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## Stabilization through Inclusive Livelihoods in the Tribal Districts of Khyber Pakhtunkhwa (KP), Pakistan

### Final Report

February 2019 to August 2021

Donor: Government of Japan

Submitted by: United Nations Development Programme

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## List of Acronyms:

AC	Assistant Commissioner
ATA	Anti-Terrorism Act
BBCM	Broad Based Community Meeting
BFM	Beneficiaries Feedback Mechanism
CPI	Community Physical Infrastructure
CO	Community Organisation
DA	District Administrator
DC	Deputy Commissioner
FATA	Federally Administered Tribal Areas
FAFT	Financial Action Task Force
FGD	Focus Group Discussion
GOJ	Government of Japan
HRDC	Human Resource Development Centre
IP	Implementing partner
IRP	Islamic Relief Pakistan
IMS	Institute of Management Sciences
KP	Khyber Pakhtunkhwa
LEAs	Law Enforcement Agencies
M&E	Monitoring and Evaluation
NLC	National Logistics Cell
NMD	Newly Merged Districts
NOC	No Objection Certificate
NVTTC	National Vocational and Technical Training Commission
PCC	Plain Cement Concrete
SDP	Stabilisation and Development Programme
SF	Security Forces
SOP	Standard Operating Procedures
SRSP	Sarhad Rural Support Programme
TDP	Temporary Displaced People
TEVTA	Vocational Training Authority
UNDP	United Nations Development Organisation
UNSC	United Nations Security Council

## Project Summary Sheet

<b>Title</b>	Stabilization through Inclusive Livelihoods in the Tribal Districts of Khyber Pakhtunkhwa (KP), Pakistan
<b>Project Award ID</b>	00088875
<b>Project ID:</b>	00115165
<b>Project Donor Name</b>	Government of Japan (GOJ)
<b>Implementing Agency</b>	United Nations Development Programme (UNDP)
<b>Implementing Partners</b>	UNDP, Sarhad Rural Support Programme (SRSP), Islamic Relief Pakistan (IRP), National Logistics Cell (NLC), Human Resource Development Centre (HRDC), Government of Khyber Pakhtunkhwa, Merged District Secretariat, Tribal District Administration, District Sports Department, Training Institutes, Assessment Consultants. University of Peshawar.
<b>Location of Project</b>	Kurram and Orakzai Districts, Khyber Pakhtunkhwa, Pakistan
<b>Project Budget</b>	US \$ 3,555,460
<b>Project Duration</b>	19 February 2019 – 18 August 2021
<b>Reporting Period</b>	19 February 2019 – 18 August 2021
<b>Name and Title of Focal Point</b>	Tanya Rzehak, Programme Manager, <a href="mailto:tanya.rzehak@undp.org">tanya.rzehak@undp.org</a>

## I. Executive Summary:

The “Stabilization through Inclusive Livelihoods in the Tribal Districts of Khyber Pakhtunkhwa” project was designed considering the potential threat to peace and social cohesion due to lack of social dialogue, lack of basic services, and limited post-return livelihood opportunities. This programme contributed significantly to peacebuilding and stabilization through creating economic impact, rehabilitating community infrastructure, and generating livelihood opportunities for returned temporary displaced persons (TDPs) in Kurram and Orakzai districts. In the project life, the project has directly benefitted 85,505 individuals against the target of 63,750, thereby exceeding the target (134%).

This report encompasses the overall progress of the project, including changes to the external context and challenges faced and resolved. The security situation in Kurram and Orakzai districts remained volatile due to recurrent incidents of violence and terrorist activities during the first two years of the project. However, the situation improved considerably during the last year with considerably fewer casualties compared to 2019 and 2020, which enabled the project to execute programme interventions while strictly adhering to COVID-19 SOPs.

The COVID-19 outbreak impacted the lives of the people in Pakistan, especially the merged districts (MDs). COVID-19 has affected the livelihoods of the people in terms of reduced business activities, service delivery, income, jobs, and businesses shut down<sup>1</sup>. The procurement process to select implementing partners was also initially delayed as it was conducted twice to identify technically sound, socially entrenched, and security-wise cleared implementing partners for the programme. Subsequently, UNDP selected Sarhad Rural Support Programme (SRSP) for Kurram district and Islamic Relief Pakistan for Orakzai district. The prevailing security situation in the MDs, difficulties in the issuance of the no-objection certificate (NOCs) to implementing partners for the project implementation and the COVID-19 related Government preventive measures such as lockdown and social distancing significantly affected the pace of programme implementation. Despite the lockdowns and suspension of project activities during the project life, the project not only achieved but exceeded the targets under each output during its last implementation year.

Under output 1: improved social cohesion and enhanced knowledge of drivers of social cohesion, UNDP formed 153 (59 women) Community Organisations (COs) including 74 COs (29 women) in Kurram and 78 COs (30 women) in Orakzai district (ref: table 2). The programme utilised the existing capital and reactivated 26 (18 men, 8 women) existing COs in both districts (ref: chart 5). The COs were provided advanced management skills training to ensure the engagement of communities in the development process. The COs were engaged in the management of community physical schemes, identification of local vulnerable men and women for technical and vocational training, enhancing social cohesion through organising and conducting sports events and community interface meetings.

The project organised 12 (08 men, 04 women) community dialogues, five in Kurram (03 men, 02 women) and seven in Orakzai (05 men, 02 women) districts (ref: table 2). Different tribes, youth, community members, representatives of the district

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<sup>1</sup> Azm e Nau (2020 – 2023): The Spirit of Khyber Pukhtunkhwa; Economic Recovery Plan. Pp 3. Coping Strategy: Mitigating Adverse Impact of COVID-19 on the Economic and Job Market in Khyber Pukhtunkhwa. Planning and Development Department. Pp 9

administration as well as civil administration participated and interacted in these community dialogues and shared their experiences, lessons learnt, challenges and solutions.

UNDP initiated the sports events in December 2020 through the district sports department. The project organised a total of 12 sports events, five in Kurram (03 men, 02 women) and seven (05 men, 02 women) in Orakzai districts (ref: table 2). Volleyball, cricket, and football tournaments were arranged, whereas skipping, running, cooking and mehndi competitions were organised for women. These events engaged more than 660 youth.

The programme conducted a research study on the social, economic, and political landscape of Kurram and Orakzai districts and its linkage to stability and cohesion of the area through an independent consultant. The research study has been published and will be a useful resource for programming in these districts.

Under output 2: community-based infrastructure schemes rehabilitation, the project rehabilitated 144 schemes, (75 Kurram, 69 Orakzai), exceeding the target by a total of eight schemes, against the planned target of 136 schemes by involving the community organisation in the rehabilitation process (ref: table 4). The types of schemes included street pavements, sanitation/drainage, plain cement concrete (PCC) link road, solarisation of tube well/ streetlights, irrigation channels, drinking water supply schemes and causeways. Each scheme is benefitting 25 households and the schemes directly benefit 17,500 individual beneficiaries including 51% women.

Under output 3: improved livelihood opportunities created for TDP Returnees, UNDP exceeded the target by providing skill development training in different market-driven trades and tool kits to 990 beneficiaries (340 women and 650 men) against the planned target of 850 (ref: table 5). Key trades were identified through market assessments, focus group discussions, key informant interviews, dialogues with the local community, consultations with various training institutions, experience, etc. Based on these discussions/interviews and consultations, tradesmen were trained in included heavy machinery, building electrician, motorcycle and auto mechanic, plumber, refrigeration and air conditioning, solar repair, and masonry. Women preferred trades that included tie and dye, textile design and sewing, curtain making, mezari work and adda work.

Through the project implementation, UNDP's monitoring and evaluation (M&E) unit remained actively involved in field monitoring and tracked the progress and quality of the implementation process. The M&E and programme team held a total of 10 monitoring missions to both Kurram and Orakzai districts during the project life. These missions were conducted to validate the progress reported by the implementing partners (IPs) and to verify the quality of activities implemented. The M&E team developed progress reporting databases for all project activities and trained IPs on using them for submission on monthly basis. Means of verification of all the project activities have been archived by the M&E unit of the project.

UNDP carried out various outreach and communications activities to increase the visibility of the project and to highlight the generous support of the Government of Japan, so that the stakeholders, communities, Government authorities, and beneficiaries are aware and acknowledge the support provided by Japan.

## Project Brief Description and Outputs:

The Merged Districts have been negatively affected by decades of poverty, conflict and under-development, and its human and economic development indicators are generally poor and lag all areas of Pakistan. About 5.3 million people were temporarily displaced from across merged districts and a total of 4.3 million had now returned. However, the returning families have faced severe hardships due to damaged infrastructure, lack of basic services and limited livelihood opportunities.

UNDP implemented the programme “Stabilization through Inclusive Livelihoods in the Tribal Districts of Khyber Pakhtunkhwa (KP)” with the financial assistance of the Government of Japan (GoJ) in two districts, Kurram and Orakzai, to provide economic opportunities and improved access to basic social services for 20,750 returning temporarily dislocated people (TDPs). The project was designed with a tailored approach to responding to the complex socio-economic, political and governance context of the merged districts of KP and directly contributed to the livelihoods, economic growth, and basic services outputs of the KP Tribal Districts Transition Plan. The programme aimed to rehabilitate the community physical infrastructure schemes to provide opportunities to the recently returned population to develop their basic social and productive infrastructure schemes and enhance ownership for the sustainability of these schemes. The restoration of basic services was complemented by interventions geared towards improving livelihoods for the local population leading to the long-term economic growth of the newly merged districts of KP.

## Project Outputs:

The key outputs of the project are

(i) Improved social cohesion and enhanced knowledge of drivers of cohesion (ii) High Priority community-based infrastructure rehabilitated (iii) Improved livelihood opportunities created for TDP returnees.

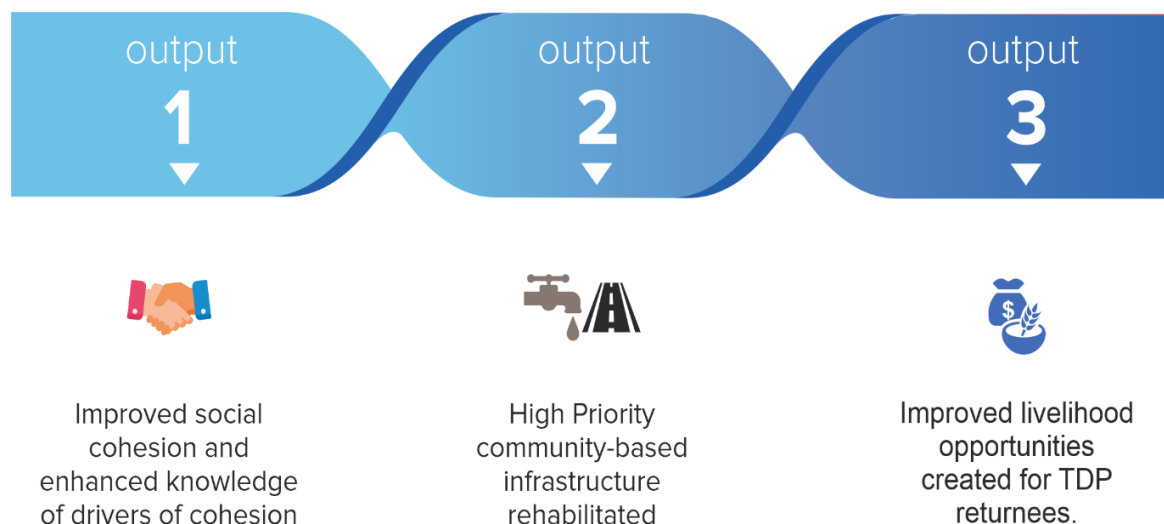


Chart 1: Key Outputs of the Project

## II. Situation Analysis

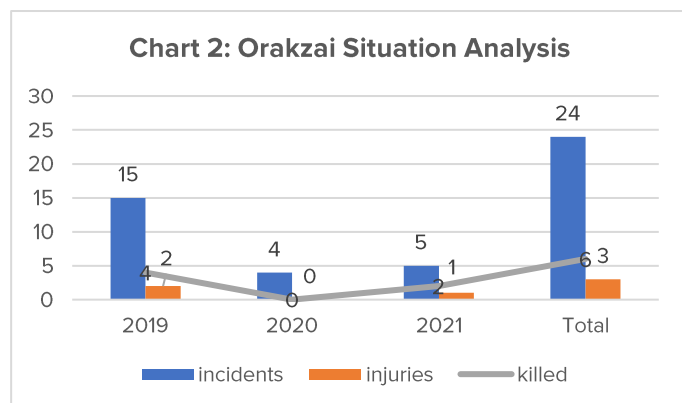
The security situation remained unpredictable in Kurram and Orakzai districts during the first two years of the project. The situation was further exacerbated by the COVID-19 outbreak in February 2020 that affected the already vulnerable economy of the districts. However, the security situation improved significantly during the third year of the project and remained conducive for project implementation.

To better understand the overall dynamics, it is important to analyse the situation in both districts, as the environment is distinct and unique in each district.

### Orakzai District:

Orakzai is the only merged district that has no common border with Afghanistan. Orakzai district shares its borders with Khyber district in the north, Frontier Region Kohat in the east, the districts of Kohat and Hangu in the south and Kurram district in the west. Administratively, it is divided into Upper and Lower Orakzai. Since 2007, Orakzai district has been home to militants' organisations. The Pakistan army is still present in the district and clashes between the army and militants have been observed. Lower Orakzai has been cleared of militants but in Upper Orakzai the military remains alert. Multiple incidents of violence were registered from February 2019 to August 2021.

During the project life, the Orakzai district remained violent as evident from multiple incidents of IEDs blasts targeting security forces and community members. During 2019, fifteen violent incidents were reported, and in the casualty index, six casualties (two killed and four injured) were reported. However, during the last two years of the project, the security situation improved and remained peaceful.



Nevertheless, the nature of violence remained sporadic. Four incidents were reported in 2020 and five in 2021 with three casualties (two killed and one injured), showing a decrease in violent incidents compared to 2019.

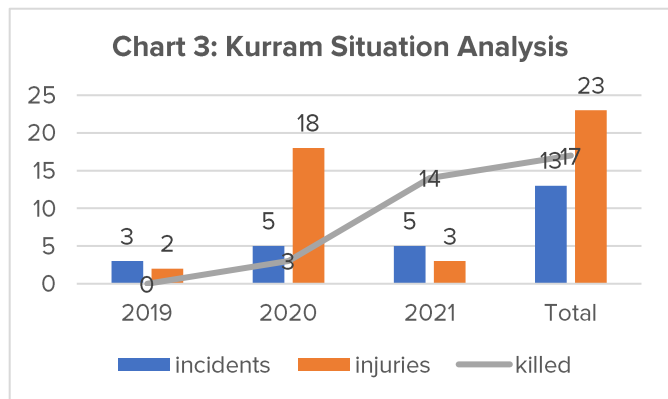
### Kurram District:

Kurram district shares its border largely with Afghanistan. Orakzai and Khyber districts lie towards the east of the district, while North Waziristan lies to its south. It is divided into three administrative units: Lower Kurram, Upper Kurram, and Central Kurram. The district has a history of sectarian violence between Sunni and Shia.

Kurram district largely remained peaceful in 2019, as only three terrorism incidents were recorded. A similar trend was observed in the casualty index, as only two casualties (zero killed and two injured) were recorded, which was a remarkable decline in overall casualties.



In 2020, Kurram district, with its historical sectarian history once again experienced sectarian conflict on land/resource dispute. In June 2020, the situation in the district worsened, following armed clashes over an old land dispute between the Sunni and Shia tribes (Parachamkani/Sunni; Turi/Shia) in the Lower Kurram Tehsil which resulted in restricted movement and temporary closing of the IP office in the district. Both the tribes used light/heavy weapons against each other, resulting in the deaths of 14 tribesmen from both sides. The security situation in the district was brought under control by LEAs/local administration after five days of clashes, through an agreement on a ceasefire between both tribes. In July 2020 the situation in the district worsened further. Two IEDs planted in Turi Bazar and Kot Ragma, near Pak Afghan border, detonated and 17 casualties were reported. The movement of the public was restricted. IP offices were closed and re-opened multiple times during this period. Over the year, five violent incidents were reported in Kurram and on the causality index, twenty-one casualties (three killed and 18 injured) were observed. The security situation improved in 2021, despite the evolving situation in Afghanistan. Five violent incidents were recorded and on the causality index, seventeen casualties (fourteen killed and three injured) were reported.



TTP and Hizbul Ahrar (along with its parent group Jamaatul Ahrar) are the main terrorist groups operating in the merged districts. Following Operation Zarb-e-Azb, these terrorists took refuge in parts of Afghanistan bordering Pakistan. They have been managing to execute attacks inside Pakistan, either from across the border or through their allies in Pakistan, and in recent months the frequency of such attacks has increased.

### Impact of COVID-19:




The rapid spread of the COVID-19 pandemic in 2020 brought Pakistan's economic activity to a near halt. The country was put under a nation-wide lockdown from 1<sup>st</sup> April until 9<sup>th</sup> May 2020. Going forward, the lockdown was eased in phases. UNDP implementing partners resumed the project activities by the end of May 2020 and adopted innovative ways to implement activities while strictly adhering to COVID-19 SOPs. Following Government directives, training and sports activities were implemented from December 2020. The impact of COVID-19 in Kurram and Orakzai districts was not very high in the health sector as these districts are remote, with low population density and a low number of urban centres. However, the impact on livelihoods, service delivery, businesses and education is significant. The districts are facing unemployment, economic slowdown, closure of businesses, loss of livelihoods and reduced access to the already insufficient health and social services.

An all-encompassing approach is needed in both the tribal districts to cover several cross-cutting areas of intervention. Enhancing trust both horizontally and vertically

between communities, sects, tribes and state through dialogue and enhanced capacities of relevant institutions to ensure “stability” and inclusive development. Implementing local area development approaches to programming while building partnerships and capacities to address the multi-dimensionality of vulnerability, fragility, and instability; and revitalization of the local economy including the development of public-private partnerships leading to sustained job creation and employment thereby increasing community’s resilience to cope with the crisis.

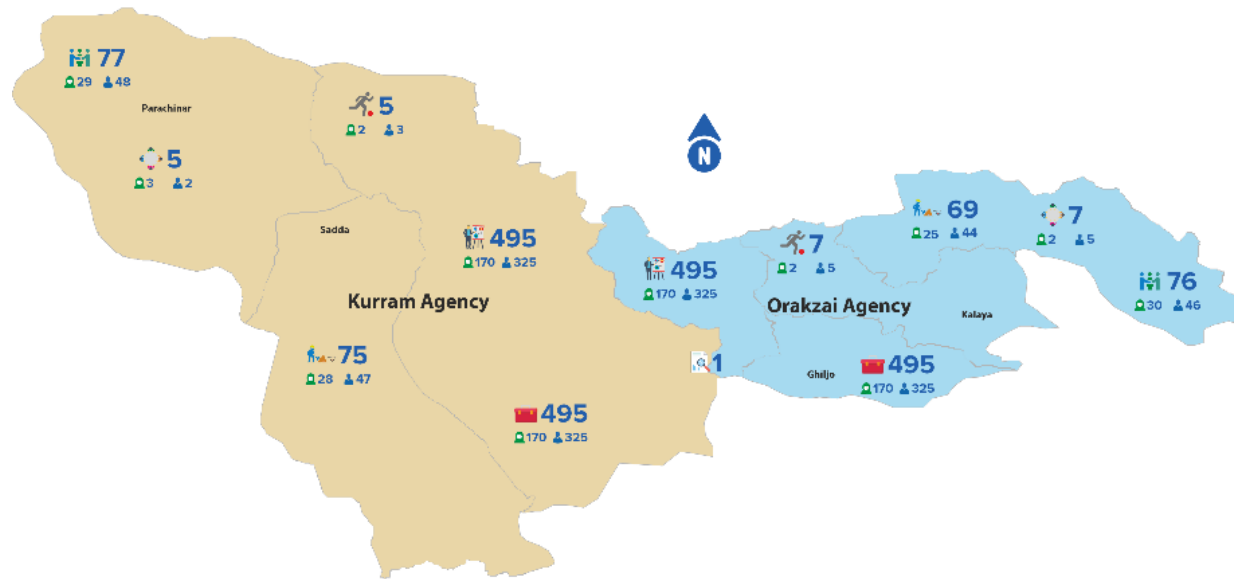
### III. Status of the Project:

**Table 1: Status of the Project (February 2019 – August 2021)**

Outputs	Activity	Unit	Life of project Target	Cumulative Achievement	% Achievement
<b>Output: 1</b> Improved Social Cohesion and Enhanced Knowledge of Drivers of Social Cohesion 	1.1 Establish/Reactivate and Strengthen Community Organisations	Community Organisation	136	153	113%
	1.2 Engagement of Community Organisations in dialogues:	Dialogue events	10	10	100%
	1.3 Organise Sports Events to Promote Social Cohesion	Sports events	10	12	120%
	1.4 Undertake research on the social, economic, and political landscape and its linkage to stability and cohesion in the area	Research Study	1	1	100%
<b>Output: 2</b> High Priority Community-Based Infrastructure Rehabilitated 	2.1 Prioritize and validate the needs assessment and develop recovery plans	Recovery plans	136	144	106%
	2.2 Community organizations are trained in planning, monitoring, and reporting	COs	136	153	113%
	2.3 Number of Community Physical Infrastructure (CPI) Schemes implemented through Community Organisations	CPI Schemes	136	144	106%
<b>Output: 3</b> Improved Livelihood Opportunities Created for TDP Returnees 	3.1 Vocational Skills Training Provided to MDs youth	individuals	850	990	116%
	3.2 Distribution of Tool Kits	Individuals	850	990	116%



#### IV. Project Map:



#### Legend

Activity	Total	Beneficiaries reached
Community Organizations Established /Reactivated	153 59 94	34,425
Community Dialogues Conducted	12 4 8	200
Community Physical Infrastructure (CPIs) Schemes Implemented	144 53 91	32,400
Sports Events Conducted	12 4 8	660
Research Studies Conducted	1	N/A
Youth Received Vocational Skills Training	990 340 650	8,910
Trainees Provided Toolkits	990 340 650	8,910

## **V. Operational Updates:**

Considering the complexities regarding access to tribal districts, UNDP engaged Sarhad Rural Support Programme (SRSP) for community engagement and implementation of the project in Kurram and Islamic Relief Pakistan (IRP) in Orakzai districts. Immediately after signing the contracts, both partners requested their NOCs through the Directorate of Projects, Planning and Development Department, Khyber Pakhtunkhwa. A series of meetings were held first with the Directorate of Projects, and then with the Foreign Aid Section, Planning and Development Department, Khyber Pakhtunkhwa. Changes in the NOC processing Government focal department from the Directorate of Projects to Foreign Aid Section, Planning and Development Department, resulted in a delay of the NOC issuance. The NOC for Orakzai district was issued on 25<sup>th</sup> February 2020 and on 24<sup>th</sup> April 2020 for Kurram district.

COVID-19 outbreak, strict lockdowns and the Government's restriction on gatherings/training institutions further delayed the project activities that were stopped from March to May 2020. The project activities were resumed in May 2020, in accordance with government phased relaxation of COVID-19 restrictions. A no cost extension of six months was requested and approved by the Government of Japan that enabled the successful completion of all the project activities.

## **VI. Overview of the Project Achievements (February 2019 to August 2021):**

The project successfully achieved its planned targets, and the activities were delivered at par with the UNDP's quality standards. The project has reached out to youth, women, and vulnerable segments, and engaged them through increased interaction, dialogues within the communities and with district authorities and direct implementation of the project activities. The project has achieved substantive results involving 37,185 individuals in livelihoods, stabilisation, and social cohesion initiatives against the planned number of 27,950 individuals.

The project expanded its knowledge horizons about the drivers of peace and stability in the region through scientifically designed and executed research study<sup>2</sup>. The research study findings confirmed that the project interventions were well placed for incubating peace and stability in the programme districts through inclusive livelihoods and will provide a useful reference for future planning for programmes in the two districts.

Although it is too early to assess the longer-term impact of the project, the results achieved, as well as evidence collected through case studies and success stories, indicate that the project has increased access to livelihoods and contributed to stabilization and social cohesion within the communities. These communities were trained and provided with tools to expand their livelihoods and achieve sustainability of those efforts.

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<sup>2</sup> Reference Indicator 1.4: Research study on the social, economic and political landscape and its linkage to stability and cohesion in the area.

Following are the output-wise details of the project:

### Output 1: Improved Social Cohesion and Enhanced Knowledge of Drivers of Social Cohesion

Volunteerism is one of the keys to improving social cohesion in areas affected by instability. Through social cohesion activities, the project increased volunteerism and fostered community groups; to promote collective thinking. The women and men community organisations volunteered their time to support the project in understanding drivers of social cohesion and development of human and physical capitals for durable peace and stability in their areas. The project has trained these groups aiming to continue volunteerism and improving social and physical capitals in their areas after the completion of project activities, leading to sustainability of the project interventions.

The research study<sup>3</sup> conducted for understanding drivers of social cohesion reported that against the national benchmark of 48%, volunteering one's time for social work is higher in the programme districts and stands at 69%.

The following table gives a brief of overall achievements against the planned target.

Indicator	Overall project Target	District-wise Achievement						Overall Achieved
		Kurram		Orakzai		Total		
		M	W	M	W	M	W	
1.1 No. of Community Organizations formed/reactivate	136	48	29	46	30	94	59	153
1.2 Enhance social cohesion and dialogue	10	3	2	5	2	8	4	12
1.3 Organize sports events to promote social cohesion	10	3	2	5	2	8	4	12
1.4 Undertake Research Study	1	-	-	-	-	-	-	1

#### Achievements Summary:

A summary of the achievements is described below in detail:

##### 1.1. Establish/Reactivate and Strengthen Community Organisations:

UNDP engaged the local communities for the project implementation through the formation of men and women community organisations (COs). Each CO is an 'inclusive organisation of people' that gradually expands the development options available to the vulnerable, assisting them to move from insecure poverty to economic

<sup>3</sup> Reference Indicator 1.4

independence, with a combination of institutional and financial support. The formation of women community organisations ensured their engagement in the project. A total of 153 (94 men and 59 women) COs were formed during the project life. 76 COs (46 men, 30 women) were established in Orakzai and 77 COs (48 men, 29 women) in Kurram district (ref: Table:2).

UNDP, through its implementing partners, adopted an extensive community mobilisation approach to engaging the local men and women communities in the development process. The community mobilisation component started with the identification of villages, followed by first dialogue/programme introduction, conducted community broad-based meetings, and then COs formation. UNDP, through its implementing partners, conducted a total of 153 broad-based community meetings (BBCM) with the local communities for the reactivation/formation of community organisations (COs). 76 BBCMs were conducted in Orakzai district and 77 BBCMs in Kurram district. Through these meetings, local communities were informed about the project interventions and roles and responsibilities of COs in the implementation and monitoring of the project. To formalize these organisations, terms of references and partnership agreements were signed with the organisations. The process for CO formation/reactivation is as follows:

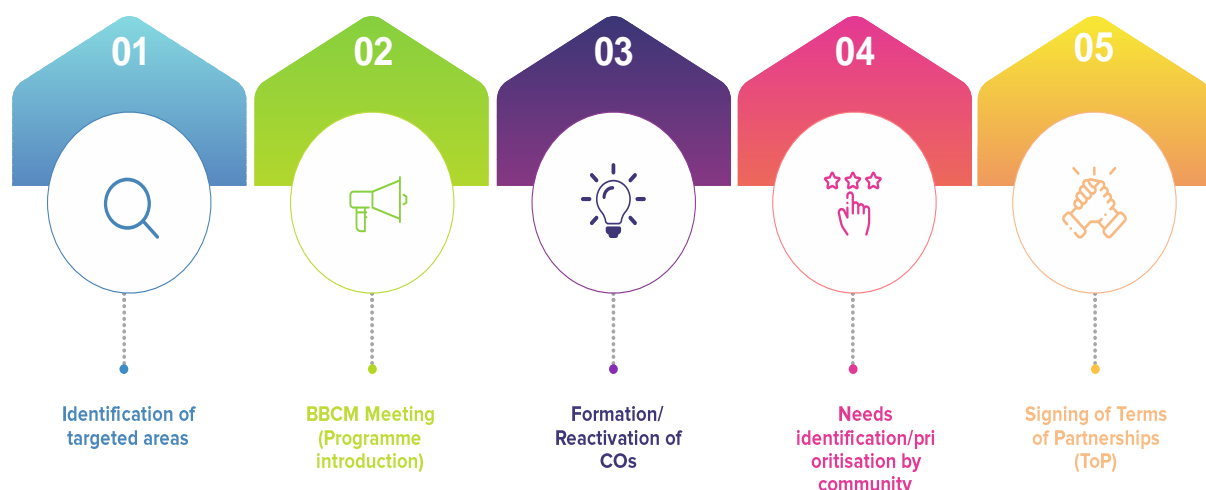
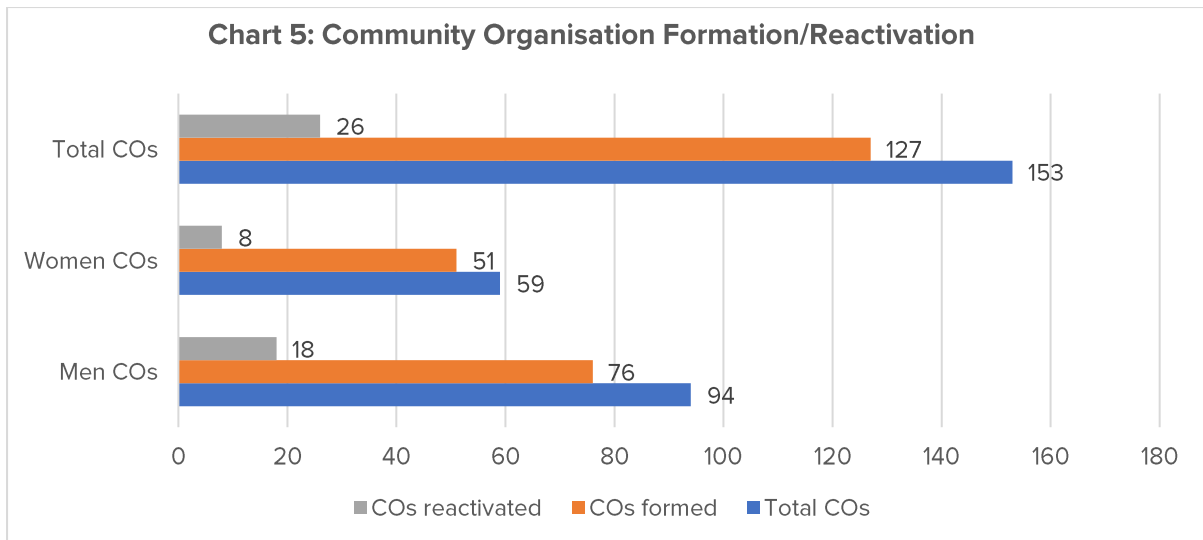


Chart 4: Illustration of Community Mobilization and CO formation process

UNDP utilised its existing social capital for CO formation. The existing COs formed during previous projects were reactivated and engaged in the project. New COs were formed where there were no pre-existing community organisations in new intervention areas. Out of the total 153 COs, 127 (76 men, 51 women) COs were newly formed whereas 26 (18 men, 8 women) existing COs were reactivated (ref chart: 5). Each CO is comprised of 20-25 members elected by their respective communities. President and General Secretary (Executive Body) were selected via mutual consensus of the CO participants. Participation of the communities and other stakeholders was ensured in the formation session with strict implementation of COVID-19 standard operating procedures.





These organisations were trained locally in their villages on community management skills including the role of the COs, responsibilities and structure, record keeping/management, the basic concept of development approaches, decision making, communication, needs identification and prioritisation, scheme selection criteria, monitoring, operations and running of physical schemes. These strengthened community organisations are becoming social capitals of their respective villages, as they have systematic knowledge about the local challenges and resources related to development. A total of 455 beneficiaries (319 men and 136 women) participated in community management skills trainings (CMST) in both districts. COs members met frequently to discuss community-related issues.



*Fig 1: Men CO formation in progress, Orakzai District*



*Fig 2: Women CO formation in progress, Kurram*



Fig 3: Community Management Skills, Orakzai



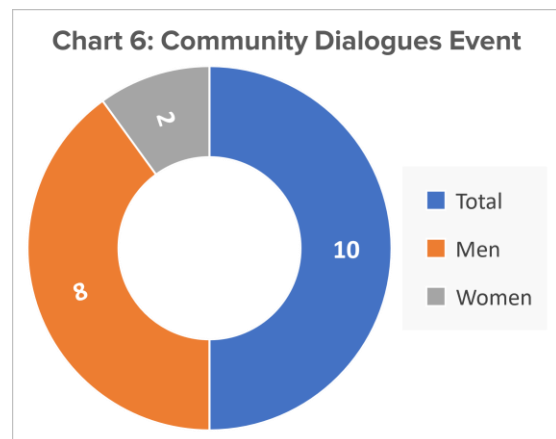
Fig 4: Community Management Skills Training, Kurram

*“The programme has targetted vulnerable community, and empowered the women by involving them in decision making through Women Community Organisation , and provided them with knowledge and skills which enabled them to improve the quality of life ”, CO members, Orakzai, NMDs*

## 1.2. Engagement of community organisations in dialogues:

UNDP ensured proper planning, identification of priorities, and enhanced dialogue with local authorities and cross-tribes to foster social cohesion and stability in the area through brainstorming about the issues and challenges the local communities face. Through such events, UNDP provided the local community with an opportunity to voice opinions and concerns, to help find solutions and push for new ideas that can improve the community.

During the project life, the project organised a total of 12 community dialogues events (08 men, 04 women): 5 in Kurram (03 men, 02 women) and 07 in Orakzai (05 men, 02 women) districts with strict adherence to COVID-19 SOPs. Different tribes, youth, members from COs, representatives of the District Administration as well as Civil Administration were engaged in these community dialogues. Around 50 COs (30 MCOs and 20 WCOs) participated in the events. The office bearers and members discussed and shared the learnings of the community management skills trainings (CMST) they acquired. They appreciated the clarity they had acquired on their roles and responsibilities as office bearers and the efforts they can make for their villages with the participatory approach. Women participants also participated and shared the knowledge disseminated through CMSTs.



These dialogues also served to bridge the gap between communities and the government line departments. The stakeholders understood that increased coordination, frequent interactions, and joint efforts can resolve issues of communal

importance. While interacting with the line departments, the local community presented their issues related to their villages and acquired solutions. For example:

- a) In one women’s meeting, the women members indicated a lack of schoolteachers in a public school due to which the girl-students were not able to pursue quality education. A head teacher that was representing the government in the meeting, advised on the spot to allocate the required number of teachers in the concerned school.
- b) In one men’s meeting, the participants identified a broken and vandalized irrigation channel due to which an adequate quantity of water could not reach the agricultural lands. The participants convinced the representatives of the district administration that without the government’s support, the irrigation channel could not be rehabilitated. The representative recommended the irrigation department rehabilitate the said irrigation channel.

This shows the effectiveness of these dialogues and the inclusiveness brought by the project activities in the area. Engagement of community organisations promoted harmony and linkages to better integrate communities. Furthermore, the research study findings confirmed that 80% of community members believe that their communities can resolve conflicts through engagement in dialogues. Therefore, the opportunity to engage in constructive dialogues would have a long-lasting effect on local peace and stability.



*Fig 5: Men Community Dialogue event, Orakzai*



*Fig 6: Women Community Dialogues event, Kurram*



*Fig 7: Men Community dialogue event, Kurram*



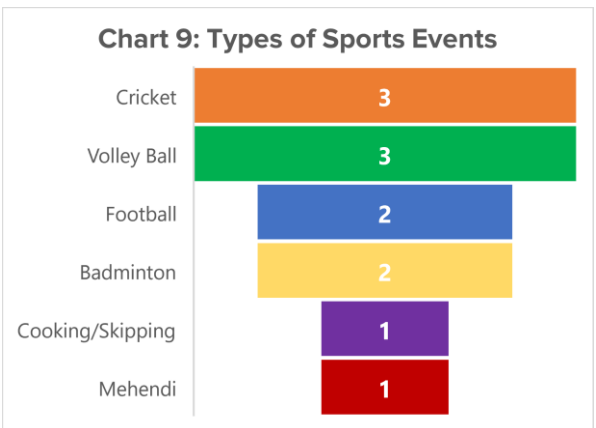
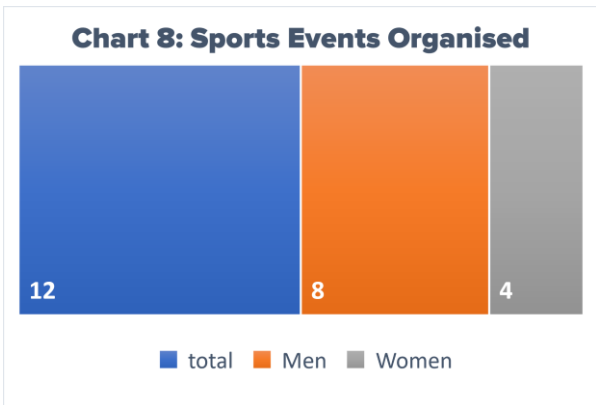
*Fig 8: Women Community dialogue event, Orakzai*

*“Community dialogue events conducted under the project enabled us to build and maintain a healthy relationship between the community and the government. Project provided us an opportunity for mutual understanding, awareness and cooperation with line departments”- Participants of meeting, Orakzai, NMDs.*

### 1.3. Organise Sports Events to Promote Social Cohesion

UNDP promoted the importance of cultural exchange and supported events in building sustainable peace among the youth (aged between 18 and 35 years) through facilitating local administration and communities in organising sports events. Through these sports events, UNDP brought together youth from different backgrounds and communities/villages and facilitated them to interact together in a safe and neutral environment, fostering self-confidence, personal development, and teamwork. Women participation that empowered and engaged them in healthy team activities was ensured by arranging separate sports events in secure locations considering the prevailing cultural norms, and security situation.

UNDP engaged youth in positive and constructive activities by organising a total of 12 (08 Men, 04 women) sports events, 5 (3 Men, 2 Women) in Kurram and 7 (5 Men, 2 Women) in Orakzai districts through coordination with the districts sports departments. Sports tournaments for men were organised in cricket, volleyball, and football matches whereas rope skipping, cooking and mehndi (henna) competitions were held for women following their interest and local culture. Three volleyball, three cricket and two football tournaments were arranged for men, whereas two badminton, one cooking and skipping and one mehendi/henna competition was organised for women. More than 660 youth were directly engaged in these tournaments. Chart 9 depicts the types of sports events organised in both districts for men and women beneficiaries.



The project held several meetings with the District Administration of Kurram and Orakzai districts for arranging sports events for youth. The selection of the sports events was completely delegated to the communities and civil administration to bring together members from different villages and backgrounds to promote cohesiveness and support peacebuilding initiatives in the region.

Sports tournaments for men were organised at tehsil headquarters of the districts. The central location gave an equal opportunity to the youth of various tribes from far flung areas to participate in the events, interact with other players and play a positive role. These events also contributed to resolution of conflicts between tribes. One such example is of cricket tournament organised in Central Kurram that provided an opportunity for the two tribes of Musazai and Afridis to come together despite their differences. These two tribes' conflict with each other over a land dispute. However, through this tournament, the youth interacted in a healthy and pleasant environment. Hence, the sports events provided a great opportunity for the youth to share views about the areas of development and engage in positive activities. These events were highly appreciated by both the youth and elders in the programme areas and considered as a great opportunity to look forward to and help in redirecting their thoughts toward productive and healthy activities.

*“This was the first time in past two decades that not a single sect was excluded from such events. We enjoyed the sports gala a lot. You can see all these people celebrating through Attan & balbala (a traditional dance) here today; it’s been years since we have danced to this music. I pray that these smiles prevail on the faces of the young men through such sports activities”, said Ashiq Ali, a volleyball team representative, Orakzai, NMDs*



Fig 9: Volleyball Tournament in progress, Kurram



Fig 10: Sports events inauguration, Orakzai



Fig 11: Cooking Competition in Progress, Kurram



Fig 12: Prize Distribution Ceremony, Kurram District

#### **1.4. Undertake research on the social, economic, and political landscape and its linkage to stability and cohesion in the area**

A research study was conducted on the social, political, and economic landscape of Kurram and Orakzai districts. The overall objective of this study was to examine the (i) existing situation of business environment, skills, and livelihoods and (ii) social and political landscaping of Orakzai and Kurram districts subsequently suggesting specific, achievable, relevant, detailed advice regarding various areas, type, and level of interventions. (iii) inform the newly incumbent local administration in the districts in planning and implementing initiatives to promote social cohesion.

Drawing on a comprehensive literature review and field research, this study applied the concept of social cohesion and its relevance to the Stabilisation and Development Programme (SDP) of UNDP, in Kurram and Orakzai districts. Both are characterised as “conflict-prone fragile districts in traditional tribal societies that have a traditional and subsistence-based economy and are just transitioning to the constitutional fold while coming to terms with emerging legal and administrative institutions”.

##### **Research Methodology:**

The research study in the initial phase consisted of two components; i) designing the methodology, development of the data collection tools, training of enumerators of data collection firm/organization, analysis of the primary and secondary data, and development of the research study report; ii) field assessment in Orakzai and Kurram districts and collecting data on pre-developed data collection tools and procedures and recording the data in pre-approved templates.

UNDP engaged an Individual Consultant to conduct a detailed assessment of the business enterprise and skills development; and map the social and political landscape of Kurram and Orakzai districts. The consultant was engaged to design the methodology, develop the research tools, and write the report. IM Sciences were engaged to conduct the field assessment through the collection and recording of data at the district level. Unfortunately, after a prolonged waiting period, IM Sciences NOC was finally rejected by the International Development Section, Planning and Development Department, Khyber Pakhtunkhwa on 25th March 2021. In response to this development, UNDP modified the methodology to conduct secondary research and validate the findings through focus group discussions (FGDs) and interviews with key informants that were conducted by the consultant. The report was finalized by end of July 2021.

The methodology required collecting both qualitative and quantitative data to capture a triangulated and holistic view of the social, political, and economic landscape and business and skills situation. The foremost step for the study was to define social cohesion, delimit its dimensions and develop indicators to measure this elusive concept while relating it to practical considerations of STIL/SDP.

## Developing a Social Cohesion Measurement Framework (SCMF):

A literature review led to the selection of the most relevant dimensions of social cohesion, covering both the theory and practice of social cohesion to see how the concept has been applied and measured in multi-cultural countries around the world. From global frameworks and best practices, a Social Cohesion Measurement Framework (SCMF) was designed, guided by contextual and programmatic considerations. STIL/SDP outputs and activities are categorised under the respective key dimensions of SCMF. Social cohesion dimensions and related indicators to which STIL contributes directly are highlighted in bold.

Key dimensions	Cultural	Political	Socio-economic
<b>Factors</b>	<ul style="list-style-type: none"> <li>● <b>Civic engagement</b></li> <li>● <b>Belongingness</b></li> <li>● <b>Diversity</b></li> </ul>	<ul style="list-style-type: none"> <li>● <b>Participation</b></li> <li>● Institutional legitimacy</li> <li>● <b>Satisfaction with social services accessed</b></li> </ul>	<ul style="list-style-type: none"> <li>● <b>Employment &amp; livelihood</b></li> <li>● <b>Empowerment</b></li> <li>● Satisfaction: personal and communal</li> </ul>
<b>Indicators</b>	<ol style="list-style-type: none"> <li><b>1. Volunteering</b></li> <li><b>2. Capacity for peaceful conflict resolution</b></li> <li>3. Attitudes towards out-groups (neighbourhood)</li> <li>4. Attitude towards out-groups (others)</li> <li><b>5. Pro-social values</b></li> <li><b>6. Relations inside and outside tribe</b></li> </ol>	<ol style="list-style-type: none"> <li>1. Voting</li> <li>2. Trust in institutions named</li> <li>3. Legal equality</li> <li><b>4. Government services in general</b></li> <li><b>5. Education and skill development services</b></li> </ol>	<ol style="list-style-type: none"> <li><b>1. Adequacy of current income</b></li> <li>2. Perceived risks to livelihood</li> <li>3. Access to resources and opportunities</li> <li>4. Future expectations</li> <li>5. Contentment with current state</li> <li>6. Resources for improving economic lot</li> </ol>
<b>STIL Outputs</b>	<b>Output 1: Improved social cohesion and enhanced knowledge of drivers of cohesion in Tribal Districts of KP</b>	<b>Output 2: High Priority community-based infrastructure rehabilitated</b>	<b>Output 3: Improved livelihoods opportunities created for TDP returnees</b>
<b>Activities</b>	<p><b>Activity 1.1: Community organizations established</b></p> <p><b>Activity 1.2: Enhance social cohesion and dialogue</b></p> <p><b>Activity 1.3: Organize sports events to promote social cohesion</b></p>	<p><b>Activity 2.1: Identification, rehabilitation, and restoration of community-based physical Infrastructure.</b></p>	<p><b>Activity 3.1: Vocational Skills Trainings Provided to FATA youth</b></p> <p><b>Activity 3.2: Toolkits provided to trainees</b></p>

## **Research plan, data collection, sampling, and analysis**

In consonance with the requirements of SCMF, data collection tools including social cohesion measurement survey, and guidelines for focus group discussions and in-depth interviews were designed tested and administered. The tools were developed in English and translated into Urdu, pre-tested in the field and revised where necessary in line with feedback. Convenience sampling was used to collect data. Kurram Welfare House (KWH), an NGO working in the MDs, mobilized respondents from the two districts . A total of 18 in-depth interviews (12 men and 5 women) were conducted with residents. The President of Youth Parliament in the merged districts, CEO of Kurram Welfare House, CEO and Director Programmes of Sabawon, men and women social activists from the two districts, government officials, and CSO members were interviewed. A total of 61 respondents were covered in the survey.

The SCM survey gathered quantitative data on the demographics and drivers of social cohesion in the two districts. KIIs and FGDs yield qualitative data complemented and helped better understand the survey findings. These qualitative research tools revealed the underlying causes, reasons, perceptions, and worldviews that are shaping the reality of economic life and driving social cohesion for the people in the two districts.

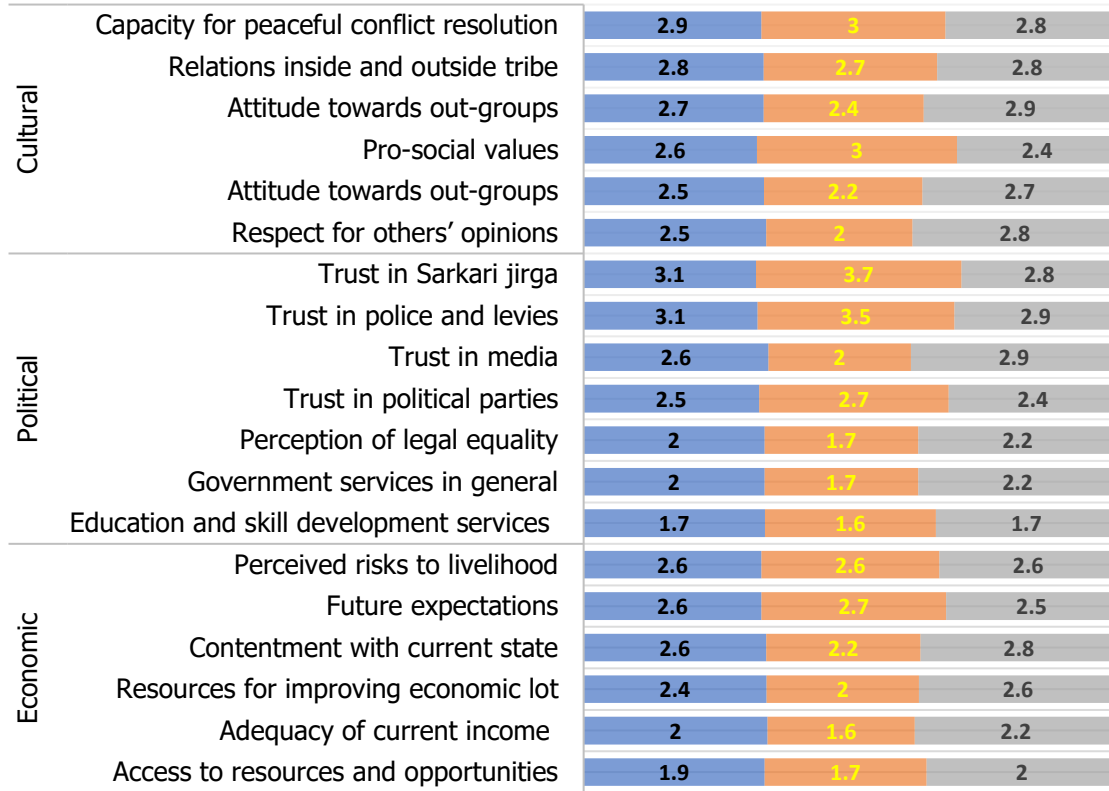
## **Key findings and conclusions**

The study finds that social cohesion is directly and causally linked with equitable economic growth, especially for transitional societies such as the merged districts. The SC research is summarised in a single map.



**CHART 10: SOCIAL COHESION MAP OF KURRAM AND ORAKZAI**

■ Overall ■ Women ■ Men



\*Figures are average values; n=61

Figure 1: Combined overall social cohesion map for Kurram and Orakzai

The cultural dimension of social cohesion emerged as the bedrock in both districts. The score on all indicators is higher than the benchmark, indicating a resilient culture marked by a high capacity for peaceful resolution of conflicts, pro-social values, welcoming attitudes towards outsiders and respect for diversity in opinions. These factors offer the potential for building social cohesion. However, the political and socio-economic dimensions are skewed, meaning that social cohesion is unstable at the base. In the socio-economic realm, hopes and future expectations are high (2.6) over a 3-year horizon.

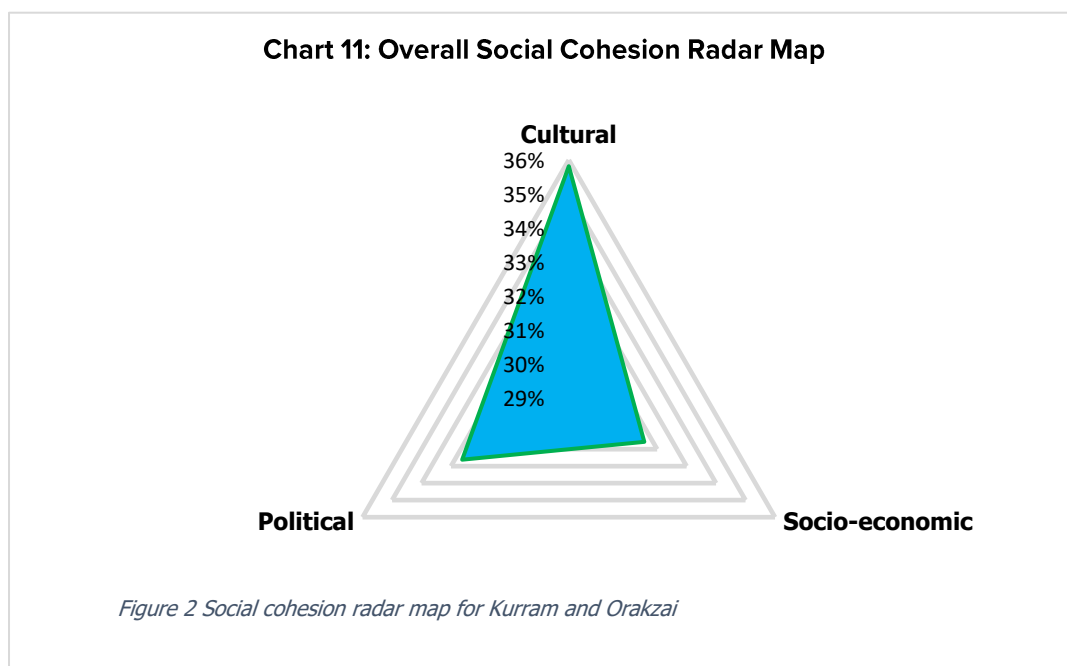
Thus, the time to act is now, particularly in the political and economic domains. Immediate public policy measures and programmatic interventions should be aimed at increasing participation, strengthening institutional legitimacy, and improving the supply of much needed social services, especially those that a) enable people to be gainfully employed and (b) convert hopes and aspirations into meaningful and sustainable livelihood opportunities with equal access to men and women from all social backgrounds. Understanding and enhancing social cohesion in the target

districts are likely to lead to greater achievement of programmatic objectives in the merged districts.

### Recommendations:

The framework for mapping social cohesion (SCMF) developed for this study may be promoted for adoption by economic planners in the KP's Planning and Development Department and as well as by policy makers, academia, and development practitioners. The framework could usefully be expanded to include all the merged districts.

Since the cultural dimension is at the heart of the Social Cohesion Radar map (Fig.2), volunteering represents a valuable and useful intervention area through which to promote civic engagement. The importance, value and usefulness of volunteering need to be highlighted and communicated both among the rural community and in urban settlements, particularly youth groups of men and women. Social cohesion research shows that the biggest obstacle to social cohesion is the low socio-economic status of the people. It is, therefore, vitally important to dedicate more resources towards improving social cohesion indicators of the socio-economic domain.



Rapid roll out of skill development and employment generation interventions is the single-most urgent prerequisite for cementing social cohesion in the target districts. Programmatic interventions should be designed for digital economy skills, business competencies, vocational guidance, and career counselling. A campaign to create “green jobs” (e.g., in tourism, forestry, clean water and renewable energy) should be designed and implemented. The focus for creating jobs should be on the service and agriculture sectors.

The potential of social media for innovation and communication, if harnessed wisely, could be valuable. Leveraging technology would boost local economies if the power supply is regular and high-speed internet is widely available.

Measures should be taken to address the problem of trust in legal equality. This should begin with awareness-raising leading to public support.

The traditional sectors of agriculture, horticulture and tourism offer immense potential for creating employment opportunities for men and women. Developing road infrastructure is a fundamental prerequisite for improving social cohesion - and the beneficial results of social cohesion - in the two districts.

### **Output 2: High Priority Community-Based Infrastructure Rehabilitated**

UNDP improved access of the returned population to basic social services by engaging the local community and COs under the social cohesion initiative. COs formed through this project have been organised in such a manner that even after the closure of project, they will continue to conduct the operation and maintenance of the schemes rehabilitated under this output.

The following table presents the overall achievements of the project against the planned target

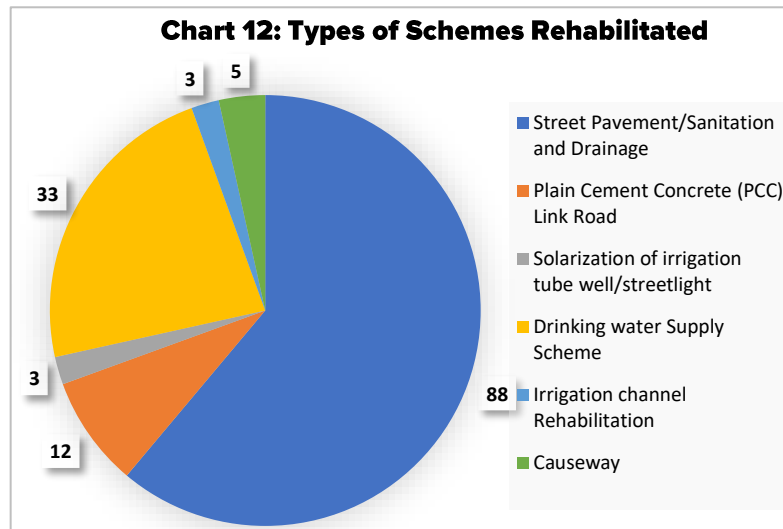
Indicator	Overall project Target	District-wise Achievement						Overall Achieved
		Kurram		Orakzai		Total		
		M	W	M	W	M	W	
2.1 Prioritize and validate the needs assessment and develop recovery plans	136	47	28	44	25	91	53	144
2.2 Community organizations are trained in planning, monitoring, and reporting	136	48	29	46	30	94	59	153
2.3 Community Physical Infrastructure Schemes rehabilitated.	136	47	28	44	25	91	53	144

### **Achievements Summary:**

Summary of the achievements is described below in detail.

## 2.1. Number of Community Physical Infrastructure (CPI) Schemes implemented through Community Organisations:

The Community based Physical Infrastructure Schemes were rehabilitated and made functional through active participation of the local communities and the line departments. The project rehabilitated a total of 144 schemes, including 75 schemes in Kurram and 69 schemes in Orakzai district. The types of schemes rehabilitated included street pavements, sanitation/drainage, plain cement concrete (PCC) link road, solarisation of tube well/ streetlights, irrigation channels, drinking water supply schemes and causeways. Chart: 12 represents the numbers and types of schemes rehabilitated in both districts.



The project implemented this activity with mutual consultation of the communities, involving them from the need identification up till the final stage of schemes' completion. UNDP ensured the utilisation of existing resources to the maximum capacity by combining the technical knowledge of the project staff with the contextual know-how of the local community members. The schemes have been selected through a comprehensive need assessment carried out with COs that were established / reactive by the project. Broad-based meetings and FGDs were organised with the local communities to identify the livelihood needs of the communities and the villages. During these meetings and FGDs, local communities were facilitated to first identify their infrastructure needs followed by the prioritization of schemes. Major needs identified included drinking water supply, solarisation of tube well/ streetlight, irrigation channel and sanitation. After identification, feasibility documents (proposals) of these schemes along with schemes design and BOQs were prepared.

Communities, however, generally lack the technical skills needed to adequately design their projects. Technical assistance was provided by a team of community mobilisers and engineers to address this need and enable the COs to build technically feasible, socially viable, and environmentally sustainable infrastructure schemes. The engineers were facilitated by the members of COs in preparing designs and estimates for the proposed infrastructure schemes as per the prevailing engineering standards and the local conditions. The design process included the technical feasibility of the proposed schemes, review of potential negative environmental and social impacts, and the identification of adequate mitigation measures. Local community organisations were facilitated in establishing operation and maintenance mechanisms for the long-term sustainability of infrastructure schemes.

As per the community mobilisation and engagement plan, UNDP implementing partners transferred the funds for construction and rehabilitation of the CPIs to the bank

accounts managed by COs. For better management, efficient use of funds, and financial control, each CO opened a joint bank account with the implementing partner. President, vice president of COs and a senior official of the implementing partner became the joint signatories of the bank account. The cash amount for the rehabilitation of schemes was provided to the COs in 3 tranches. UNDP and the IPs ensured and verified the utilisation of tranches and rehabilitation work done as per the approved designs and specifications. Upon approval, the first instalment of the scheme (50%), was released to the COs and transferred to their bank accounts. Second tranche (40%) was disbursed to COs once the utilisation of the first tranche was verified. Similarly, the second tranche and work done was verified by the implementing partners and UNDP teams. Upon completion of schemes, work completion certificates and the third and last tranche (10%) was released to the COs. The following diagram briefly explains the process of funds transfer for the completion of schemes:

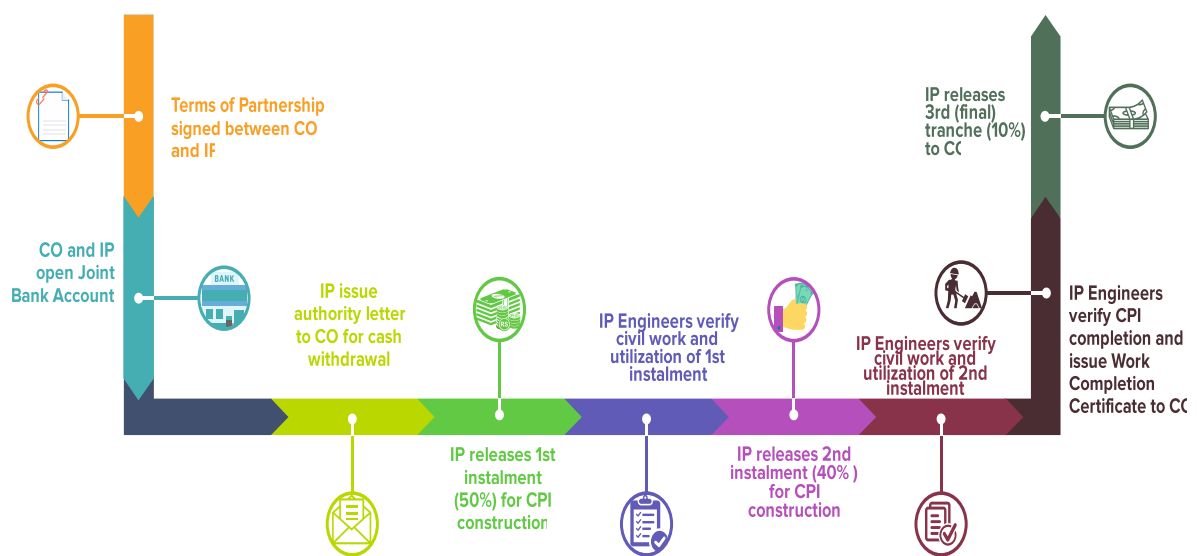


Chart 13: process of funds transfer for completion of Schemes

UNDP ensured transparency and maintained complete documentation at each step. A cross cheque of each instalment was handed over to the CO in a community-level meeting. During the meetings, progress on CPI and financial utilisation was presented to the community. The community was encouraged to raise any issue and identify any problem in the progress or utilisation of funds. The COs submitted a resolution based on which the engineering team assessed the social and technical feasibility. Resolution is a document signed by the office bearers and members of the COs, presenting the proceeding of the meeting of the COs. Each transaction was recorded in the CPI register, maintained by the office bearers, along with the receipts and is available for each CO member to view and question.

UNDP promoted and encouraged local employment by engaging skilled and unskilled local labourers in the rehabilitation of the CPIs. A total of 45,237 working days were created by providing short-term employment opportunities to 2200 men through rehabilitation of CPI's.

Water supply schemes rehabilitation including solarization, construction of overhead water reservoirs, and irrigation channels improved the health conditions of the people

as stomach and skin diseases reduced substantially due to the availability of clean drinking water and improved sanitation. As the area is exposed to frequent and long power outages, prior to this intervention the population suffered a lot due to the non-availability of clean drinking water. Women were compelled to fetch drinking water from far flung areas. Now locals can get fresh and clean drinking water at their doorsteps with substantial advantages both in terms of time dedicated to this chore and reduction of risks for both women and girls.

*“Before intervention, the streets were muddy. During rainy weather, the muddy rain water would flood the streets which would make it difficult for the residents of the village, especially women, children and disabled people to travel for their needs. Lack of drainage system was causing many diseases among children. We thank UNDP and GOJ for the construction of CPIs (street pavement, link road and drainage system) in our village which solved our sanitation, and travel issues. Now there is no mud during rains and children and women can walk around easily. Due to improved drainage, the seasonal diseases have also decreased.” CO member, Orakzai, NMDs*



*Fig 13 & 14: CPI Scheme before and after renovation, Orakzai District*



*Fig 15 & 16: CPI Scheme before and after renovation, Kurram District*

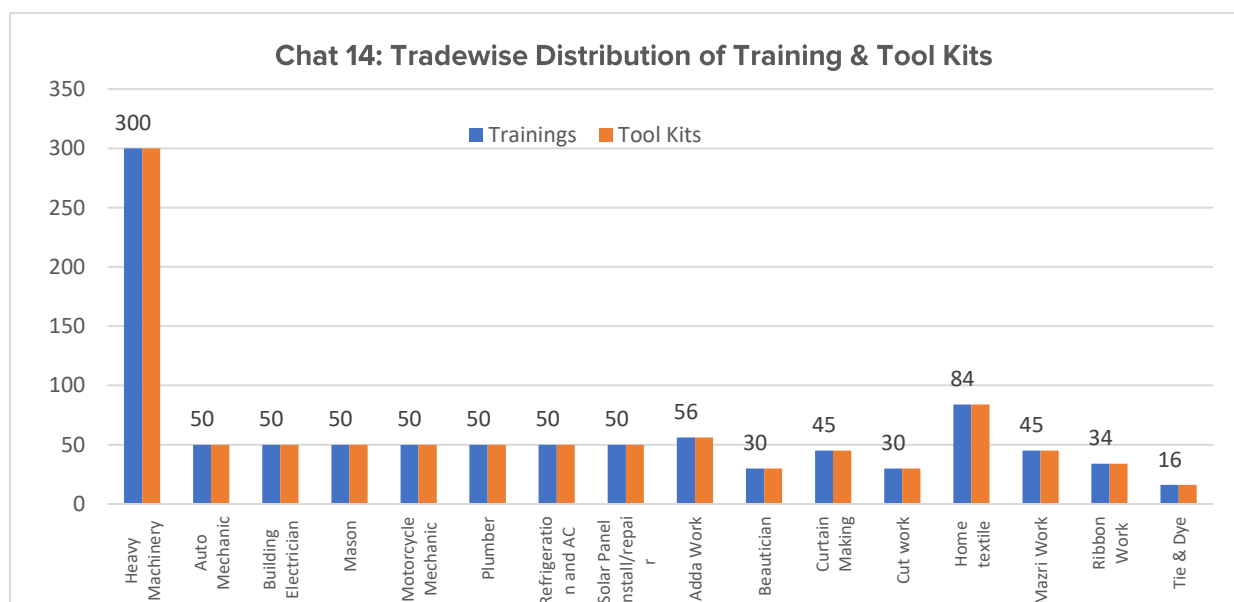
### **Output 3: Improved Livelihood Opportunities Created for TDP Returnees**

The accumulation of human capital through activities such as vocational and technical trainings, is an essential step in bringing MD's development indicators at par with the rest of Pakistan. Currently, despite efforts made by the Government of Pakistan, the academic indicators for MD's lag well behind those of Khyber Pakhtunkhwa and the national average, with a wider gender gap than otherwise observed.

The market oriented technical and vocational training was designed to develop human capital that could influence peace and stability through creating economic opportunities in the areas.

The following table presents the overall achievements of the project against the planned target under output 3.

Indicator	Overall project Target	District-wise Achievement						Overall Achieved
		Kurram		Orakzai		Total		
		M	W	M	W	M	W	
3.1 Vocational skills trainings provided to youth	850	325	170	325	170	650	340	990
3.2 Toolkits provided to trainees	850	325	170	325	170	650	340	990



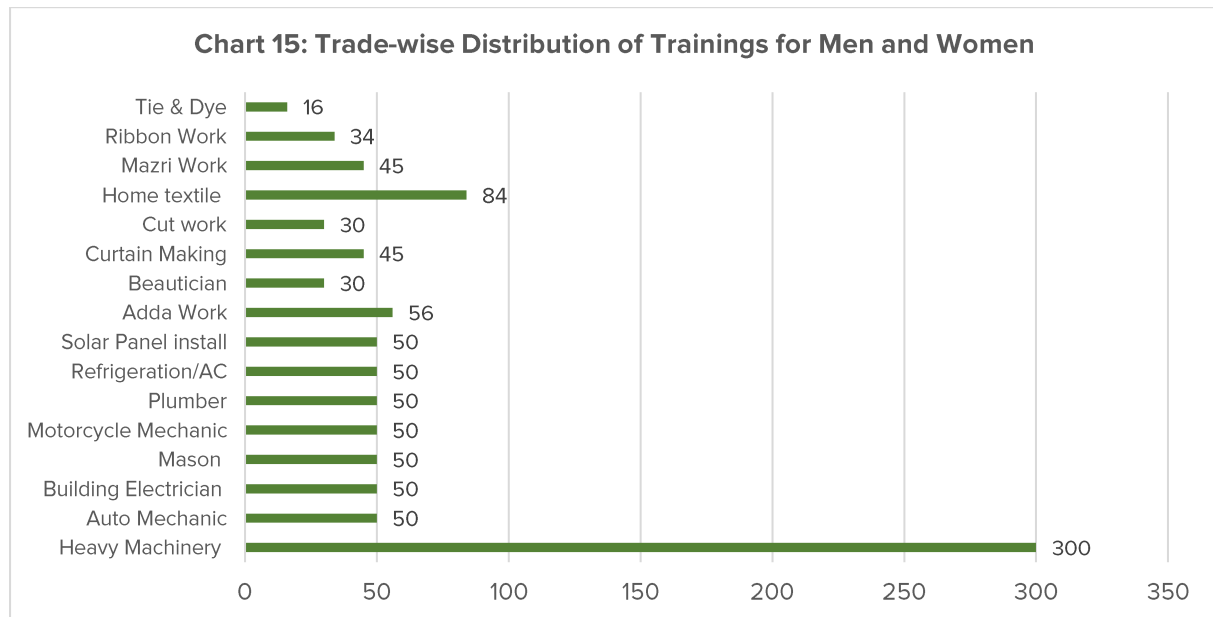
## **Achievements Summary:**

### **3.1. Vocational Skills Training Provided to Youth**

The project provided technical and vocational skills training to youth of the programme districts who have no permanent source of income or employment after returning to their areas of origin. Provision of vocational skills training to youth not only spurred the economic growth in the MDs but also enabled them to create employment opportunities or start their own businesses.

During the project life, the project provided two to three months skills development training in different market-oriented trades to 990 beneficiaries (340 women and 650 men), 495 (325 men, 170 women) beneficiaries from each district i.e., Kurram and

Orakzai districts. Chart 15 shows trade wise distribution of training imparted to men and women.



UNDP engaged local partners, SRSP and IRP, for mobilisation and identification of the beneficiaries in the two programme districts. UNDP engaged National Logistics Cell (NLC), and Human Resource Development Centre (HRDC) of SRSP for providing technical and vocational skills training to the youth. These organisations are well connected with the Technical Education and Vocational Training Authority (TEVTA) and National Vocational and Technical Training Commission (NVTTC), with a well-developed curriculum and facilities that are at par with international standards. The curricula for the training program courses were designed in collaboration with the Trade Testing Board of the Government of Khyber Pakhtunkhwa. A balance of theoretical sessions (20%) and practical learning (80%) was maintained with an equal opportunity for everyone to apply learned theoretical aspects to practice under the supervision of the instructor. The trainers were also recommended by the Trade Testing Board.

The trades were selected based on the market needs assessment conducted by IPs, focus group discussions (FGD), key informant interviews (KII) and dialogues with the local community, consultations with various training institutions, experience from the ongoing USAID funded project, and the findings of the business enterprises and market assessment study for the merged districts. Marketable trades such as heavy machinery, building electrician, motorcycle mechanic, plumber, refrigeration, and air conditioning, solar, mason, auto mechanic were identified as trades preferred by the men. Similarly, trades such as tie and dye, home textile design and sewing, curtain making, mazari products and adda work were identified as trades preferred by the women.

Trainees were identified in consultation with the Community Organisations and community members. Advertisement in local newspaper was published and after receiving applications, an initial needs assessment was carried out in community meetings by the social mobilisation partners. A pool of potential candidates was screened for formal interviews. A transparent and professional interview process was



conducted for assessment of the screened candidates' willingness, interest, trades suitability and qualification for trades. Details regarding the training courses, duration of trainings, location, and stipend were shared with men and women COs and community members. The men trainees received training in training institutes located outside of their respective districts such as in district Peshawar and district Nowshera. However, owing to cultural constraints and restricted mobility, women's trainings were conducted within their respective districts. IPs, in coordination and collaboration with the WCOs, identified villages for the establishment of home-based vocational training centres for female trainees. The training centres were established in those villages which were easily accessible for the local female, mutually agreed and acceptable locations and socially viable.

The project applied Kirkpatrick method for evaluating results of the trainings. Learning of the beneficiaries was measured through conducting pre and post training tests, and by observing reactions and behaviours of the trainees. Each training partner developed tailor-made assessment tools and administered these as and when required. The post-tests scores show a significant increase in the scores depicting an increased learning of the trainees after the training courses. Analysis of the pre and post training assessment shows that technical and vocational skills of 100% of trainees have improved. At the pre-test level, 97% trainees scored below 50% (0 – 4) and only 3% scored 50% or above (5 – 6). However, the post-test results showed that 100% trainees scored 60% or above (6 – 12) and 70% trainees scored 80% or above showing a significant improvement in the trainees' knowledge. A formal examination was conducted by the examiners of Trade Testing Board KP TEVTA for each training course to evaluate the achievement of the candidates.



*Fig 17: Skills training in progress, Orakzai*



*Fig 18: Skills training Graduating Ceremony*



Fig 19: Skills training for women in Progress, Kurram



Fig 20: Skill training for women in Progress, Orakzai

*“After receiving the skills development training, I started ribbon work and making handbags, bedsheets, and pillows and earn an average of PKR 15,000/- per month. The skills training not only enabled me to earn and pay for my sister’s education but I can continue my own education too”, Sitara Bibi, Kurram, NMDs*

### 3.2 Toolkits provided to trainees

As part of the training process, the project provided toolkits to all successful graduates in-order to get hands-on practice on the trade they were trained in and to create employment-generating opportunities by expanding and establishing new businesses. A total of 990 tool kits were disbursed among the successful graduates (650 men and 340 women) after the completion of their trainings. The trainees created earning opportunities for themselves by utilising the tool kits.

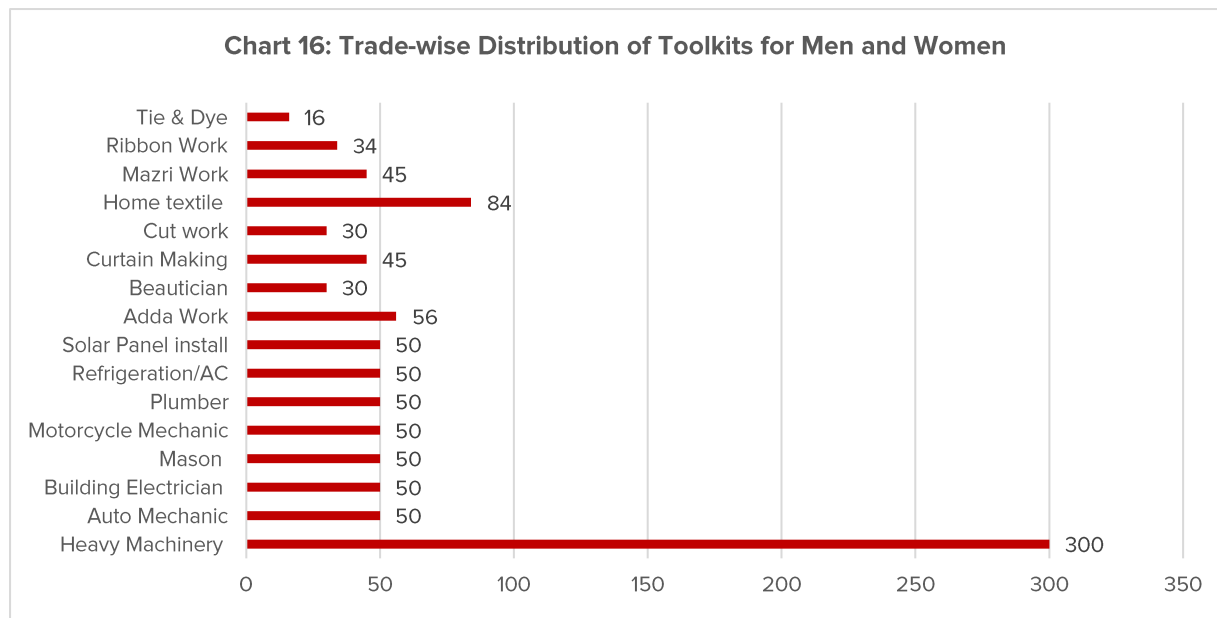




Fig 21: Toolkits distribution verification desk



Fig 22: female graduates receiving vocational toolkit



Fig 23: Certificate distribution ceremony at HRDC Peshawar



Fig 24: Tool Kit & Certificate distribution ceremony

### Women's Skill Exhibition:

UNDP in collaboration with Social Welfare Department and Assistant Commissioner conducted a two-day arts and crafts exhibition in Kurram and Orakzai districts for graduated women vocational skills trainees to showcase their products and boost income. The main objective of the activity was to foster linkages for the promotion and marketing of the trainees' hand made products as well as to explore avenue for the women for sustainable livelihoods and encourage skilled women to market their products. More than 300 visitors from UNDP, Food and Agriculture Organisation (FAO), District Health Department, District Education Department, District Administration, Social Welfare Department, Rescue 1122, office bearers of Women Development Organisations, and women activists attended the exhibition. 22 skilled women from each district showcased their products and handicrafts including home textile trade products i.e., baby sets, table sheets, bed sheets, mazari handicrafts, hand fans, decoration items, knitted sweaters, and embroidery shawls. The event attracted many children, families and local entrepreneurs that expressed keen interest in various products crafted by women. The Government officials appreciated the products of skilled trainees and distributed prizes among them. Assistant Commissioner emphasized and advised the Social Welfare Department to at least arrange an exhibition for the local skill women's on quarterly basis to encourage and empower the local women.

*"We thank UNDP and GOJ for providing such an amazing opportunity to showcase our skills and sell our hand made products. This is the first time we are experiencing such an event in district Orakzai", Participating Trainees at Exhibition, Orakzai district, NMDs*

## **VII. Monitoring and Evaluation**

UNDP believes in strong results-based management and accountability mechanisms and has developed systems accordingly. Throughout the project UNDP monitoring and evaluation (M&E) unit remained actively involved in field monitoring and tracked the progress and quality of the implementation process the M&E unit developed tools for progress monitoring against the project targets and held continuous discussions with IPs and trained them on the respective tools and reporting standards.

The results framework of the project was developed in accordance with UNDP's policies and gender equality was integrated into all indicators, baseline data and targets. Moreover, efforts were made to include the voices of the most vulnerable segments of society including transgender and people with disabilities so that their perspectives and challenges are fully incorporated into programme interventions.

During the project life, the M&E unit provided continuous support to the programme team by closely monitoring the changing security situation in the project areas, outbreak of COVID-19 in Pakistan, particularly in the MDs and its impact on project activities. This approach helped the project in delivering high quality of product and services to the intended beneficiaries while keeping all the stakeholders informed and included.

A detailed description of all these activities is given below.

### **Contextual Monitoring**

The security situation remained fluid throughout this project, particularly in Kurram district, however, windows of peace were optimally captured, and project activities were expedited accordingly.

The outbreak of COVID-19 in initial months of 2020 in Pakistan and the subsequent second, and third waves initially slowed down the project's progress, however timely updating of risk matrix and prompt course correction put the project back on track.

### **Performance Monitoring**

The M&E and programme team held a total of 10 monitoring missions to both Kurram and Orakzai districts. These missions were conducted to validate the progress reported by the implementing partners (IPs) and to verify the quality of activities implemented. During these missions, feedback from the beneficiaries was gathered for further improvement of project activities. Moreover, performance review meetings were periodically held with the IPs during which progress on the work plan was discussed. Where required, catch-up plans were developed to expedite the project delivery and make-up for the time lost due to COVID-19 related and or security related restrictions on movement.

### **Quality Control of the Data**

The M&E team developed progress reporting databases for all project activities and trained IPs on using them. During the first week of each month, the IPs updated and shared these databases with UNDP's M&E team, for checking on the parameters of correctness, accuracy, and timeliness. Any discrepancy in the data was reported back to the concerned IP for correction. Furthermore, data quality spot checks were conducted at IPs' field offices and head offices to check for data security, confidentiality, completeness, and correctness. Beneficiaries' files were checked to ensure critical documents and certificates were present. In case of missing information, corrective action was advised to the IPs. A sample of hard files were checked against the soft copy of the databases for verification.

### **Third Party Validation**

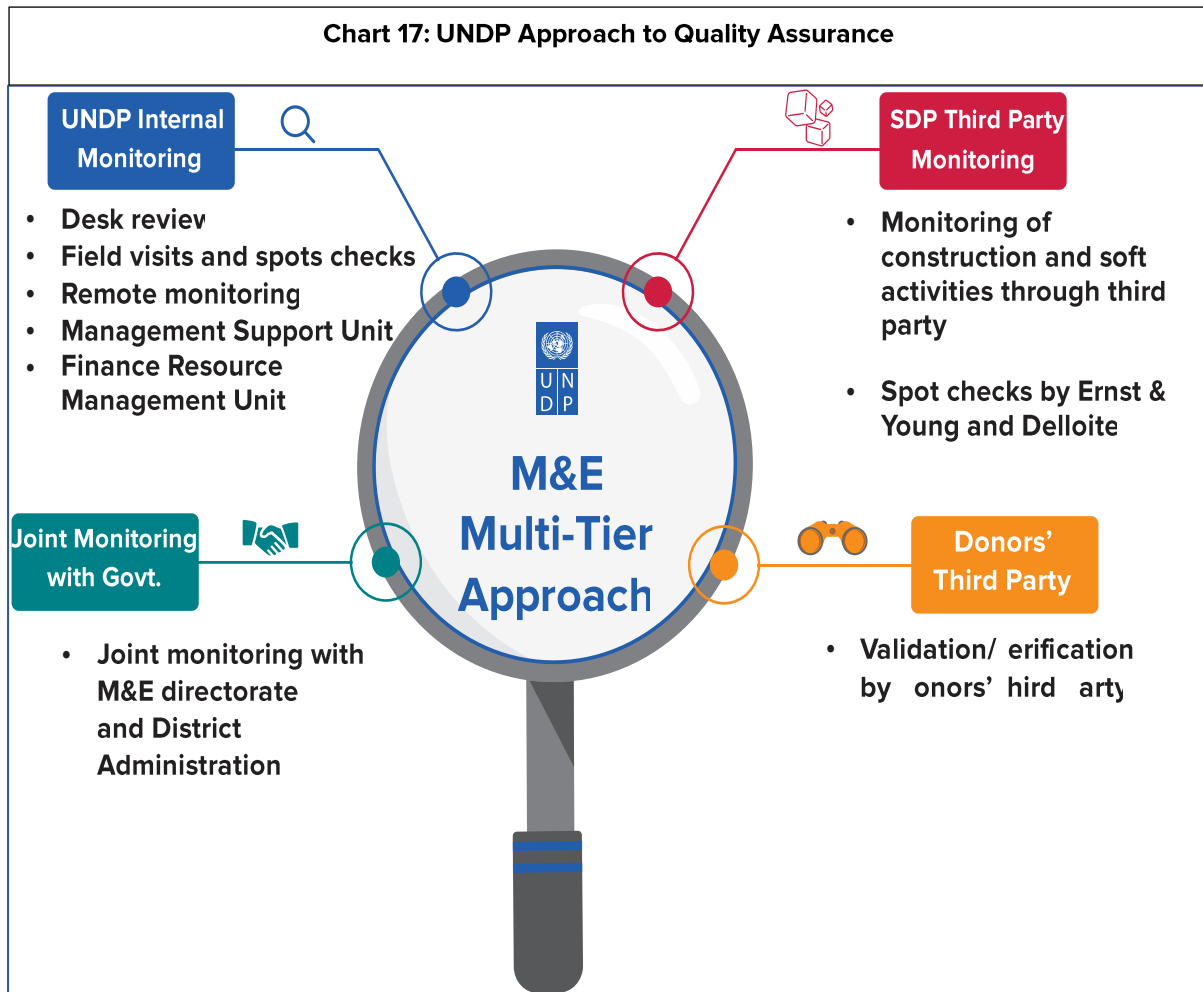
The Institute of Management Studies under the University of Peshawar was hired as a third-party validation organization to vet progress reported by the IPs against actual work completed in the field. The organization conducted social monitoring of soft activities and physical verification of construction work. IM Studies also documented the results generated by the project in the field and captured beneficiaries feedback related to the project against different interventions.

### **Beneficiaries Feedback Mechanism**

Since IPs were the front-line organisations that delivered the project on field and interacted with the beneficiary communities on daily basis, therefore, UNDP M&E facilitated these organisations in developing and executing comprehensive Beneficiaries Feedback Mechanism (BFM). The mechanism was a three-step process that included a) information dissemination, b) establishing channels for registration of feedback from the communities, and c) response on the community feedback. Execution of the BFM was done in strict adherence to the principles of "confidentiality" and "transparency". The IPs maintained feedback-logs and periodically shared these with the UNDP.

In addition to the IPs BFM approach, the UNDP also sought feedback from the beneficiaries and other stakeholders, such as the government-led district administrations, on the project assistance. These feedbacks were used for improving the overall project delivery and the quality of work.

Chart 17: UNDP Approach to Quality Assurance



**VIII. Communication:**

During the project implementation period, UNDP carried out various outreach and communications activities to increase the visibility of project and to highlight the generous support of the Government of Japan.

The UNDP’s implementing partners and counterparts consistently referred to generous support from the people of Japan in their official and public meetings, events and during the project activities, so that the stakeholders, communities, Government authorities, and beneficiaries are aware and acknowledge the support provided by Japan.

**Branding and marking:**

To raise awareness about the project, the team developed and distributed a project brief, which provided a snapshot of the project structure, duration, key objectives, and targets. It was shared with partners and other relevant stakeholders at various forums and events.

The sign boards (4x 3 feet) were placed on prominent locations near rehabilitated CPI schemes. The sign board contained information on the scope of work, cost, CO details as well as logos of Japan, KP Government and UNDP in Urdu as well English language in the Orakzai and Kurram districts of KP.



### IEC Material:

To raise awareness about the project, the team developed and distributed brochures, which provided snapshot of the project structure, duration, theory of change, key objectives, and targets. It highlighted project achievements and was shared with partners and other relevant stakeholders at the meetings and events.



During project implementation period, 11 progress factsheets were periodically developed to visually represent the targets, achievements, and project information for the relevant stakeholders.

### Events:

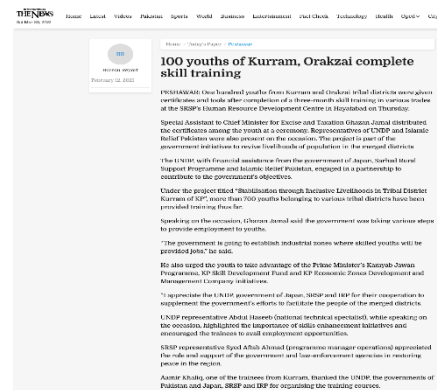
UNDP and its implementing partners conducted several visibility events and certificate distribution ceremonies where the generous contribution of the Government of Japan was highlighted. UNDP ensured that Japan, KP Government and partners logos were present on all the presentations, banners, and standees.



## Press coverage (Electronic, online and print):

During the project implementation period, the project also generated press coverage and news articles were published in prominent national English and Urdu dailies. Link to articles is mentioned below:

<https://www.thenews.com.pk/print/788804-100-youths-of-kurram-orakzai-complete-skill-training>



## Broadcast Media:

Detailed video reports were broadcasted on national TV/web channels. The video reports highlighted the various activities of the project which also included interviews and views from the chief guests, members of the provincial assembly and beneficiaries. Video reports can be accessed using the following links:



- <https://www.dropbox.com/s/ydiejgrk4wxiud/Khyber%20News.mp4?dl=0>
- <https://www.dropbox.com/s/0u3sqk3uwyn5lri/Daily%20Mashriq.mp4?dl=0>
- <https://www.dropbox.com/s/oil21p8drsrqglkm/Sach%20News.mp4?dl=0>
- <https://www.dropbox.com/s/8zboedqjxt9dk2k/Mashriq%202.mp4?dl=0>

## Social media posts:

Social media posts related to project activities were published on UNDP, Government, IPs Facebook, and Twitter accounts. These posts highlighted the project activities and acknowledged the support of Government of Japan for stabilization in Kurram and Orakzai districts. The screenshots and links of these posts are listed below:

- <https://www.facebook.com/undppakistan/posts/3781252498587670>
- <https://twitter.com/GhazanGJ/status/1363899619197874182>
- [https://www.facebook.com/permalink.php?story\\_fbid=1328182847557369&id=620610604981267&\\_cft\\_\\_\[0\]=AZUQA07zYf-7KWeoReDld22whUL4\\_kuFdEzCnZHiZBTTcxouLzrF0o2SoDclElbth\\_wtupnRbLAOYilYWZAlmgCEmGQKfg7ZJkqFr0Kx\\_OuKk5SZhqBhovoJ75-tqEMxz5QqF8G\\_XqzvqIHqicUDXWfAYCdUDihDbezHsjlftSxEbiBuYlpR2W5emeOsOTEE](https://www.facebook.com/permalink.php?story_fbid=1328182847557369&id=620610604981267&_cft__[0]=AZUQA07zYf-7KWeoReDld22whUL4_kuFdEzCnZHiZBTTcxouLzrF0o2SoDclElbth_wtupnRbLAOYilYWZAlmgCEmGQKfg7ZJkqFr0Kx_OuKk5SZhqBhovoJ75-tqEMxz5QqF8G_XqzvqIHqicUDXWfAYCdUDihDbezHsjlftSxEbiBuYlpR2W5emeOsOTEE)
- <https://www.facebook.com/DCOrakzai/posts/2633399443549188>
- <https://www.facebook.com/DCOrakzai/posts/2630608397161626>
- <https://www.facebook.com/DCOrakzai/posts/2603547539867712>
- [https://www.facebook.com/permalink.php?story\\_fbid=731102377605217&id=268569100525216&\\_cft\\_\\_\[0\]=AZVCAPY-uI44fQK\\_5tGKpMAEqvszYpwiPCTWbz\\_bnMYtU5p15eDTbVPO1HshBHYJV25S-LNdXZWowkysJqQtsEX-NRHZPlev6n74ZXNN-xjMYcLWfRQlp3fhtWKRXj0HkzWDR68-ocLzpiIUU0uBShkwGJuzfDz4LV5qH0GIUq](https://www.facebook.com/permalink.php?story_fbid=731102377605217&id=268569100525216&_cft__[0]=AZVCAPY-uI44fQK_5tGKpMAEqvszYpwiPCTWbz_bnMYtU5p15eDTbVPO1HshBHYJV25S-LNdXZWowkysJqQtsEX-NRHZPlev6n74ZXNN-xjMYcLWfRQlp3fhtWKRXj0HkzWDR68-ocLzpiIUU0uBShkwGJuzfDz4LV5qH0GIUq)
- [https://www.facebook.com/permalink.php?story\\_fbid=698128964235892&id=268569100525216](https://www.facebook.com/permalink.php?story_fbid=698128964235892&id=268569100525216)
- [https://www.facebook.com/permalink.php?story\\_fbid=636474673734655&id=268569100525216&\\_cft\\_\\_\[0\]=AZVqcvpH20r93lbcxmn0sMirZ\\_IYB4hhAPJ1E6x8IO3Wlq\\_uT5xqPqJQcMP50D5qOC7qP46smTqCBRj9VgZvic3CBWQV3vIR-STaM\\_Lf\\_pJAE\\_ofGEFyOnCBcpObHC\\_v7ksQX4PurqTJ\\_4VnVkh44atmY-R4ecZOVlw6sl3c0KxYQ](https://www.facebook.com/permalink.php?story_fbid=636474673734655&id=268569100525216&_cft__[0]=AZVqcvpH20r93lbcxmn0sMirZ_IYB4hhAPJ1E6x8IO3Wlq_uT5xqPqJQcMP50D5qOC7qP46smTqCBRj9VgZvic3CBWQV3vIR-STaM_Lf_pJAE_ofGEFyOnCBcpObHC_v7ksQX4PurqTJ_4VnVkh44atmY-R4ecZOVlw6sl3c0KxYQ)
- <https://www.facebook.com/IslamicReliefPakistan/posts/4839608882736430>
- <https://www.facebook.com/sahadruralsupport/posts/3502600383106838>
- [https://twitter.com/UNDP\\_Pakistan/status/1422493578345975826?s=20](https://twitter.com/UNDP_Pakistan/status/1422493578345975826?s=20)
- [https://www.facebook.com/permalink.php?story\\_fbid=1331921307183523&id=620610604981267&\\_cft\\_\\_\[0\]=AZUID9kvIQv4eirGbZYEF7ZU-WolEcy0LqDqV-kyihIOONMJ8JE6KxAANnEU2Zpj1\\_oxkKFGJ2f3pT0d478vV2lwbwCT70fncSVc-fQmgfA9pluTslK\\_PvLqF7PGvI8o5\\_WoTzShMCZcwNHSQkZIR2wCjOcnOpYm8IJC2MiBNQ\\_gk6gFRcVYcUg7YNU0Bb4sk](https://www.facebook.com/permalink.php?story_fbid=1331921307183523&id=620610604981267&_cft__[0]=AZUID9kvIQv4eirGbZYEF7ZU-WolEcy0LqDqV-kyihIOONMJ8JE6KxAANnEU2Zpj1_oxkKFGJ2f3pT0d478vV2lwbwCT70fncSVc-fQmgfA9pluTslK_PvLqF7PGvI8o5_WoTzShMCZcwNHSQkZIR2wCjOcnOpYm8IJC2MiBNQ_gk6gFRcVYcUg7YNU0Bb4sk)
- [https://www.facebook.com/story.php?story\\_fbid=4119572224742981&id=589840401049532](https://www.facebook.com/story.php?story_fbid=4119572224742981&id=589840401049532)
- <https://www.facebook.com/DCOrakzai/posts/2633406433548489>
- <https://www.facebook.com/DCOrakzai/posts/2628533144035818>
- <https://www.facebook.com/DCOrakzai/posts/2604432099779256>
- [https://www.facebook.com/permalink.php?story\\_fbid=727454237970031&id=68569100525216&\\_cft\\_\\_\[0\]=AZVWhqBA-e2L2yzuV3dQ4QrJJTPOAB3sCmrmARAokwfaQcsYeiYEH4-f4kmAkCYCRIB-8aacYbF\\_-OTcevaFGYWG2iV9cRpW-Gk2Y2cKySxNRKGoFZi\\_JUoxMTBk4d4dSp9EODdKqEBx1a4m4vUd-R\\_GDTvadtGIQWVbJAr20v\\_g](https://www.facebook.com/permalink.php?story_fbid=727454237970031&id=68569100525216&_cft__[0]=AZVWhqBA-e2L2yzuV3dQ4QrJJTPOAB3sCmrmARAokwfaQcsYeiYEH4-f4kmAkCYCRIB-8aacYbF_-OTcevaFGYWG2iV9cRpW-Gk2Y2cKySxNRKGoFZi_JUoxMTBk4d4dSp9EODdKqEBx1a4m4vUd-R_GDTvadtGIQWVbJAr20v_g)
- <https://twitter.com/PTIKPOfficial/status/1360590063751606278>
- [https://www.facebook.com/permalink.php?story\\_fbid=698128964235892&id=68569100525216](https://www.facebook.com/permalink.php?story_fbid=698128964235892&id=68569100525216)
- <https://twitter.com/GhazanGJ/status/1360926597050757120>
- <https://twitter.com/GhazanGJ/status/1337662546468343808>
- [https://twitter.com/UNDP\\_Pakistan/status/1361904796198985731](https://twitter.com/UNDP_Pakistan/status/1361904796198985731)
- <https://www.facebook.com/IslamicReliefPakistan/posts/4682459275118059>
- <https://www.facebook.com/IslamicReliefPakistan/posts/3453410854689580>
- <https://www.facebook.com/undppakistan/posts/4261966640516251>







**UNDP Pakistan**  
@UNDP\_Pakistan

To equip youth with market-based trade skills & to increase their livelihood opportunities, #UNDPinPakistan, with support from @JapanGov provided three months of vocational skills training to 884 youth (234 women) from Kurram & Orakzai districts of Khyber Pakhtunkhwa.



10:06 AM · Feb 17, 2021

38 12 Copy link to Tweet

**Islamic Relief Pakistan**  
June 21

With progress being made, communities in tribal districts still face many issues including poor infrastructure. In Orakzai, community driven development yielded amazing results. Together the community built 65 streets, connecting small villages improving the accessibility. A big thank you to UNDP Pakistan, Japan - The Government of Japan for supporting the project.



11 comments 7 shares

**Islamic Relief Pakistan**  
8 April 2020

Raising awareness is crucial to saving lives during #Coronavirusoutbreak. Communities in hard to reach areas living under tough conditions are more vulnerable. In tribal districts of KP, we are supporting government's efforts to fight #COVID19. #RPakistan



Ayaz Raja and 46 others 1 comment 2 shares

**UNDP Pakistan**  
August 3

#UNDPinPakistan and Islamic Relief Pakistan organized an arts and crafts exhibition in Orakzai district.

The exhibition showcased the work of 170 women vocational skills trainees and aimed to promote traditional handicrafts as a livelihood opportunity for women in the area. Japan - The Government of Japan



Abdul Haseeb and 41 others 3 shares

**UNDP**  
19 Aug 2020

#SRSP in partnership with #UNDP has started a project "Stabilization through Inclusive Livelihoods" in merged districts. Construction work on 8 community physical infrastructure schemes has been started in district Kurram. Community dialogues were conducted in various Tehsils to initiate the construction work on 2 Water Supply schemes and 5 Sanitation schemes in Tehsil Upper, Central and Lower Kurram of District Kurram. Beside community elders Assistant Commissioner, Tehsil, Central Kurram and Lower Kurram participated in these dialogues and distributed Cheques among Community Organizations (COs) to initiate construction on schemes. #SRSP #UNDP #P #GovernmentofPakistan #COVID-19 #Livelihoods #Pakistan #Socioeconomics #FollowGovtOfP #CoronaPakistan #COVID-19 UNDP Pakistan



Calan Khan and 171 others 28 comments 14 shares

**UNDP Pakistan**  
@UNDP\_Pakistan

#UNDPinPakistan & @IslamicReliefPK organized an arts & crafts exhibition in Orakzai district.

The exhibition showcased the work of 170 women vocational skills trainees & aimed to promote traditional handicrafts as a livelihood opportunity for women in the area.



MOFA of Japan and 3 others 2:44 PM · Aug 3, 2021 · Twitter Web App

## **IX. Lesson Learnt:**

The major lesson learned/best practices are outlined below.

- Access to the target areas required NOCs. Timely issuance of NOCs or their delayed processing remained significant challenges throughout the project duration. Due to the delays in NOC issuance, activities were delayed at the start. The programme closely coordinated with the government authorities to mitigate those delays, and ensured cooperation and information sharing with district level authorities throughout implementation.
- Throughout the execution of the programme, a key lesson learnt was working in coordination with the Community Organisation and Government/District Administration with regular information sharing that minimized duplication of efforts and thereby maximized value for money. Consequently, community led the implementation of physical infrastructure schemes (CPIs) created ownership in the communities leading to its cost effectiveness, transparency, and building the capacity of local skill labourers.
- Other lessons that can be taken from this project are the good “relationship building” between the community and the government. This initiative has created an interface between the government and local communities to reduce the trust gap and enhance accountability. Mutual understanding, awareness and cooperation improved the community’s trust and perceptions of and attitudes towards the government.
- Using local procurement for the CPIs implementation supported the local/district economy creating economic opportunities for the community in the local markets.
- Livelihood’s initiatives were also examples of good practices. Provision of vocational skill training and tool kits created earning opportunities and enabled the beneficiaries to expand or start their businesses.
- Engaging youth from different sects, communities and villages by reinvigorating sports events and linking them up with other communities to participate in tournaments promoted tolerance in the communities and encouraged the concept of interdependence. This initiative instilled the values of peace, tolerance, harmony, pluralism, and co-existence.
- The formation of Women Community Organizations and development training have promoted women’s rights, and economic empowerment. These COs have also raised awareness among women to become “change agents” for sustained socio-economic development. As a result, local women have demonstrated larger resolve across the rehabilitation initiatives and processes. Appreciation of women’s role in local development has encouraged local women to actively participate in decision-making processes. Women are now engaged in the establishment of home-based, small scale enterprises and vocational training. The inclusion of women remains a challenge in the merged districts. Going forward, culturally sensitive gender mainstreaming strategies should be further developed to ensure the inclusion of women.

## X. Major Challenges

The project faced the following challenges during its implementation:

- 1. No Objection Certificate:** Delay in the issuance of No Objection Certificate impacted the pace of the project implementation. Regular follow up was conducted with the concerned authorities for the issuance of NOC. Queries of the Government officials were proactively addressed, and coordination was maintained at provincial and district levels.
- 2. COVID-19 Outbreak:** COVID-19 became a major impediment and lockdowns and ban on gatherings established by the Government further delayed the NOC issuance and project implementation. Keeping in view the SOPs and guidelines issued by the Government, UNDP and IPs organised virtual meetings to plan project activities. To avoid large gatherings as per Government instructions, existing COs were reactivated where possible, instead of forming new COs. Project activities were conducted observing all COVID-19 safety and social distancing SOPs and in smaller groups wherever possible.
- 3. Security Situation:** Security incidents caused unrest in the area and district administration's measures to control the situation occasionally resulted in restricted movement. This posed a serious challenge in timely mobilisation activities and the identification of beneficiaries and schemes. In many cases, the deadlines for the activities had to be rescheduled due to such unforeseen delays. The project team at the district level remained in continuous contact with district authorities to stay informed and updated on the situation.
- 4. Tribal Conflicts:** Due to the tribal conflicts in Kurram, IPs offices were temporarily closed, and movement was restricted in June and July 2020. UNDP, through its IPs, maintained close coordination with the district administration and law enforcement agencies. Updates were acquired regularly, and planning was done accordingly.
- 5. Unpredictable Weather Condition:** Unpredictable weather caused frequent challenges. Kurram district is characterized by severe cold weather in winters. Due to the snow fall in the targeted areas, infrastructure work was not possible to implement in the winter months.
- 6. Ensuring Diversity:** Maintaining diversity in the district and balancing between Sunni and Shia beneficiaries needed to be carefully managed. UNDP and its partners have been working in the Kurram and Orakzai districts for more than a decade and are well placed to manage the diversity in the district. The project took efforts to extend equal opportunities for all groups to equally benefit from the interventions.
- 7. Women's Participation:** Kurram and Orakzai districts are dominated by the tribal culture where women's mobility and participation remained a challenge. UNDP and its IPs ensured substantive participation of women to the highest extent possible. Training workshops were organised at local level for the women. In areas where the formation of women community organisations is a challenge, smaller groups of women are formed. Under the infrastructure component, where men were mostly

engaged in the construction work, schemes were identified that benefited women as well.

8. **Capturing Women Events:** Due to the conservative social fabric of the local communities and general society of both districts, it has been a continuous challenge to capture women-based events, IPs ensured to involve female staff in such events exclusively and pictures were captured considering local norms.