	0	-
2.7. Number of FATA residents with access to financial services through formal or informal service providers	0	100	In progress.
2.8. Number of youth registered in employment exchange	0	0	-
2.9. Number of detailed needs assessment of key businesses and industries conducted	0	3	In progress

Description of output level results achieved in 2018:

Towards the end of the reporting year, the project engaged IM Sciences to carry out detailed needs assessment of key businesses and industries for the tribal districts of Khyber, North Waziristan, Kurram and South Waziristan. This study will be a powerful tool for systematically gaining information on existing socio-economic, businesses, skills and livelihood conditions. It will also help the project in gaining stakeholders' support by serving as evidence for decision making and for strategizing interventions.

In 2018, the project provided vocational training and apprenticeship in different market-oriented trades; including solar panel installation and repairing, carpentry, mobile repairing, tailoring, electricians. Furthermore, business grants worth Rs. 48,000 each were also provided to youth to help them establish businesses such as small-home-based shops, livestock, fast food shops, and grocery shops.

During the reporting year, the project through its third-party monitoring partner, Institute of Management Studies, conducted a monitoring study of the business grant activity. During the study, 104 out of 115 beneficiaries (51 women and 53 men) were interviewed. The study revealed that 90% of the interviewed beneficiaries have either initiated new businesses or invested in the existing businesses. An average increase of Rs. 3000 in the monthly income of women and Rs. 6500 in the monthly income of men was reported. All the interviewed beneficiaries showed complete satisfaction with the overall grant process and found it very useful for their economic revitalization. **[E09]**

As mentioned earlier, delayed NOCs and change in government policy towards cash-based programming were the major reasons for the project to lag in implementation of a few activities. The project had planned to create short-term employment opportunities by engaging erstwhile FATA youth in cash for work activities. All the necessary systems that were required for rolling out this activity were set-up. However, the Govt and military changed its policy and restricted cash transfers **[E10]** due to which the selected partner's NOC was declined. The project together with other UN agencies advocated with the Government. on the efficacy for using cash-based interventions. However, there was no change in the Government's decision. Based on this new policy, UNDP has re-programmed/tailored the cash for work activity in consultation with the donor and will implement it in the year 2019 thorough distribution of kind business kits.

The project has been working with local communities of newly merged districts since the year 2015 and has adopted gender-sensitive approaches to access women within the limitations of local cultural norms.

This pragmatic approach has enabled the project to develop good reputation with the local communities and access to women has been gradually increasing. In the reporting year, the project was successful in engaging 63% women from a total of 746 livelihood beneficiaries.

Overall Output Status (mark the output on the scale of 1 to 5 as per the following criteria):

Since the project has successfully achieved 04 out of 08 activities and has partially achieved 02 out of 08 activities under this output **High (4)**

Exemplary (5) *****	High (4) ****	Satisfactory (3) ***	Poor (2) **	Inadequate (1) *
The project is expected to over-achieve targeted outputs and/or expected levels of quality, and there is evidence that outputs are contributing to targeted outcomes	The project is expected to over-achieve targeted outputs and/or expected levels of quality	The project is expected to achieve targeted outputs with expected levels of quality	The project is expected to partially achieve targeted outputs, with less than expected levels of quality	Project outputs will likely not be achieved and/or are not likely to be effective in supporting the achievement of targeted outcomes

Means of Verification

**E06:** List of individuals that were provided vocational training

**E07:** List of individuals that were provided business grants

**E08:** List of youth that were provided apprenticeship opportunities

**E09:** Monitoring report of 115 grants distribution activity

**E10:** Letter from PDMA to SRSP regarding termination of Cash-transfer based activities

**Project Output III: Access to quality education with improved infrastructure (schools and WASH facilities) in TDP return areas.**

Indicator(s):	Baseline:	Target(s):	Achievement(s):
3.1. Number of schools rehabilitated	0	265	360 (210 boys and 150 girls schools) <b>[E11]</b>
3.2. Number of government officials trained	0	0	-

3.3. Support provided to FATA education department in established of M&E system. [1=Not at all; 2=To very partial extent; 3=To some extent; 4=To a significant extent; 5=To full extent]	1	5	3
3.4. Number of middle schools supported through FATA Elementary Education Foundation	0	65	52 girls' middle schools were established.
3.5. Number of school children and adults trained on disaster risk reduction	0	8500	8,500
3.6. Number of schools revived through temporary and transitional structures	0	77	113 (81 boys and 32 girls schools) <b>[E12]</b>
3.7. Number of teachers trained	0	592	592 (391 men, 201 women)
3.8. Number of community events, enrolment campaigns and back to school drives conducted	0	2	2
3.9. Number of PTC or similar structure supported	0	151	137 <b>[E13]</b> Reference: 80 EU + EU 57
3.10. Number of students provided with supplies	0	20,000	20,000 school bags were distributed in 120 schools
3.11. Number of schools provided with furniture and equipment	0	30	32 <b>[E14]</b>
3.12. Number of assessments conducted	0	1	1

Description of output level results achieved in 2018:

In 2018, UNDP continued its support in improving access to education through rehabilitation of educational institutions, provision of furniture to schools, building the capacity of government officials and teachers and formation of Taleemi Islahi Jirgas (TIJs). During the reporting period, schools were revived through rehabilitation work and installation of pre-fabricated structures and tents. Additionally, technical and financial support was also provided to erstwhile FATA Elementary Education Foundation to upgrade girls' schools from primary to middle level in Kurram, Khyber, North Waziristan, and Orakzai

districts. These initiatives benefitted 76,123 school children of which 38% are girls.

In July 2018, UNDP independently assessed 60 randomly selected schools. This assessment confirmed that due to the rehabilitation of the infrastructure and associated activities, enrollment in schools has increased by 13% and attendance in girls-schools has increased by 21% and in boys-schools by 13%.

**[E01]**

FTRP; in partnership with UNICEF and SRSP, organized exposure visits of education officials and teachers to Lahore and Abbottabad to learn from best practices in the education sector. Similarly, an existing education monitoring system was systematically improved which will ultimately ensure service delivery of the department.

UNDP also focused on preparing communities for the unforeseen crisis. For this purpose, a Disaster Risk Reduction (DRR) strategy was developed in 2017. The programme team arranged training sessions for community members on DRR. The training consisted of brainstorming activities and group activities where the individuals collectively identified different hazards that their communities were prone to and laid out plans to minimize the impacts of the disasters in the future. At the same time, the programme team arranged training sessions in schools in which children were oriented on the safety measures that they could adapt in the schools and their respective communities.

Though UNDP had achieved the target of conducting two enrolment drives in a previous year, the programme continued its support to Directorate of Education (DoE) by providing schools bags during the DoE enrolment campaign conducted in September 2018. UNDP also distributed additional school bags in the target areas of Peshawar, Khyber, South Waziristan, North Waziristan, Orakzai and Kurram. In total UNDP distributed 63,527 bags.

In order to create ownership and sustainability of the project outputs, UNDP engaged the FATA Education Directorate and local non-government organisations to create, equip, and train Taleemi Islahi Jirgas (TIJs)/ Parent Teacher Council (PTC). These TIJs proved beneficial in resolving schools' problems through community participation, enhancing the students' learning environment, building confidence in parents about their children's schools, increasing enrolment and creating awareness about the need for education among local communities. Similarly, the project has created a pool of qualified trainers for in-service teachers training that can be utilized by the Directorate of Education in future.

Overall Output Status (mark the output on the scale of 1 to 5 as per the following criteria):

**High (5)**

Exemplary (5)	High (4)	Satisfactory (3)	Poor (2)	Inadequate (1)
*****	****	***	**	*
The project is expected to over-achieve targeted outputs and/or expected levels of quality, and there is evidence that outputs are contributing to	The project is expected to over-achieve targeted outputs and/or expected levels of quality	The project is expected to achieve targeted outputs with expected levels of quality	The project is expected to partially achieve targeted outputs, with less than expected levels of quality	Project outputs will likely not be achieved and/or are not likely to be effective in supporting the achievement of targeted outcomes

targeted outcomes				
<p>Means of Verification</p> <p>E11: List of Rehabilitated Schools</p> <p>E12: List of schools revived through temporary and transitional structures</p> <p>E13: List of TIJs/PTCs formed</p> <p>E14: List of schools provided with furniture and equipment</p>				

Project Output IV: Access to basic social services (infrastructure of health units, water systems access roads) expanded in TDP return areas in order to meet the increased demand of target population				
Indicator(s):	Baseline:	Target(s):	Achievement(s):	
4.1. Number of public sector infrastructure schemes constructed/rehabilitated	0	14	14	
Description of output level <u>results achieved</u> in 2018:				
During the reporting year, the project completed rehabilitation of 14 public infrastructure schemes (10 drinking water supply and four irrigation channels) through line departments in Khyber and North Waziristan Districts. These schemes were initiated in late 2017 and are completed in the reporting year. With the completion of these schemes, the project has finally delivered all the 95 public infrastructure schemes. These include 19 irrigation channels, 17 drinking water supply schemes, 13 street pavement schemes, 10 roads (cumulative 50 km) and causeways roads, and one sports stadium and children part each. These schemes are benefitting 470,065 individuals of which 51% are women. <b>[E03]</b>				
Overall Output Status (mark the output on the scale of 1 to 5 as per the following criteria):				
<b>High (4)</b>				
Exemplary (5)  *****	High (4)  *****	Satisfactory (3)  ***	Poor (2)  **	Inadequate (1)  *
The project is expected to over-achieve targeted outputs and/or expected levels of quality, and there is evidence that outputs are contributing to	The project is expected to over-achieve targeted outputs and/or expected levels of quality	The project is expected to achieve targeted outputs with expected levels of quality	The project is expected to partially achieve targeted outputs, with less than expected levels of quality	Project outputs will likely not be achieved and/or are not likely to be effective in supporting the achievement of targeted outcomes

targeted outcomes				
Means of Verification				
E03: List of infrastructure schemes				

Project Output V: Strengthening of the state-citizen relationship through enhanced engagement of the FATA population and civil society with reforms process and local government				
Indicator(s):	Baseline:	Target(s):	Achievement(s):	
5.1. Number of community level dialogue and events held to support the reform process	0	450	450 community dialogues (8,507 community members, including 3,266 women and 5,241 men) were held to discuss developmental needs of the community.	
Description of output level <u>results achieved</u> in 2018:				
In order to promote state-citizen relationship, UNDP undertook managers conferences and other initiatives. To further institutionalize this process UNDP organized a series of grass-root level fora to promote bottom-up participation in identifying and deliberating the community needs. These fora primarily aimed to communicate the community needs to the government as well as advocate for the resolution of problems faced by different community individuals. Against the target of 450 dialogues, the programme organised an equal number of consultative sessions with a total outreach to 8,507 community members. The consultative sessions were in the form of open dialogues with both male and female community members, where equal chance was given to all individuals participating to share their problems/ needs both at the individual and communal level. These sessions also provided an opportunity for the government to share their plans/ expectations with the locals and ensure their trust/ support where needed.				
Overall Output Status (mark the output on the scale of 1 to 5 as per the following criteria):				
High (4)				
Exemplary (5)  *****	High (4)  *****	Satisfactory (3)  ***	Poor (2)  **	Inadequate (1)  *
The project is expected to over-achieve targeted outputs and/or expected levels of quality, and there is evidence that outputs are contributing to	The project is expected to over-achieve targeted outputs and/or expected levels of quality	The project is expected to achieve targeted outputs with expected levels of quality	The project is expected to partially achieve targeted outputs, with less than expected levels of quality	Project outputs will likely not be achieved and/or are not likely to be effective in supporting the achievement of

targeted outcomes				targeted outcomes
Means of Verification				

#### 4. LESSONS LEARNT

*Please indicate if the lesson you are describing was derived from either a project success (e.g. the results were achieved or even exceeded) or from a project challenge (e.g. the results were not achieved within intended time/budget/quality parameters). Please cite evidence or any other sources that support your assertions to the success/challenge of the project. Report on any review/evaluations undertaken relating to the project and how they were used during implementation. What are the key findings?*

FATA Transition and Recovery Programme is providing humanitarian assistance in the returned area since mid-2015. During all this time, the project worked closely with affected communities, the government, the security agencies, local implementing partners who have grass-roots presence in the area, private entities, the academia, and other sister UN organizations. Interaction and coordination with these stakeholders and various assessment studies carried at different time intervals have given the project a wide set of learnings and expertise. In the year 2018, the project management decided to document all these learnings and use them as guiding notes for steering the programme. In this connection, the project conducted meetings and workshops with different stakeholders in May 2018 and developed a lessons-learned document. Following are the key lessons reproduced from the same document.

1. Flexible and adaptative approach by FTRP: eg after ban on cash we changed the modality or incase of rejection of NOC we have back up plan
2. Consortium model; the consortium model (under EU and DFID) proved to be an effective partnership. The sister UN agencies systematically worked together and synergized activities for maximizing the impact. In education sector, UNDP rehabilitated the physical infrastructures of schools while UNICEF mobilized with surrounding communities for enrolling the children in the rehabilitated schools. Similarly, the two sister agencies assisted the education department in enhancing its capacities for better management of schools. The FTRP also partnered with FAO, WFP, and UNICEF for delivering Dfid funded Joint Programme. This joint effort improved access of the beneficiaries to the basic services such as education, health, nutrition, and physical infrastructures and the communities have improved livelihood opportunities in farm and off-farm sector. As a way forward FTRP will continue working with FAO, UNICEF, in particular, the joint program
3. There was no initial joint orientation session arranged at the beginning of any project, as a result of that, various stakeholders were not fully sensitized about the dynamics of the programme. A detailed orientation exercise shall be arranged among the partners' staff, its field team and project staff during the inception phase of the projects so that all partners are well informed about the project scope, possible field challenges, and field-based realities. All specific guidelines shall be provided on reporting requirements including nature of quarterly reports, annual reports, and project completion reports.

4. Previously, the contract management was a weak link of the project. However, dealing with different implementing partners and a formal training by the Management Support Unit (MSU), has increased expertise of the project staff for better contract management. This will save precious time that was earlier wasted on developing different modalities such as LOA/RPA/MCGA/LTA/specialized contracts.
5. While planning interventions across various parts of the newly merged districts, it is important that the weather shall also be taken into consideration. The weather dynamics and its resultant factors shall be considered while planning activities in a certain geographical area.
6. During the implementation activities in the past it has been witnessed that due to the low capacities of the implementing partners in certain areas, their overall effectiveness in the field was not as per the expectations. Need-based capacity development initiatives shall be designed for the IPs so that effectiveness, efficiency, and economy of their field implementation can be ensured.
7. It is important that the UN joint partners under the consortium are trained in two new concepts of the theory of change and value for money needs as the project's success is gauged with these concepts by the donor. It was learned that at the mid of the project implementation, the concept was frequently discussed but a formal training session was never arranged for all the partners (field and main office level).
8. It was observed that UNDP maintained a very strong liaison with the TDP Secretariat and other line departments during implementation in the newly merged districts. UNDP needs to further strengthen its liaison/ partnership in the field and with the KP Governemtn after the merger. to not only assist in informed decision making but also have greater impact and maximum outreach.
9. The M&E team of FTRP in consultation with component lead and management should critically review the periodic progress shared by IPs or the programme team. It shall verify the progress with the agreed work plan and ensure that all commitments are met, as agreed upon with the donor.
10. The recent activity of UNDP to train the local master trainers from the education department has proven to be beneficial in terms of sustainable project outcomes, as it enabled the government to have a local pool of master trainers, that can be utilized by the government (specifically Directorate of Education) and other organizations in the long run.
11. Population in the newly merged districts is distantly located. Thus, by targeting multiple sub-divisions in multiple agencies at one time, the overall cost in terms of time management and allocation of human and financial resources is comparatively higher as compared to concentrating all the activities in a lesser number of subdivisions with greater outreach. It is recommended to plan a greater outreach in a lesser number of subdivisions in order to avoid the extra cost. This would not only provide value for money for the interventions but will also have a much more holistic impact in the intervening subdivisions as more schemes will then be targeted in the same area.

## 5. THE WAY FORWARD/ KEY PRIORITIES FOR 2019

*State priority actions/recommendations planned for the coming period to overcome constraints, build on achievements and partnerships, and use the lessons learned during the period. Indicate any major adjustments in strategies, targets or key results planned for the coming period; taking into consideration project alignment with the national developments/trends etc.*

Adopting a rights-based approach and specifically focusing on women and youth empowerment, during 2019 and beyond, UNDP will conduct wider consultations for maximizing the impact of economic revitalization activities with all stakeholders including; Law Enforcement agencies, Civil Administration, UN Agencies and Development Partners. The programme has set the following as key priorities for year 2019;

1. Coordinate closely with the Government of KP to align the programme with FATA-KP merger plan
2. Scale-up of Economic Revitalization Programme with Govt. of Japan (Kurram & Orakzai)
3. Continuation of UNDP and UNICEF Partnership with potential partnership with Govt of Canada. Also, partnership opportunities will be explored to align USAID funded economic revitalization programme with the FAO interventions.
4. Work with stakeholders to finalize business grants.
5. Leverage Govt co-financing to scale up quick impact, high visibility project (infrastructure, business grants and skill training etc.)
6. Conduct different assessment studies to help the project planners making informed decision about project activities.

## ANNEX 1: AWP BASED REPORTING MATRIX

EXPECTED OUTPUTS <i>And baseline, associated indicators and annual targets</i>	PLANNED ACTIVITIES (as per AWP)	Activity Status <i>Completed, Ongoing, Delayed, Cancelled</i>	AWP Budget (\$)	Expenditure (\$)	% Delivery
<b>Output 1</b> FATA communities engaged to promote social cohesion and participate actively in the rehabilitation process <b>Indicator 1.1:</b> Number of community organizations formed/reactivated <b>Baseline 1.1:</b> 0 <b>Target 1.1:</b> 277	1.1.1.a Formation/reactivation and strengthening of community organizations through social mobilization.	Ongoing	650,244	568,244	87%
<b>Indicator 1.2:</b> Number of community / social cohesion events organized. <b>Baseline 1.2:</b> 0 <b>Target 1.2:</b> 37	1.2.1.a Organization of social cohesion events and meetings between communities and government for restoring trust and confidence in government.	Completed	339,918	300,918	89%
<b>Indicator 1.3:</b> 2 community platforms are established and operational <b>Baseline 1.3:</b> 0 [ Not at all ] <b>Target 1.3:</b> 2 [ to some extent ]	1.3.1.a Formation/reactivation and strengthening of community platforms	Completed	10,585	9,466	89%

<b>Indicator 1.4:</b> Number of CPIs (schemes) implemented through community organizations. <b>Baseline 1.4:</b> 0 <b>Target 1.4:</b> 176	1.4.1.a Construction/ Rehabilitation of community physical infrastructure schemes.	One going	1,651,000	1,684,309	102%
<b>Indicator 1.5:</b> Number of persons provided with Community based livelihood trainings/grants. <b>Baseline 1.5:</b> 0 <b>Target 1.5:</b> 1400	1.5.1.a Livelihood support/grants to vulnerable individuals in target communities.	Delayed	0	0	0
<b>Indicator 1.6:</b> Number of community grants awarded for carrying social cohesion activities. <b>Baseline 1.6:</b> 0 <b>Target 1.6:</b> 42	1.6.1.a Provision of grants to the community for social cohesion events (Engaging several community organizations and governments)	Completed	414,692	372,692	90%
<b>Output 2</b> Improved livelihoods opportunities created for TDP returnees <b>Indicator 2.1:</b> Number of persons received vocational skills training. <b>Baseline 2.1:</b> 0 <b>Target 2.1:</b> 152	2.1.1.a Vocational/technical trainings to increase jobs creation to individuals	Completed	860,000	855,871	99.5%
<b>Indicator 2.2:</b> Number of people provided with business grants. <b>Baseline 2.2:</b> 0 <b>Target 2.2:</b> 115	2.2.1.a Provision of business grants to individuals	Completed	80,000	72,977	91%

<b>Indicator 2.3:</b> Number of youth provided apprenticeships. <b>Baseline 2.3:</b> 0 <b>Target 2.3:</b> 305	2.3.1.a Youth placed in internships/ apprenticeship programs for gaining practical experience.	Completed	21,000	15,854	75%
<b>Indicator 2.4:</b> Number of individuals engaged through cash for work <b>Baseline 2.4:</b> 0 <b>Target 2.4:</b> 3750	2.4.1.a Implementation of short term cash for work activities for target population	Delayed	570,085	558,679	98%
<b>Indicator 2.5:</b> Number of job placement centers established/supported. <b>Baseline 2.5:</b> 0 <b>Target 2.5:</b> 1	2.5.1.a Creation of job placement center to support matching of employment demand	Completed	16,924	12,924	76%
<b>Indicator 2.6:</b> Number. of new/existing enterprises supported to expand and increase employment opportunities <b>Baseline 2.6:</b> 0 <b>Target 2.6:</b> 0	2.6.1.a Technical and financial support grow/improve enterprises	N/A	0	0	0
<b>Indicator 2.7:</b> No. of FATA residents with access to financial services through formal or informal service providers <b>Baseline 2.7:</b> 0 <b>Target 2.7:</b> 100	2.7.1.a Provision of technical assistance to Islamic Micro Finance service providers for facilitating individuals	Delayed	60,000	55,845	93%

<b>Indicator 2.8:</b> Number youth registered in employment exchange <b>Baseline 2.8:</b> 0 <b>Target 2.8:</b> 0	2.8.1.a Set up employment exchange in collaboration with local authorities	N/A	0	0	0
<b>Indicator 2.9:</b> Number of detailed needs assessment of key businesses and industries conducted <b>Baseline 2.9:</b> 0 <b>Target 2.9:</b> 3	2.9.1.a Detailed needs assessment of key businesses and industries	On going	100,000	10,236	10%
<b>Output 3</b> Access to quality education with improved infrastructure (schools and WASH facilities) in TDP return areas <b>Indicator 3.1:</b> Number of schools rehabilitated <b>Baseline 3.1:</b> 0 <b>Target 3.1:</b> 265	3.1.1.a Rehabilitation of schools and restoration of facilities including WASH facilities.	Completed	1,721,417	1,609,029	93%
<b>Indicator 3.2:</b> Number of government officials trained <b>Baseline 3.2:</b> 0 <b>Target 3.2:</b> 0	3.2.1.a Training/refresher sessions on monitoring school planning and management for relevant government officials	N/A	225,240	199,240	88%

<b>Indicator 3.3:</b> Support provided to FATA education department in establishment of M&E system. Scale: [1= Not at all (0%); 2= To very partial extent (20%); 3= To some extent (50%) 4= To a significant extent (85%) 5 = To full extent (100%)] <b>Baseline 3.3:</b> 1 [ Not at all ] <b>Target 3.3:</b> [ to full extent ]	3.3.1.a Evidence based research/monitoring of schools, teaching and learning	Completed	164,305	142,305	87%
<b>Indicator 3.4:</b> Number of middle schools supported through FATA Elementary Education Foundation. <b>Baseline 3.4:</b> 0 <b>Target 3.4:</b> 65	3.4.1.a Strengthen local mechanisms through FATA elementary education foundation for supporting middle schools	Completed	77,223	68,901	89%
<b>Indicator 3.5:</b> Number of school children and adults trained on disaster risk reduction. <b>Baseline 3.5:</b> 0 <b>Target 3.5:</b> 8500	3.5.1.a Community members and schools' children trained on disaster risk reduction.	Completed	207,482	169,482	82%
<b>Indicator 3.6:</b> Number of schools revived through temporary and transitional structures <b>Baseline 3.6:</b> 0 <b>Target 3.6:</b> 77	3.6.1.a Revival of education through temporary and transitional structures	Completed	1,407,930	1,272,515	90%
<b>Indicator 3.7:</b> Number of teachers trained <b>Baseline 3.7:</b> 0 <b>Target 3.7:</b> 592	3.7.1.a Training Need Assessment (TNA) and Capacity building of teachers, on pedagogy, psycho-social support and school management	Completed	141,958	109,580	77%

<b>Indicator 3.8:</b> Number of community events, enrollment campaigns and back to schools drives conducted <b>Baseline 3.8:</b> 0 <b>Target 3.8:</b> 0	3.8.1.a Back to school campaigns, enrollment driver community events, for increased enrollment	N/A	20,000	15,610	78%
<b>Indicator 3.9:</b> Number of PTC or similar structures supported <b>Baseline 3.9:</b> 0 <b>Target 3.9:</b> 151	3.9.1.a Formation, revitalization and provision of training to PTCs/TIJs	Completed	60,000	55,987	93%
<b>Indicator 3.10:</b> Number of students provided with supplies <b>Baseline 3.10:</b> 0 <b>Target 3.10:</b> 20,000	3.10.1a Provision of schools bags to students of selected schools	Completed	39,280	47,280	120%
<b>Indicator 3.11:</b> Number of schools provided with furniture and equipment <b>Baseline 3.11:</b> 0 <b>Target 3.11:</b> 30	3.11.1a Provision of furniture and equipment to rehabilitated schools.	Completed	51,000	60,871	119%
<b>Indicator 3.12:</b> Number of assessments conducted <b>Baseline 3.12:</b> 0 <b>Target 3.12:</b> 1	3.12.1a Evidence based research/end-line survey of schools, teaching and learning.	Completed	5,000	5,900	118%

<b>Output 4</b> Access to basic social services (infrastructure of health units, water systems access roads) expanded in TDP return areas in order to meet the increased demand of target population <b>Indicator 4.1:</b> Number of public sector infrastructure schemes constructed/rehabilitated <b>Baseline 4.1:</b> 0 <b>Target 4.1:</b> 14	4.1.1.a Public infrastructure schemes prioritized, approved, initiated and completed by FATA Secretariat for rehabilitation	Completed	250,000	229,112	92%
<b>Output 5</b> Strengthening of the state-citizens relationship through enhanced engagement of the FATA population and civil society with reforms process and local government <b>Indicator 5.1:</b> Number of community level dialogue and events held to support the reform process <b>Baseline 5.1:</b> 0 <b>Target 5.1:</b> 450	5.1.1.a Holding grassroots community dialogues and events	Completed	105,507	98,259	93%
TOTAL			9,128,671	8,602,086	93%