



## Naway Wraz (KPMD) Programme Programme Closure Report (Oct 2018 – Oct 2020)

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## Acronym and abbreviations

ADP	Annual Development Plan
ALP	Alternative Learning Pathways
AIP	Accelerated Implementation Plan
BR	Birth Registration
BRP	Birth Registration Project
CE	Community Engagement
CNIC	Computerized National Identity Card
CP	Child Protection
CRMS	Civil Registration Management System
CRPs	Community Resource Persons
CSO	Civil Society Organisation
DWSS	Drinking Water Supply Schemes
DDMA	Directorate of Disaster Management Authority
EVI	Extremely Vulnerable Individuals
FAO	Food and Agriculture Organization
FCR	Frontier Crimes Regulation
FCDO	Foreign, Commonwealth & Development Office
FATA	Federally Administered Tribal Areas
GRM	Grievance Redressal Mechanism
GoKPK	Govt. of Khyber Pakhtunkhwa
HFs	Health Facilities
IEC	Information, Education and Communication
IP	Implementing Partner
KPK	Khyber Pakhtunkhwa
KPMD	Khyber Pakhtunkhwa Merged Districts
KP	Khyber Pakhtunkhwa
LG	Local Government
LHW	Lady Health Worker
MHM	Menstrual Hygiene Management

MEL	Monitoring , Evaluation and Learning
MPTF	Multi Partner Transfer Funds
NMDs	Newly Merged Districts
NWP	Naway Wraz Programme
NADRA	National Database and Registration Authority
NFC	National Finance Commission
ODF	Open Defecation Free
PATS	Pakistan Approach to Total Sanitation
PC-Is	Planning Commission One
PHED	Public Health Engineering Department
PWD	People with Disabilities
QLD	Qabail Led Development
RCO	Resident Coordinator’s Office
SBCC	Social Behavioural Change Communication
SNICs	Smart National Identity Cards
ToT	Training of Trainers
TMA	Tehsil Municipal Authority
UN	United Nations
UNICEF	United Nations Children’s Fund
VFM	Value for Money
VWCS	Village WASH Committees
WASH	Water, Sanitation and Hygiene

## 1. Summary and Programme overview

### 1.1 About the report

This report presents progress made by the Naway Wraz Programme (Oct 2018–Oct 2020), which was funded by the Foreign, Commonwealth & Development Office (FCDO) and jointly implemented by a consortium of UN agencies i.e. UNDP, UNFAO, UNICEF, UNWOMEN and coordinated by UNRCO. The report captures the achievements of the first phase of the programme from its inception until its completion in Oct 2020, with a focus on the 4 logframe Outcomes and end targets.

This is the project completion report for FCDO and to MPTF.

The structure of the report is as follows:

- **Section 1** introduces the report, describes the programme and its context, and summarises achievements.
- **Section 2** discusses progress made towards achieving the outcomes of the programme and the impacts made, in the context of its theory of change (ToC) and log frame.
- **Section 3** Progress made against individual outputs.
- **Section 4** describes the successes, shortcomings, lessons learnt and follow up actions for future programming in this area.
- **Section 5** summarizes the programme’s value for money (VfM).
- **Section 6** discusses the programme’s management of risk.
- **Section 7** explains its financial performance.
- **Section 8** describes the programme’s approach to monitoring, evaluation, and learning (MEL).
- **Section 9** Records Testimonial of key Counterparts
- **Section 10** Programme Grievance Redressal Mechanism
- **Section 11** elucidates safeguarding measures adopted by the agencies during COVID-19

## 1.2 Programme Overview

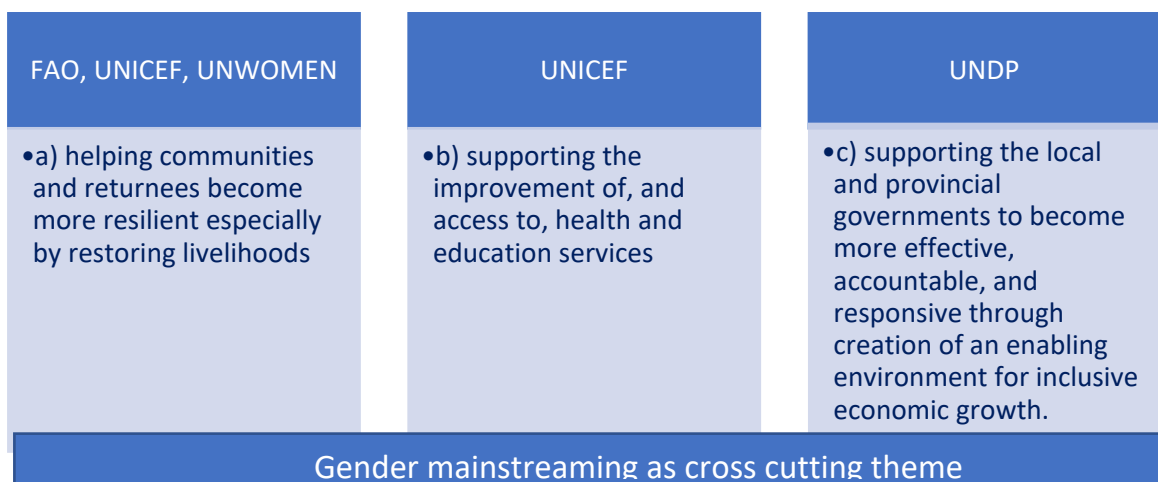
<b>Title</b>	<b>Naway Wraz Programme for Newly Merged Districts (NMDs)</b>
<b>Impact</b>	Improved stability and decreased poverty in the NMDs'
<b>Outcome</b>	Improved citizens' trust in the state, access to basic services and economic opportunities in the NMDs, particularly women, children and the vulnerable
<b>Duration</b>	2 Years (Phase-I)
<b>Reporting Period</b>	Phase- I Oct 2018-Oct 2020
<b>Donor</b>	Foreign, Commonwealth & Development Office (FCDO)
<b>Funding</b>	GBP 27.87 Million
<b>Consortium</b>	UNDP, UNFAO, UNICEF, UNWOMEN and coordinated by UNRCO
<b>Location</b>	Newly Merged Districts of KPK (Khyber, Orakzai, Kurram, South and North Waziristan, Bajaur and Mohmand)

## 1.3 Summary of Programme

The Naway Wraz Programme with funding of Foreign and Commonwealth Office (FCDO) was initially conceived as a 6 year programme (2018-2024) phased in three equal terms of two years each with a total budget of £ 110 Million. The phase 1 of the programme (Nov 18 - Oct 20) with reduced outlay of £27.87 Million concluded in Oct 2020. Given the proven technical expertise in delivering similar mega projects in the extremely volatile security environment, a consortium of four UN agencies i.e. UNICEF, UNDP, UNFAO and UNWOMEN with coordination lead of the UNRCO were chosen to undertake the first phase in seven districts of newly merged districts (NMDs). The intervention districts were Khyber, Kurram, Orakzai, South and North Waziristan and birth registration, COVID awareness and UNDP activities in all seven districts including Bajaur and Mohmand.

Based on the situation analysis, the joint programme under the leadership of the UN Resident Coordinator envisioned to ensure the sustainability of the returns process and strengthen the social contract between the state and the citizenry. Over its first phase, the programme focused on contributing to 'humanitarian to development' transition and technical assistance that lays the groundwork for longer-term institutional reforms. The FCDO funded programme specifically aimed to build stability and reduce poverty in the KP Merged Districts. With a cross-cutting focus on increasing the engagement and participation of women, the objective was to be realized through:

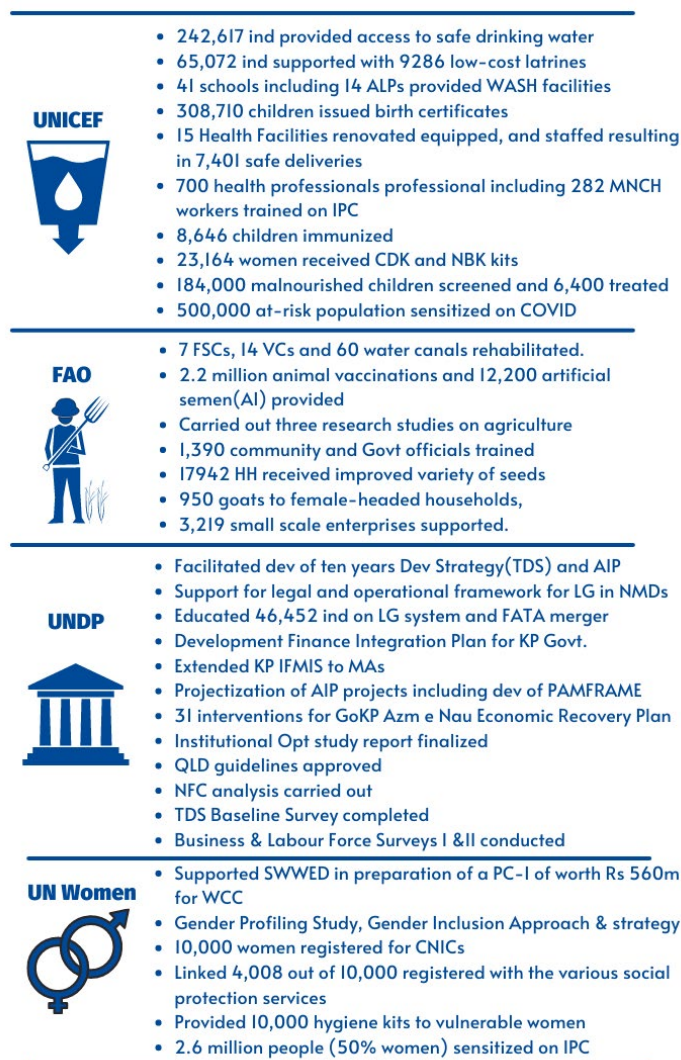
**Figure 1: Programme Outcomes**



In close collaboration with the GoKPK, the programme worked to improve access to the basic education and health services, strengthen the livelihood sources and support state institutions and legislation to bring NMDs at par with KP.

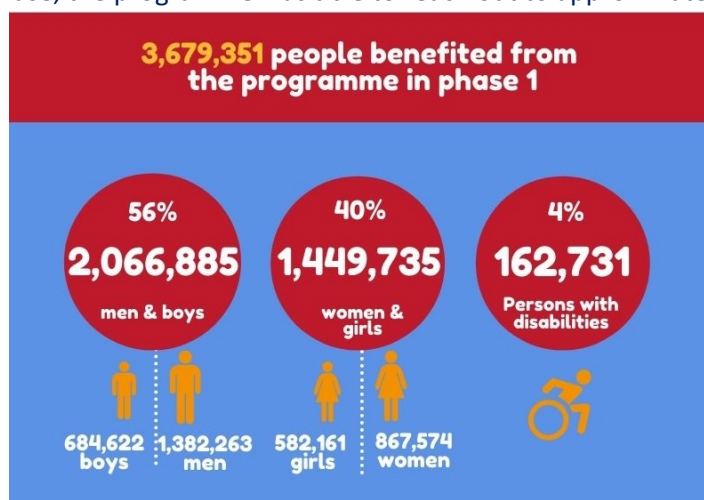
Having been revised in June 2020 essentially to respond to health and economic implications of COVID-19, the Programme has been able to provide WASH and IPCs services in Govt. health care/quarantine centres, trained frontline health workers, created awareness amongst masses on IPC, provided additional agriculture and livestock inputs besides strategically helping the provincial Govt. on launching the Azm-e-Nau economic recovery strategy, which will mitigate the long-term effects of COVID-19 across different sectors. The salient achievements of the programme over its first phase include but are not limited to;

**Figure 2: Programme Key Achievements**



**Figure 3: Beneficiaries Reached**

Over the course of its first phase, the programme was able to reach out to approximately 3.67 million people



## 1.4 Programme approach

### 1.4.1 Evaluation of Theory of Change, and validation of assumptions

The expected impact of the programme is ‘improved stability and decreased poverty in the NMDs’. The proposed outcome of the programme is ‘improved citizens’ trust in the state, access to basic services and economic opportunities in the NMDs, particularly women, children and the vulnerable (which includes people living with disabilities)’.

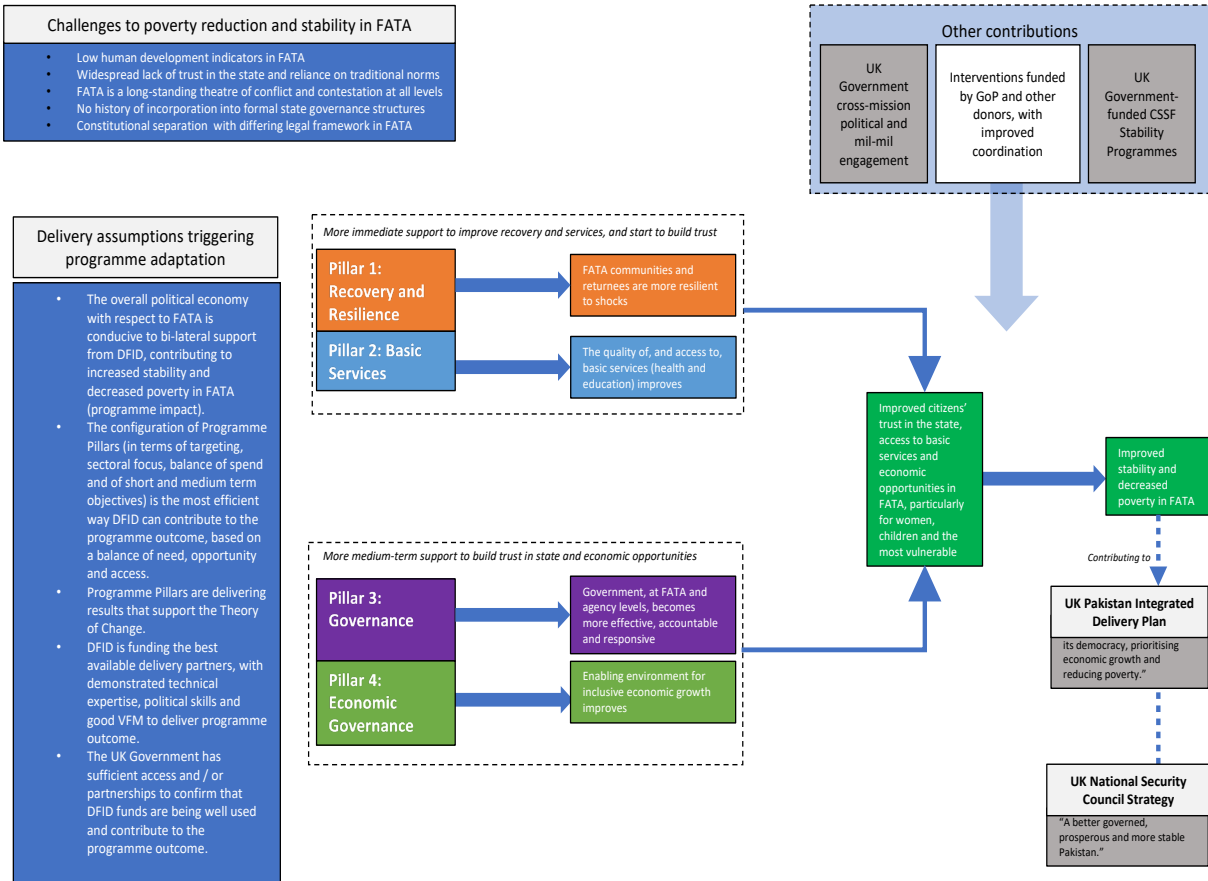
The Theory of Change of the programme emphasized that the programme adopted a two-fold approach to achieving this outcome (Figure)

- Support for livelihoods, education, and health for the NMD’s population – now and as reforms are implemented in targeted areas of need. The rationale behind this thinking was that unmet expectations could bolster grievances and undermine progress towards peace and stability. How services provided would be central to stability.
- Support for political consensus and institutional change in the NMDs – required to make the region more stable and prosperous as part of KP over the longer term. This element would include local government, economic policy, and planning and, potentially, rule of law in the NMDs, drawing on FCDO Pakistan’s technical expertise.

The impact and outcome indicators for the programme have not changed compared to the Business Case. There has however, been a change in activities as the programme pivoted to support the GoKP’s response to COVID-19.




**Figure 4: Theory of Change**

**Figure 1: FATA Programme Theory of Change**  
Phase 1 | two years | 2017-2019



**Theory of change assumptions and validation- agencies**

**Table 1: Theory of Change Assumptions and Validation (assessed by UN agencies)**

Assumptions	Validation (Holds True)
<p><b>Assumption-1:</b> The overall political economy with respect to FATA is conducive to bi-lateral support from FCDO, contributing to increased stability and decreased poverty in FATA (programme impact).</p> <p><b>Explanation/Justification:</b> The UN agencies were able to achieve the committed programme targets in basic social services, agriculture, and governance, however, with some exceptions to LG where elections did not hold. The security situation and political considerations continued to be intermittently beyond the programme’s control. The achievement of programme milestones indicate that supporting progress in Ex- FATA – a region still in nascent stages of its political and administrative transition, facing severe development and security challenges and a resource-constrained environment – is both possible and needed. It has also been noticed that AIP as part of the TDS was much affected by COVID-19 and the government shifting its development priorities with a strong risk of dwindling foreign and GoKPK funding for the region.</p>	<p>Partially  or Completely </p> <p><b>HOLDS TRUE COMPLETELY</b></p> 
<p><b>Assumption No 2:</b> The configuration of Programme Pillars (in terms of targeting, sectoral focus, balance of spend and of short and medium term objectives) is the most efficient way</p>	<p><b>HOLDS TRUE COMPLETELY</b></p>

FCDO can contribute to the programme outcome, based on a balance of need, opportunity and access.



**Explanation/Justification:** The configuration of Pillars in an integrated programme ensured coherence, complementarity and harmony while making sure that resources and efforts don't duplicate. The integrated programmed was more conducive for the UN agencies to adhere to the UN principles of 'leaving no one behind' and 'doing no harm' to achieve the results synergistically. The agencies pursued the programme's targets successfully both before and after the restructuring of pillars. Given a huge need for diverse nature all over the region, the blend of programme services and goods were delivered with more focused targeting, which earned confidence and ownership of the end beneficiaries and the line departments.

**Assumption No 3:** Programme Pillars are delivering results that support the Theory of Change.

**HOLDS TRUE  
COMPLETELY**

**Explanation/Justification:** The programme delivered results that supported the Theory of Change, results achieved by UNDP have contributed to making relevant government offices more effective, accountable, and responsive, and to improve the enabling environment for inclusive economic growth. Similarly, UNICEF chipped in with the provision of much needed improved access to the basic social services and FAO was able to secure and diversify the livelihoods of the masses. However, the sheer magnitude of challenges such as restricted access, volatile security, institutional fragility, and subpar institutional efficiencies must be considered for a realistic assessment of the path to achieving desired end results within a short timeframe. The terminal evaluation of phase I was not part of the plan to establish and substantiate envisaged parity of results to the theory of change with data.

**Assumption No 4:** FCDO is funding the best available delivery partners, with demonstrated technical expertise, political skills and good VFM to deliver programme outcome.

**HOLDS TRUE  
COMPLETELY**

**Explanation/Justification:** Ultimately FCDO will make this determination. UNICEF demonstrated its expertise in addressing multi-dimensional child deprivations access to basic social services, recovery and building resilience. UNDP's access to and close partnership with government (e.g. with much capacity support provided through embedded units) was instrumental to programme implementation, including access, and would be difficult for most other (non-International Organization) potential partners to achieve. Being a technical agency for agriculture improvement, FAO contributed to increasing the resilience of the community against food diversity and insecurity through self-implementation modality and did remarkably well in introducing research-based best global agrarian practices. The UN agencies have had a leverage in terms of coordination with civilian and military leadership and are the most trusted delivery options in the context of the merged districts.

**Assumption No 5:** The UK Government has sufficient access and / or partnerships to confirm that FCDO funds are being well used and contribute to the programme outcome.

**HOLDS TRUE  
COMPLETELY**

**Explanation/Justification:** The UK Government can expect strong communication and coordination with the UN agencies, in line with established policies and procedures, to confirm that FCDO funds are well spent and contribute to the programme outcome. Naway Wraz implementation saw intensive communication and coordination between the UN and FCDO, with a high frequency of meetings between staff. Moreover, the agencies were able to delineate and report on VfM indicators to the satisfaction of FCDO to assist FCDO to have evidence on the cost-benefit comparison as well.

## 1.4.2 Change Management



The NMDs are considered amongst the most volatile and challenging operational contexts in Pakistan, with an unstable security situation coupled with strong traditions and widespread deprivations. The NMDS remained strenuously regulated under a notoriously denounced FCR and culturally rigid values together with woefully daunting economic challenges. The transition from pre to post-merger came with its own complexities and challenges in terms of fragile institutions, volatile security situation, and weak institutional capacities. Against this backdrop, a huge 6 years programme with an initial outlay of GBP 110 million was designed. The first phase had an exhaustive list of deliverables for the consortium of four UN agencies structured into three pillars to deliver.

In order to deliver this complex programme in an extremely challenging environment featuring security volatility, cultural shocks, weak and subpar institutional base and limited access, the programme adopted the following approaches to achieve agreed milestones.

**Contextual and societal barriers were tackled by adopting conflict sensitive programming**, including prior assessments, analysis on contextual factors, social dynamics, and gender aspects, targeting sites and communities most in need. A risk-informed management matrix was also completed and informed the design of integrated services delivery in the programme catchment area.

**Centralized Grievance Redressal Mechanism**, given the limited access, weak institutional base and unique cultural dynamics, a centralized grievance redressal mechanism (GRM) was designed and implemented by UN agencies. Every effort was made to disseminate the contact numbers to the entire beneficiary base and other stakeholders in order to enable them to report on all sorts of complaints and share their first-hand feedback. With the predominant participation of end beneficiaries, the system helped in ensuring accountability and transparency besides being instrumental in improving the quality of service provision.

**Continuous risk monitoring:** The intervention areas were beset with a severe risk from the beginning necessitating vigilant risk tracking by the UN agencies. The UN agencies kept radars on to spot, capture, respond and report on all risks to FCDO. Adequate risk management made it possible for UN agencies to dilute the impact of the severity of risks before any damage. FCDO was kept posted through quarterly reporting on risks and due diligence. Due to high fiduciary risks, the UN agencies enacted strict financial control besides sensitizing the staff and beneficiaries on aspects of safeguarding risks as well.

**Reflections, learning and adaptations:** Right from outset of the programme, learning from reflection and integrating through midcourse changes was part of the plan. The programme has held regular reflection sessions to figure out what was working and what not to adapt swiftly. The advent of COVID 19 was greeted with a lot of repurposing and midcourse alterations to deal with the COVID 19 implications most effectively. In the same way, several activities like the distribution of poultry birds were substituted with more workable solutions. The programme was restructured in operation lines instead of pillars which were resulting in needless transaction costs.

**Strongest coordination with Government authorities:** Notwithstanding the host of challenges, the programme was able to achieve 100% targets. This became possible because of seamless coordination with the relevant govt departments. UNRCO demonstrated leadership in reaching out to all power corridors to discuss challenges proactively and ensured the availability of adequate operational space for the implementing agencies. The UN agencies and FCDO also stayed in regular contact with Govt departments to keep things rolling.

**Integrated and multi-Sector target selection criteria** to reach the most vulnerable and hard-to-reach groups using village mappings, the involvement of key informants to ultimately be able to reach about 0.5 million people in the five targeted NMDs (in addition to an extension of the birth registration component to districts Bajaur and Mohmand).

**Multi Layered -layered monitoring mechanism** enabled the programme to ensure transparency and accountability to beneficiaries with regular tracking of interventions and timely identification of bottlenecks for corrective actions. The programme activities were simultaneously monitored and tracked by the UN agencies, third party and IP's thus ensuring the quality of services and goods as well as adherence to UN core principles of 'do no harm' and 'leave no one behind'.

**Building synergies for effective programming**, with enhanced leadership and co-ordination of UN agencies by the RCO and improved collaboration between UN agencies and FCDO, all led to achieving quality results. The synergies and value for money collaborations enabled the implementing agencies to achieve greater results spending minimal efforts. The UN agencies tapped on inter-sectoral and inter agencies sharing of resources and maintaining close coordination with other development actors.

**Adaptation in the context of COVID-19 and considering using WHO guidelines for infection prevention**, UNICEF modified the model of health and nutrition service delivery in the context of COVID-19 to ensure the safety of service providers and beneficiaries in addition to achieving efficiency gains in supply chain management. In addition, the programme in midst of its implementation was pivoted to address economic and health implications of the COVID and supported the TDS and AIP to shoulder state responsibilities to foment a collective and robust response to the unprecedented catastrophe.

**The Naway Wraz Programme faced challenges**, including some delays and operational challenges around security. However, agencies mitigated many challenges and risks with diligence, advocacy with the government, modified plans where necessary, including those pertaining to the KP merger and occasional flareup in tribal and sectarian clashes.

## 1.4 Programme context

The Naway Wraz Programme was conceived and designed in a particular context of prevalent massive poverty and instability in the erstwhile FATA region which was further exasperated by recent military operations and resultant displacements. The historic special status of the region has been another reason for its special cultural dynamics and deep-rooted poverty. Against this backdrop, the previous regime decided to merge Ex FATA with KPK province in order to bring it at par with the rest of the country. The erstwhile FATA lags behind much of Pakistan in development terms. Weak governance structures, low human development indicators and limited economic opportunities are the legacies of its historic political and legal separation from the rest of Pakistan. 73% of Ex- FATA's population live in multi-dimensional poverty. Pakistan's military operations from 2014 to 2017 substantially curbed the ability of armed groups to operate there but resulted in the displacement of an estimated 1.9 million people, with 84% returning to date to a region largely unable to fulfil their basic needs and expectations in terms of livelihoods, access to health and education services, and economic opportunities. There is broad agreement for a package of reforms for Ex- FATA, widely considered the most viable to date, and an aspiration to administratively incorporate it into neighboring Khyber Pakhtunkhwa (KP) province. The Pakistani military continues to voice support for reform. Notwithstanding ongoing political disruption in Pakistan, the underlying incentives for reform over the medium term remain strong.

There was a clear need for both immediate support to returnees, much of the resident population and, potentially, subject to political reform progression, longer-term support for institutional change. The programme intended to fund activities across three pillars: resilience and recovery, basic services, governance. Each pillar was to support the government's proposed Ex-FATA reform package. Given the probable length of time for comprehensive reform to take place, the programme intended to run for six years. It was envisaged to comprise three phases, each approved by Ministers – to allow re-appraisal of the context and viability of the planned response. The first phase was planned to work through the United Nations, who have had good working relationships with the local political authorities and the Pakistani military who continued to play a significant role in erstwhile FATA.

**Historically high levels of poverty and insecurity of EX FATA due to the special status since independence:** Since the 19<sup>th</sup> century, Ex-FATA has been treated as a buffer zone to manage the border with Afghanistan. Its citizens have been deprived of the constitutional rights enjoyed in the rest of Pakistan, with measures such as collective punishment enduring. They had no access to formal courts, civilian-led police or elected provincial or local representatives. Instead, the Governor of the neighboring Khyber Pakhtunkhwa (KP) Province had been acting as the agent of the President of Pakistan in FATA.

**FATA being the poorest region of Pakistan had 73% of its 5 million population living in poverty compared to a national average of 39%.<sup>1</sup>** 30% of births were being attended by a skilled birth attendant, compared to a national average of 86%.<sup>2</sup> Adult literacy stood at 28% (8% for women) compared to a national average of 57% (43% for women).<sup>3</sup> It was as low as 2.4% for women in FATA's Bajaur Agency.<sup>4</sup> One million, out of 1.8 million children (aged 5-16), were out of school. Many families did not send their girls to school, particularly as they reach puberty<sup>5</sup>.

**Limited Livelihoods and economic opportunities.** Ex-FATA's economy is primarily pastoral. Many people live in barren, dry, mountainous areas vulnerable to climate change. Only 10% of land is fertile and only 7% currently suitable for farming.<sup>6</sup> Because Pakistan's formal legal system was absent, banking, and other financial services were not available. Investment from outside FATA was highly risky and largely non-existent. Joint ownership of property was common. Informal taxes (rahadari) had developed into major impediments to economic activity. Local business was primarily small scale. Trade within FATA, across the border with Afghanistan, or with in-country markets was substantial - but mostly within illegal sectors. On average, 7.6% of households had at least one person working outside FATA (mostly abroad).<sup>7</sup>

**The legal framework, as well as cultural, traditional, and social practices kept women in FATA highly vulnerable.** The Frontier Crimes Regulations<sup>8</sup> (FCR) provided no rights to women in relation to property ownership and made no reference to crimes against women. There were no legal mechanisms to protect women from traditional customs such as swara (child marriage to settle disputes) and valvar (bride pricing). The military actions against militants over the last ten years have dramatically worsened women's participation in public life and their social mobility. While women undertake agricultural roles, however, their public interaction was not encouraged. The utilization of health centers by women dropped from 70,000 in 2006 to fewer than 10,000 in 2010 and there continues to be a particular shortage of women medical officers

### Figure 5: Map of Merged Districts

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<sup>1</sup> Pakistan Multidimensional Poverty Report, Ministry of Planning Development and Reform with support from University of Oxford and UNDP (2016).

<sup>2</sup> FATA Development Indicators Household Survey (2013/14) (Oct 2015). 2010 joint assessment by GoP, UNICEF and WHO of Mohmand Agency, considered typical of much of the FATA as reported in UNICEF's Situation Analysis, FATA Report (2012),

<sup>3</sup> FATA Development Indicators Household Survey (<http://fata.gov.pk/files/MICS.pdf>).

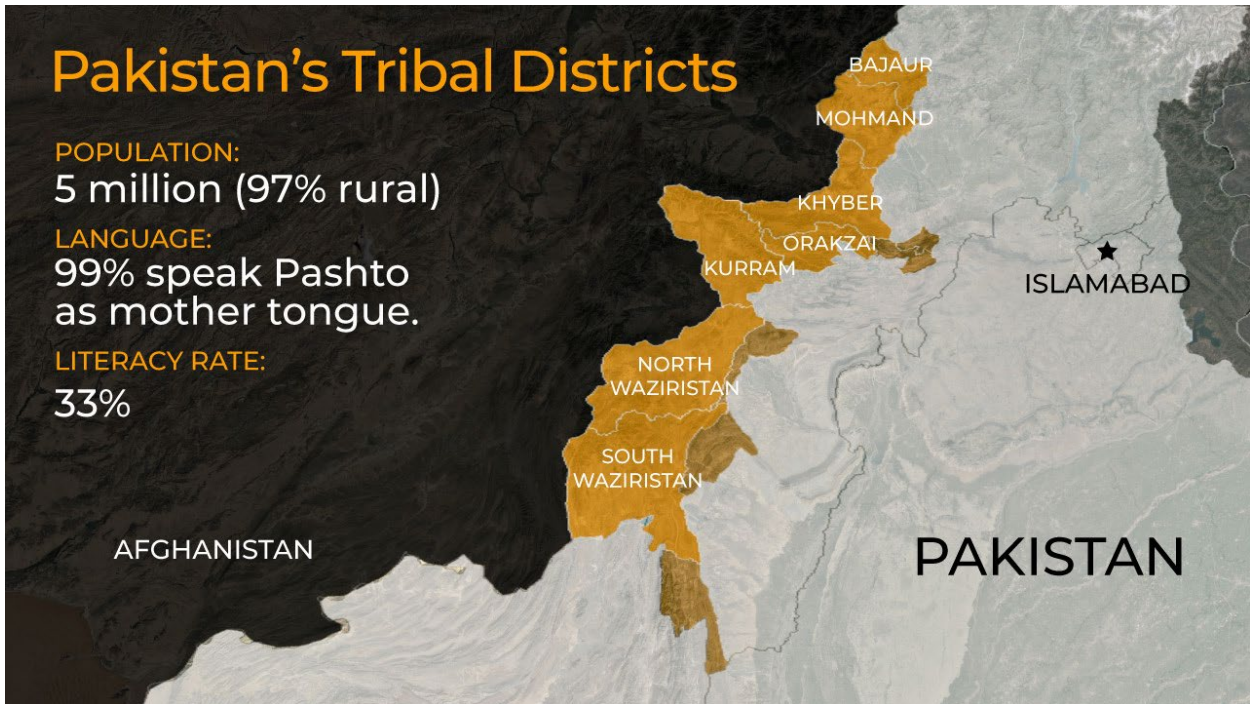
<sup>4</sup> Ibid

<sup>5</sup> Gender Integration in FATA Reforms: Women's Access to Justice and Ending Violence against Women in FATA, UN Women, 2018.

<sup>6</sup> FATA Agricultural Action Plan, FATA Secretariat & FAO (2016).

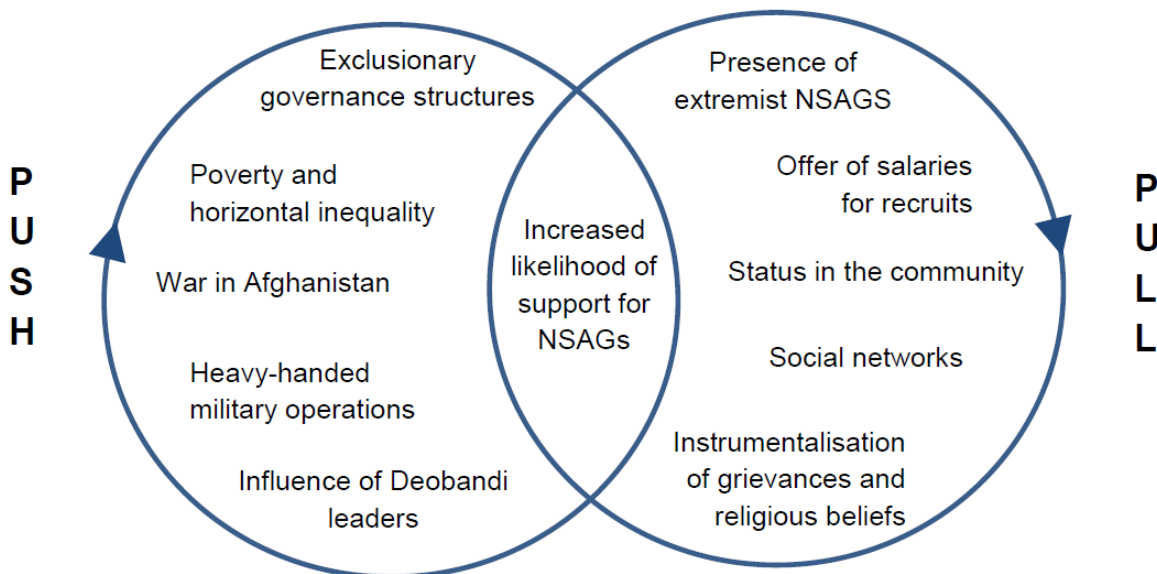
<sup>7</sup> FATA Development Indicators Household Survey.

<sup>8</sup> The Frontier Crimes Regulations were originally introduced in 1901 and then incorporated into Pakistan's constitutions. The FCO brings together judicial, military and civil powers under 'political agents' who report to the governor appointed by the President. Some of the more egregious elements include: non jurisdiction of the courts in FATA; collective punishment of tribes; and settlement of disputes through the application of arcane tribal laws.



**FATA has experienced high levels of insecurity and militant insurgency since the 1980s.** Across Pakistan, 50,000 persons have been killed by terrorism since 2001, many of them in FATA. Non-state armed groups (NSAGs) were using FATA as a sanctuary following the Soviet invasion of Afghanistan and later the collapse of the Taliban in Afghanistan. A combination of ‘push’ and ‘pull’ factors, including exclusionary power structures, the absence of the rule of law, and poverty, justified for inclusion for NSAGs

Figure 6: Push and pull factors driving support for NSAGs in FATA



**The military operation also resulted in the displacement of some 1.9 million civilians,** of whom about 84% had returned by June 2017. About 15% of these returnees are in female-headed households.<sup>9</sup> In total, 5.3 million people

<sup>9</sup> UNOCHA, June 2017

were displaced from FATA since 2008, some multiple times. Violence associated with militants and counterinsurgency also destroyed or damaged basic infrastructure, such as shelters, health centres and schools.

**Internally-displaced persons (IDPs) were facing pressing needs for livelihoods and basic services as they returned to FATA.**<sup>10</sup> Out of 2674 households surveyed by UN Office for the Coordination of Humanitarian Affairs (OCHA) in 2016, 23% were food insecure; 81% reported a lack of livelihoods opportunities; and 81% lacked basic services. 58% of returnees were using unsafe drinking water. 74% of shelter roofs were either partially or fully damaged. Irrigation damage was reported at 64% and livestock ownership down from 77% to 42%. Women and girls face multiple types of violence indirectly related to the instability, such as trauma, emotional and psychological violence, financial exploitation and neglect. 5% of households are female-headed as a result of conflict and displacement and 2.8% have no adult male member in the households, which increases their vulnerability.<sup>11</sup> The prevalence of female-headed households had left women vulnerable to exploitation by extended family members. The lack of property rights further exacerbated this, as female returnees did not have rights to their former homes or businesses without the involvement of male relatives.<sup>12</sup>

**Higher expectations of returnees to access to rights and services in FATA.** To consolidate the gains on increasing support for girls' enrolment among returnees, the programme included education component. The behavioral shift towards accepting school admission of girls could be attributed to fact that most of the IDPs chose to reside in host communities within neighboring KP where they had better access to services. Anecdotal evidence suggests IDPs are only returning for up to three months at a time, due to the poor conditions in much of FATA and better electricity, public services and economic opportunities in KP or in Karachi (Pakistan's second largest Pashtun city).

**Pakistan's former Prime Minister, Nawaz Sharif, initiated a FATA reform process, and considered to be the most credible and extensive since Pakistan's independence.**<sup>13</sup> Bringing stability and development to FATA required changes to FATA's constitutional status to make it fully part of Pakistan. In 2016, the Prime Minister's FATA Reform Committee recommended integrating FATA into the neighboring KP Province by 2021. The Cabinet approved the comprehensive reform package on 2 March 2017. The package includes structural legal reform such as phasing out the FCR, introducing elected local governments, and additional budget resources for FATA (see box 1). **The new Prime Minister, Shahid Khaqan Abbasi, has reinvigorated the reform process by placing himself at the helm of a new 'FATA Reform and Implementation Committee'.** The underlying dynamics that forced FATA reform onto the political agenda, including the military's interest in the establishment of legitimate civilian government (thereby being able to drawdown its substantive investment in FATA) and the clamor for reform from FATA youth and civil society and the returnees, remains strong. This was much awaited and desperately need opportunity for international development actors to come forward with contribution for solution of history old problems. The FCDO funded was a part of colossal efforts being envisaged to bridge the all sort of economic and governance gaps.

## 1.5 Summary of programme achievements

### 1.5.1 Provision of access to agriculture and livestock-based livelihoods-FAO

- **Strengthening the selected government facilities and community structures** working in close collaboration with green sector line departments operational in the merged districts, the programme was able to rehabilitate 7 x Farm Service Centers (FSCs), registered and sensitized 4,000 male farmers with these centres, 14

<sup>10</sup> IDP/Returnee survey of humanitarian needs in KP/FATA, UN OCHA, 20 Dec 2016 [https://www.humanitarianresponse.info/system/files/documents/files/pakistan\\_idp\\_returnee\\_survey\\_fata\\_2016.pdf](https://www.humanitarianresponse.info/system/files/documents/files/pakistan_idp_returnee_survey_fata_2016.pdf)

<sup>11</sup> Multi-cluster Assessment of IDPs returnees, KP and FATA, 2016

<sup>12</sup> 'Gender Guidelines for FATA programme design' (February 2017), drawing on Coffey International Development 'USAID Pakistan Gender Analysis & Gender Assessment of Stabilization Programming', DFID Pakistan, 2012.

<sup>13</sup> This assessment is based on DFID Pakistan's FATA Political Economy Analysis (December 2016) and British High Commission political analysis. It is shared with most of the 10 FATA Members of the National Assembly, FATA youth, professional associations, the UN FATA Senior Adviser and in media reports

Veterinary Centers are solarized and equipped with diagnostic tools, provided with 2.2 million animal vaccinations and 12,200 artificial sexed semen to improve the animals breed. To enhance the production capacity of farmers and to minimize water wastage, 60 irrigations channels have been rehabilitated with 21,838-acres of irrigation potential. To assist the green sector line departments in effective planning and policy formulation for NMDs, three research studies (2 x climate-smart agriculture, 1 x Redefining of Argo-Ecological Zones) have been undertaken to produce updated scientific knowledge. Besides, 1390 Govt and community members including female farmers have been capacitated through pieces of training and exposure visits. The RRU unit of PDMA has been technically and financially assisted to effectively deal with the consequences of COVID -19 catastrophe.

- **Improved varieties of seeds and livestock support**, to effectively contribute to addressing food security challenge, FAO has been able to provide an improved variety of seed to 22,500 farming HH. In addition to this, 4000 farmers supported with seed storages, 950 goats and 500 turkey birds to female-headed households, 886 HH assisted with rams and bucks for breed improvement, 4312 small scale enterprises (2,014 fruit orchards, 28 nurseries, 1350 vegetable enterprises, 424 animals feedlot fattening units) operationalized through necessary inputs and pieces of training. The potato farmers on average have received PKR 5,25,000 from the sale of potato from 1 acre of land besides keeping a portion for the household consumption. The production has increased significantly due to improved seed and improved practices. The tomato entrepreneurs on average received an income of PKR 480,000/- from one acre of land.
- **Climate smart agriculture profiling** of targeted districts to provide a comprehensive baseline on the effects of climate change on agriculture; helps in informed adaptation and mitigation actions to planners and practitioners.

### 1.5.2 Access to education and health improves and system strengthened as a basis for improved quality

- **Integrating gender-focused interventions into programming:** Use of district-wise gender-segregated results during the programme lifecycle helped UNICEF in programming to address gender inequities. This was done through the provision of gender-segregated latrines, menstrual hygiene management (MHM) awareness activities for adolescent girls and placement of a mahram or male relative for frontline female workers (such as nutrition assistants) for them to feel secure in performing duties while away from their hometowns. UNICEF also provided a gender-focused teaching approach to create a conducive environment for continuity of girls' education whereby female teachers were recruited. Female teachers recruited from within the community helped in sensitizing parents to enroll daughters.
- **Access to education and health improves and system strengthened as a basis for improved quality:** Improved access to drinking water, WASH and sanitation services, 85 Drinking Water Supply Schemes, including 52 solarized schemes, enabled 242,617 beneficiaries to access uninterrupted safe water amid an acute shortage of power in the five NMDs. 65,604 people benefited from UNICEF supported community-led total sanitation intervention, whereby 1,870 latrines were constructed on a self-help basis through the support of community resource persons (CRP) and village WASH committee. Moreover, 86% of the target population was sensitized about risks involved in open defecation practices and are using and properly maintaining latrine facilities as a result. Following the successful model of the birth registration pilot there was increased demand for birth registration in NMDs and the Government of KP allocated public funds (around US\$ 4.1 million) in 2020-21 towards the endeavour. Thus far additional workforce has been recruited for taking over upon the conclusion of this programme, thereby ensuring the sustainability of interventions.

- **Strengthen government health infrastructure and capacity**, 15 health facilities have been renovated, equipped, staffed with 76 HR, resulting in 7412 safe deliveries and provision of ANC to 11572 and PNC to 3890 women, 700 health professionals trained on IPC and provided with PPEs, 282 MNCH and frontline health workers trained on COVID-19, 20 health care facilities provided with WASH and IPC services like DWSS, PPEs, disinfectants and training of staff on IPCs etc.
- **Improved access to health services and awareness**. An estimated 0.5 million people in the NMDs were reportedly benefitting from the integrated outreach of health, nutrition and hygiene promotion services; whereby 30 mobile teams, linked with 15 rehabilitated healthcare facilities, were reaching at least 20% of the population and providing access to 24/7 basic emergency obstetric care. The outreach teams immunized 8646 children, provided ANC -1 to 22726 women, 23164 women received CDK and NBK kits to women, 97,941 lactating women and malnourished children received MM supplements and iron-folic acid, 6400 Children registered for severe malnutrition with a cure rate of 97%, 17,073 women received counselling on child care, 500,000 at-risk population was reached through 366 radio spots, 736 TV videos, 20 live shows, 18215 religious leaders for awareness around COVID prevention measures Total 4,358 children (94 per cent of targeted) with severe acute malnutrition (SAM) were treated.
- **COVID Response**: The **foundational investment in education**, prior to the refocus during COVID-19, has translated into significant improvement in systems and infrastructure for addressing long-standing problems of OOSC through continuity of learning during the school closures in 2020 when the 150 newly established alternative learning programme (ALP) centres started to function in October 2020. UNICEF provided an **integrated approach during COVID-19 response**, wherein WASH and infection prevention control (IPC) services were extended to an additional twenty healthcare, isolation and quarantine facilities for continuity in the safe delivery of essential basic health and nutrition services. Through **Risk Communication and Community Engagement (RCCE)**, UNICEF worked with health experts to promote facts over fear, bringing trustworthy guidance to parents, caregivers and educators, including the use of mass media outlets, social media and local language dialogues, reaching many families and communities.

### 1.5.3 Technical support to Govt and UN agencies for strategizing gender and enabling women to avail available social and economic services

- **The technical assistance of 'UNWOMEN' has helped SWWED** to approve a PC-I worth Rs 560 million which envisages setting up women community centres across the NMDs. 'UNWOMEN' has produced Gender Profiling study, Gender and Inclusion Approach Paper for Phase I and gender and inclusion strategy for Phase II of KPMD, and rapid assessment of FAO Workplan besides identifying 70 community influencers for future interventions around women uplifting. To connect the vulnerable women with available social services, UNWOMEN has helped 10,000 women to register for 'CNICs', linked 4008 out of registered with the various services. In the face of an ongoing pandemic, provided hygiene kits to 10,000 to extremely vulnerable women and ran mass awareness radio campaign around IPC measures and the importance of 'CNICs' reached out to approximately 2.6 people (50% women).

### 1.5.4 Improved institutions and legislation to bring NMDs in line with KP including an enabling environment for economic growth- UNDP

- **Supported the KP government in establishing a legal and operational framework for the establishment of elected local governments in the Merged Areas**. Facilitated the government in amending the KP LG act in 2019 to incorporate the NMDs. The amended LG act provides structural and functional details of the LG system. For the effective functioning of the local government after its election, UNDP developed online learning and management system and Rules of Business for Tehsil and VC/NC level local governments. UNDP also developed 4 different kinds of training manuals for the elected councillors and LG staff for capacity building. Moreover, the

VC/NC profiling exercise provides a socio-economic profile of each VC/NC which can be used as a baseline for developmental planning of the Merged Areas. UNDP also provided support to the 25 newly established TMAs by deploying 25 Technical Associates to these TMAs who helped the government in developing PC-1s. Until the end of KPMD the Technical Associates were able to prepare 54 PC-1s in a very quick span of time. The introduction of LG in the Merged Areas for the first time is being considered as a historical changed for which the people of the area have been waiting for decades. To educate the communities on the introduction and functioning of LG UNDP engaged 120 Youth Ambassadors in the entire Merged Areas who reached out to the 46,452 individuals including 13,339 women through face to face communication and imparted them knowledge on the Local Government System.

- **Improved planning, budgeting, accounting & auditing at the district level**, UNDP developed and approved financial integration plan for the KP government is currently being implemented and ultimately led to the merger of erstwhile FATA finance with the KP finance department. Extended KP IFMIS to Merged Areas and introduced one budget for KP and FATA. Formula based vertical share of each NMD in the PFC recommended block development fund, an online/real-time dashboard on budget execution reporting of NMAs developed and made live in August 2020. Built the capacity of district-level staff on KPIFMIS and budget cycle through specialized training on budget cycle and KPIFMIS.
- **Improved Environment for Economic Growth**, AIP II approved in June 2020, Overall AIP projectization was 59%, with a total release of PKR 10.33 Billion and expenditure of PKR 395 Mill, 46 % (86/184 PC-Is) of AIP projects reviewed by UNDP to meet PAMFRAME criteria as part of the AIP review mechanism, Vital Economic Operations Management (VEOM) policy briefs and 3 VEOM notes input into draft proposals for a total of 31 interventions to include in Azm e Nau, the KP Government’s Economic Recovery Plan, Over 85% of the overall AIP stands projectized with direct inputs from UNDP’s sector specialists on more than 60% (73/142 PC-1s) of the AIP I projects. UNDER AIP II, 36% (48/133) schemes projectized with an approval rate of 88%, UNDP input into the Azm-e-Nau KP Economic Recovery Plan 2020-23 for both ADP and AIP, Institutional Optimization study report finalized and QLD guidelines have been approved by GoKPK. Moreover, concept notes and analysis on 6 Innovative Special Emphasis Programmes (SEPs) presented to apex leadership and agreed, likely to be approved by Dec 2020, NFC analysis carried out and preparatory work done to present when NFC convenes, TDS Baseline Survey completed, being analyzed and to be published in Dec 2020, Business and Labour Force Surveys I & II conducted

## 2. Progress Against Outcomes

**Table 2: Progress Towards NWP Outcomes**

### 2.1 Outcome 1 : RCO enables integrated delivery of the programme through provision of enabling environment and providing strong accountability on delivery

<b>Indicator 1.1.1</b>	NW programme team under the RCO provides a strong platform to the UN Agencies to facilitate delivery of joint results, demonstrates leadership in facilitating the embedding of stronger safeguarding, conflict sensitivity and community involvement approaches in the partner UN agencies
<b>Programme Contribution/Achievement</b>	The UN through the merged district support programme piloted aspects of the One-UN reform. FCDO Pakistan is the first FCDO office globally to invest in ‘an empowered Resident Coordinator and strengthened RCO’ at the country level. This relation was manifested through a UN Standard Administrative Agreement (SAA) that was signed between FCDO and RCO directly, rather than with individual agencies This innovative approach aimed to increase: accountability, co-ordination, and synergies between UN agencies. The UNRC stood accountable for the delivery of NWP. The UNRC demonstrated leadership in getting the programme take off the ground in an extremely challenging



working environment of ex-FATA. This became possible due to loads of coordination with implementing partners and Govt. line departments and military essentially to mitigate risks of shrinking operating space. The UNRCO continued constructive engagement with Govt. authorities through regular coordination meetings both at provincial and district levels. Tailor made progress reports together with coms products like briefs, pamphlets were exceedingly helpful in illustrating and amplifying the bigger picture to all concerned. Alongside, UNRC field monitoring using unbiased optics played a significant role in holding the UN agencies accountable to the donor and beneficiaries.

The field visits by UNRCO team influenced the quality of service delivery, bridged coordination gaps with line departments and augmented GRM visibility in the field. The centralized GRM system gave unprecedented power and vigilance to the beneficiaries to closely monitor different aspects of the programme implementation and feel included at the same time. This proved instrumental in mitigating safeguarding, fiduciary risks and quality of service delivery and beneficiary accountability could become possible.

Demonstrating the leadership, the UNRC team developed results based reporting templates with rating criteria built in, to hold agencies accountable on their workplans. Quarterly, narrative reports (financial, physical) along with separate annexures on risk registers, due diligence, quality dash board, asset registers, contextual analysis on political economy, value for money reports were collated, quality assured in terms of being results based aided all stakeholders to keep track of programme efficiency and effectiveness. These reports fed to the programme governance committees and contributed in informed and profound decision-making process.

The UNRC constituted and made functional several coordination structures such as MEL working group, finance WG, GRM working group in order to provide common platforms for the participative UN agencies to foster collaborative and interactive working environment. These groups had their frequent meetings and were able to maintain a vibrant working relationship horizontally and vertically. Uptake of key findings from the field, research hub, and GRM were discussed and incorporated into the programme.

Working on recommendations of annual review, the UNRC facilitated agreement between UN agencies and FCDO on specific number of workstreams to report value for money on and hired external resource to prepare the accumulated value for money report. The contextual factors were scanned and reported, emerging risks were identified, captured, and reported proactively.

## 2.2 Outcome 2: Communities are better prepared to cope with shocks

Indicator 2.1.1	Proportion of the population in targeted communities reporting benefits from an enhanced livelihoods, water, sanitation, hygiene, and protection support
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<b>Programme Contribution/Achievement</b>	The impact assessment study to determine ways and extent the programme has benefited the targeted communities was not planned in Phase -I, neither was baseline collected during the programme. Therefore, there is a limited established evidence of people reporting the benefits of the programme. The anecdotal evidence, however, collected by the FAO monitoring teams suggest that small enterprises supported during the programme have started bearing early fruits. The entrepreneurs/vegetable growers have reported a noticeable increase in their productivity and income. Likewise, instances of people reported having reinvested proceeds from feedlot fattening for expansion and continuation of business predict encouraging future. The long term impact of support provided to the communities such as 2.41 million vaccine's doses, 12,200 artificial sexed semen, improved variety of seeds to 22,000 HH, 4000 seeds silos, rehabilitation of 66 water canals expanding the command area by 37% and 1000 animals to female headed HH are expected to help them increase their income over the period between 1 to two years' time.
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On WASH and protection, rehabilitation of 85 DWSS to provide sufficient and safe water at door-step has eased lives of communities in NMDs, especially of women and girls. Feedback from community inform, a significant decline in their commute to have access to drinking water, improved hygiene due to the availability of adequate water and saved extra time to invest in other productive activities. Anecdotal evidence collected by programme monitoring teams suggest a decline in gastro-intestinal related complaints in some communities. WASH interventions have also helped in conflict resolution, social cohesion amongst local communities.

Total 9,296 latrines constructed, benefitting 65,072 individuals. With a special emphasis laid on behavioral change and promoting hygiene practices, 86% of the target population were sensitized about risks involved in open defecation practices and are using and properly maintaining latrine facilities. Birth Registration had its lowest rates in the NMDs with less than 1 per cent (MICS 2007) and has now enhanced to 14.6 percent. The anecdotal evidence also indicate that people found convenient issuance of birth certificate helped children travel abroad, corrected their record in schools, helped children in getting access to health and scholarships etc. Likewise, 4000 out of 10,000 women helped with CNIC registration were linked with available basic social services besides creating awareness on importance of CNIC. The women of the area have been made to realize the importance of identity card which is first step towards their economic empowerment.

Indicator 2.1.2	% of targeted population who perceive they are better prepared to cope with shocks. (FAO)
<b>Programme Contribution/Achievement</b>	The programme was developed in the backdrop of exceedingly fragile or non-existent institutional base together with vulnerable communities returning to their homes having spent, on average 4-10 years of internal displacement. The condition of abandoned homes, livelihood sources, basic social services and infrastructure during displacement further aggravated, hence adding to their vulnerabilities.

FAO carried out in-house studies to assess the effectiveness of some of the interventions, to gauge resilience of communities to cope with the shocks because of the intervention.

Per the data collected, 60% of the beneficiaries of the feed lot fattening intervention ‘strongly agreed’ and 40% ‘agreed’ with the statement that they are now better prepared to cope with the shocks as a result of the income they have generated through the intervention. The study was conducted for the large ruminants in North Waziristan. Similarly, 49% of the potato intervention beneficiaries ‘agreed’ and 23% ‘strongly agreed’ with the above statement whereas 28% showed indifference towards the statement.

Among the tomato enterprise beneficiaries 74% agreed with the statement and 14% disagreed whereas the rest exhibited indifference towards the question.

FAO interventions were principally focused on reinforcement of food security challenges and sustainable livelihood, whereas, most of the activities were based on the enterprise's development, and its sustainability. Although, no study could be conducted to assess the achievement of the project at impact level, but generally the project has enhanced the resilience of the target communities by increasing their income levels through establishment of profitable enterprises, enhanced agriculture productivities, adoption of modern agrarian and livelihood rearing techniques. The economic and social assets of the communities are also developed on self-sustained basis, which are proving key in increasing their coping capacities. The coping capacity of the farming communities has enhanced both at the individual as well as community level to withstand economic shocks. Similarly, the capacity development and sensitization of the government institutions and local village-based organizations is expected to prove vital in sustainability of the interventions and supporting the target population in the face of adverse events. The most vulnerable

female headed houses have received pregnant goats and turkey birds which are predicted to play handy role in uplifting the economic plight of the most vulnerable women. In addition, formation of woman committees and their training on improved agricultural practices would help them take up greater role in economic spheres of life.

The economic and social assets of the communities are also developed on self-sustained basis, which are proving key in increasing their coping capacities. The coping capacity of the farming communities has enhanced of the target population at the individual as well as community level to withstand any future economic shocks.

**Indicator 2.1.3** % of women that availed the government services (subject to the availability of services) - ( Target: 20% women out of 15,000.) = 3,000 women (Unwoman)

**Programme Contribution/Achievement** A total of 4,008 women out of 10,000 registered for smart cards (SNICs) from the five merged districts were linked with the available social services. These services included MNCH, Sehat Insaf Card, Zakat and Ushar grants and eligibility to get aid from social programmes. The linking to social services entailed informing women about the existing services and their eligibility and documentation/application process, helping them in filling the application, as maximum women did not have enough education to fill out the application form and submitting the same to the concerned service providers. Keeping constant liaison with the service providers on the status of the same and keeping the beneficiaries informed about the status of their applications was another area of support.

### **2.3 Outcome 3: Access to education and health improves and system strengthened as a basis for improved quality**

**Indicator 3.1.1** % increase in education and health facilities which are equitably and easily accessible to the most need

**Programme Contribution/Achievement** The education indicator was subsequently dropped due to pivoting of the programme in the aftermath of COVID-19 to address health and economic implications. Regardless, 150 ALP centres were made functional by October 2020 using other UNICEF resources. Though it took longer than anticipated to materialize, UNICEF played a key role in developing the first-of-its-kind Policy for ALPs and a corresponding Programme Implementation Unit (PIU), which attracted other donors to pool funding. Total 650 (100%) Parent Teaching Committees (PTC) were notified/activated. All these committees have access to public funding for school improvements. Meanwhile, 11 prefabricated structures are benefitting 534 students, including 208 girls, and 21 teachers (9 female) in areas where school buildings were damaged during the decade long conflict.

Total 55 lower secondary schools were operationalized with UNICEF support and made functional, thereby benefitting 1,838 girls and 63 female teachers.

About 15 health facilities in five districts have been rehabilitated, equipped with materials, staffed, equitably distributed, and made functional during this programme. These are now providing 24/7 emergency obstetric care in the NMDs. As many as 8,324 safe deliveries and 22,329 antenatal care visits took place in these health facilities.

30 mobile health outreach teams remained operational across the intervention districts throughout and were able to sensitize and assist the communities with enhanced knowledge on importance of balanced diet, pre/post-natal care essentials, safe deliveries. This was done together with provision of food supplements for malnutrition and lactating women. This awareness raising has positively contributing towards making people resort to health facilities specially women.

**Indicator 3.1.2:** Ratio of school going children achieved that is at par with rest of the KP

**Programme** Programme related interventions were dropped due to the constraints resulting from the outbreak of COVID-19

**Contribution/  
Achievement**

UNICEF initiated Alternative Learning Pathways (ALP) interventions in late 2018 where there was no prior ALP service delivery mechanism and the Elementary & Secondary Education Department (E&SED) had a limited mandate for OOSC. UNICEF advocacy with the Secretary E&SED paved the way for the establishment of the first platform of its kind, which later in 2020 transpired to become the PIU – a dedicated body working to operationalize ALPs using seconded staff with UNICEF funds from other resources, and later pooled funding from all concerned development partners.

By October 2020, ALP centres had been made functional. However, due to school closures, actual operationalization was delayed and eventually dropped from the programme due to the limited time available to complete phase 1. UNICEF redirected internal resources from other sources to continue operationalizing ALP centres, which later proved critical in supporting the continuity of learning for children during the pandemic.

Prior to COVID-19, a total of 55 lower secondary schools were functional, benefitting 1,838 girls and 63 female teachers, the latter of whom were engaged in mobilizing communities to enrol girls. This intervention remained critical in providing access to post primary education for girls at risk of dropping out beyond the primary level. Parents and community members recognize the importance of education, so when UNICEF attempted to create a conducive environment through more female teachers, communities and parents were mobilised to enrol their daughters. Therefore, with increased emphasis on recruiting female teachers, more girls continued their education – a feature that was also recognised by government partners.

Schools shutdown for most of 2020 and one month of 2021 during the pandemic, increasing the risk of inequities in education provision to children across rural and urban lines.

The 2020 Annual School Census has been concluded by Education Monitoring Authority (EMA) and data is being collated and analysed. Once completed, the exact situation and ratio of OOSC and children in schools can be ascertained, particularly on the extent to which the ratio of school going children in NMDs has improved.

Indicator 3.1.2: % of Ante-Natal Care first visit in target Agencies (disaggregated by district).

**Programme  
Contribution/  
Achievement**

Since the flow of data from NMDs into KP-HMIS was inadequate, UNICEF, in consultation with the Department of Health, utilized administrative programme data for a trend analysis. As there was no data on the monthly breakup of antenatal care (ANC) first visits in 2018, the data on ANC first visit per month was calculated for 2018 and for 9 months (19,818) of 2020 data, which shows a percentage increase of **54 %** for 2020. (Source: KP Department of Health Administrative Data).

Indicator 3.1.3 % measles immunization coverage in target district (disaggregated by district)

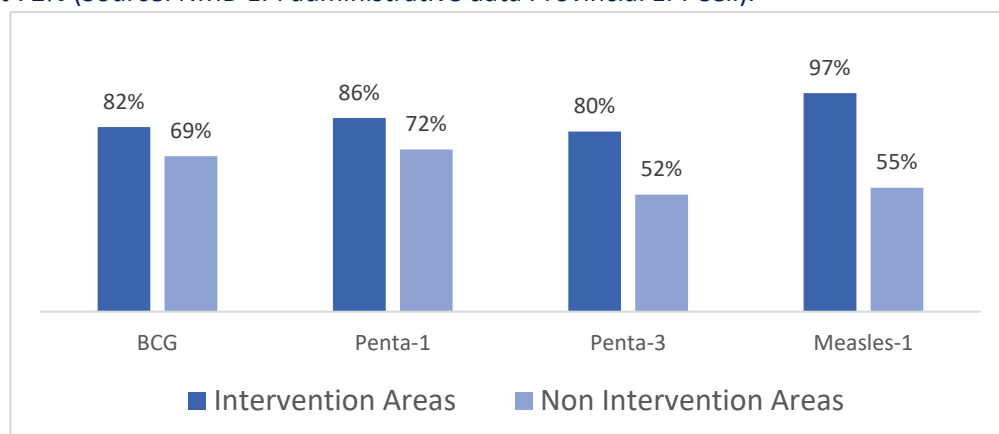
**Programme  
Contribution/  
Achievement**

A total 8,646 (147.8%) children were vaccinated against measles (first dose) in the programme catchment area of target facilities. The breakdown by NMD is given below:

Children Im- munized Measles 1	Khyber	Orakzai	Kurram	North Wa- ziristan	South Waziri- stan	Total
	1,656	864	3,070	2,173	883	8,646

The comparative analysis between intervention areas, Naway Wraz intervention and non-intervention NMDs, revealed that there was a marked improvement in intervention districts. Use of out-reach teams providing integrated health services has been very successful in immunizing children

in NMDs. This can be seen by a comparative analysis between intervention and non-intervention areas. For example, **measles coverage reached 97% in the intervention geographical areas**. Meanwhile, in intervention areas reach for Penta 1 is good at 86% while its poor in the non-intervention areas at 72% (Source: NMD EPI administrative data Provincial EPI Cell).



Source: NMDs' EPI administrative data- Provincial EPI Cell.

The operating environment was challenging for immunization programmes considering a difficult physical terrain, vaccinator strikes, a strained geopolitical situation and operational challenges in the context of COVID-19. Despite that, outreach health teams have continued to reach the un-reached.

**Indicator 3.1.3** % Proportion of safe deliveries in target district (disaggregated by district)

**Programme Contribution/Achievement** A total of 8,324 safe deliveries were conducted through skilled birth attendants at target health facilities. Breakdown by NMD is given below:

Institutional Deliveries at 15 target Health Facilities	Khyber	Orakzai	Kurram	North Waziristan	South Waziristan	Total
	3,156	401	4,656	06	105	8,324

As per the 2020 comparative health data analysis conducted by UNICEF and the Department of Health, the number of institutional deliveries at target facilities increased by 48% in 2020, as compared to a 29% baseline in 2018. Only 808 deliveries were conducted per month in 2018, increasing to more than 1,200 deliveries per month in 2020. This is in part attributed to improved maternal, newborn and child health (MNCH) facility infrastructure after the rehabilitation of targeted 15 facilities from January 2020 onwards (Source: NMD Programme Data, Department of Health, KP).

## 2.4 Outcome 4: Improved institutions and legislation to bring NMDs in line with KP including an enabling environment for economic growth

**Indicator 4.1.1** 4.1.1 Extent to which elected local government system is extended to NMDs. (Scale: (1= no legal framework. 2 = legal framework established, 3 = elections held, results notified, permanent staff hired, 4 = councilors and staff oriented and trained)

**Programme Contribution/Achievement** 2. Local government elections in Khyber Pakhtunkhwa, including the NMDs, were not held during the implementation period of the programme, despite the previous term having expired on August 28, 2019 and the constitutional requirement that elections be held. The failure to hold elections was beyond the control of Naway Wraz. Despite the absence of elections, Naway Wraz programming contributed to extending the local government system to the NMDs in a number of ways, including through civic education and technical assistance to the Local Government, Elections and Rural Development Department. Technical assistance included activities in support of capacity

building of government servants: the Learning Management System developed with FCDO funds created a low cost remote training mechanism for government servants, which is important for strengthening their capacity over time. Four training manuals for elected councilors and local government staff were also developed. Tehsil Municipal Administrations were provided with capacity support through Technical Associates (TAs) hired with FCDO funds. TMAs are fledgling institutions with a mandate to provide municipal services that suffer from massive gaps in staffing and capacity. TAs supported the TMAs in budget preparation and release, development planning (development of 54 PC-1s supported), and other activities, many of which were designed to strengthen TMAs over the long-term. The project also supported the development of laws and rules to support local government in the Merged Areas, including the Rules of Business for Tehsil and VC/NC local governments. The project also supported face-to-face civic education through 120 Local Government Ambassadors (LGAs) recruited and trained by the project, which reached 46,000 people including 13,000 women. Evidence suggests that face-to-face civic education changed perceptions and knowledge around core state functions and knowledge of governance forms. The capacity building of the cadre of LGAs is itself of note as it has contributed to the creation of a group of young professionals in the Merged Areas that are potential change agents.

**Indicator 4.1.2** Improved GoKP planning and resourcing of development activities in NMDs. (Scale: 1. Plan not approved, Resources < Rs50b. 2. Plan & M&E framework Approved. Resources < Rs50b. 3. Plan & M&E framework Approved. Resources >Rs50b. 4. Resources >Rs50b. Provincial Financial Commission Mechanism Extended. Monitoring data collection mechanism in place.)

**Programme Contribution/Achievement** The project worked closely with the provincial government to support progress on the planning and implementation (including resourcing) of development activities in the Merged Areas. This included support to the top-level design of development strategy and processes including the Tribal Decade Strategy, and the creation and implementation of the Accelerated Implementation Programme and the development of AIP II. When COVID-19 struck Pakistan, the project was a source of timely, responsive technical assistance to the government’s planning for economic recovery including the generation of evidence about the economic impact of the pandemic.

In terms of sustainability, one of the strengths of UNDP’s programming under Naway Wraz has been that support from other donors has been mutually supportive. USAID funding has enabled continued support to development planning and implementation in the Merged Areas, building on work conducted previously with FCDO funding. This enables more sustained support to government partners although true sustainability will come not from further donor support but from changes within government. Investments in the evidence base for development planning in the Merged Areas (e.g. the AIP baseline survey) will extend beyond the life of the project. Naway Wraz programming, such as the support to TMAs, or the development of PAMframes, was designed to promote long-term change. However, there is a lack of evidence to date as to how effective this will be in the long-term.

**Table: 3 Progress Towards NWP Outputs**

### 3. Progress Against Outputs

#### Output 1.1: Enhanced leadership and co-ordination of UN agencies by the RCO

**Indicator 1.1.1** Lead and facilitate external engagement with KP Government and NMD communities to shape the strategic and operational programme coordination

Target Oct 2020

Achieved (Oct 2020) Coordination with relevant Govt departments (civil and military): The RC office engaged with the Government of KP ( chief foreign aid, P&D, govt authorities(civil and military) at district level and TDP secretariat to keep the offices abreast of the key contextual developments at large but also specific to the KPMD/Naway Wraz programme. The engagement also proved fruitful in exchanging formal/informal feedback on the programme and how it interacts with sociopolitical setting.

The RCO team through its engagement with key government departments continued to share the programme’s strategic objective, explained the community feedback mechanisms, and sought district administration’s support for dissemination of the reporting mechanisms with their respective communities. Strong and sustained relationships with key stakeholders provided effective mitigation to reputational and operating space risks. The RC office led on civil-military coordination and engagement around access/operational space for the programme through formal and informal channels. In Q7-8, Naway Wraz Programme Manager worked with the military stakeholders to reactivate a more structured approach through monthly ‘Access Working Groups’. This is a mechanism whereby delivery partners (UN as well as NGOs) regularly interacted with the military and security representatives with regards to access for development projects. This benefited the Naway wraz programme, its delivery partners but also wider development community. The RCO office proactively shared the information collated through the above engagement with the joint UN teams through the agreed mechanisms to inform quality of delivery and proactively manage risks.

Naway Wraz and COVID-19 coordination structures: PDMA led the COVID-19 response in KP. Naway Wraz worked closely with the core RC team to strengthen the sectoral working groups most relevant to the thematic areas covered by the programme. The Naway Wraz RCO team based in Peshawar worked closely with the RCO Provincial Coordinator in KP to contribute to the efficiency gained through functional working groups.

RCO’s engagement with communities and beneficiaries in the field: RCO field team had access and contacts at field level (covering all programme districts). Given access challenges, the programme received limited feedback directly from the communities. The RCO filled this gap in phase I and its presence pushed the implementing partners to adopt a coherent approach (one UN) in the field. The RCO team approached the field as a neutral (with no direct delivery itself), had local knowledge (field associates belong to the districts) and a better understanding of the big picture. Through a total of 21 field visits, receiving feedback from communities benefiting from various interventions also enabled better identification of useful value for money and policy collaborations for more meaningful integration across the programme.



**Key advantages / successes of the above engagement/approach:**

- Continued operating space for the programme- the government and civil-military stakeholders were aware of the programme in its totality (and not just as agency workplans) and how it contributed to the development in the region
- Continued real-time knowledge/understanding of the context shared across key stakeholders/networks, used to inform programme delivery
- Improved programme delivery because of regular feedback from the government and the communities

- Work with the UN agencies towards better transparency, stronger monitoring, and more coherent communication especially on community feedback

**Indicator 1.1.2 Facilitate and manage internal engagement with the four partner UN agencies and with FCDO to ensure quality and timely delivery, facilitate knowledge management and enable policy and VfM collaborations**

Target Oct 2020

Achieved  
(Oct 2020)

The UN agencies reported directly to FCDO on delivery against the agreed workplans (with RCO in the loop). However, RCO engaged with agencies in five specific areas: **community feedback, safeguarding, financial management, value for money and knowledge management.**

Community feedback mechanisms: In phase I, Naway Wraz introduced a community feedback mechanism – lead by the in-house RCO team in close collaboration with the GRM focal persons identified by the partner UN agencies (GRM working group). The system managed to provide valuable feedback on the quality of interventions. This included feedback on a) programme’s targeting approach, b) staff/aid worker behaviours in the field and c) quality of service delivery. Given the context (Naway Wraz GRM was the first of its kind for NMDs), the focus remained not on ‘number’ of complaints received but the benefits from the learning that the system brought. Below is summary of RCO role on GRM.

- RCO team developed and got disseminated GRM visibility material across the intervention districts. In total, a 50,000 pocket size visibility cards were disseminated to help giving voice to end beneficiaries to report their feedback directly to RCO.
- RCO field staff updated the complaints received in the online system and alerted agencies to take action. The RCO team also generated a quarterly analysis (status of the complaints and corrective steps taken) and spot-checked closed complaints by calling the complainant and confirming the issue had been resolved
- Provided evidence of how the feedback was used to improve quality of delivery in the field through quarterly reports and review meetings with FCDO

Safeguarding: Pre pandemic and at the onset of the programme, RCO ensured that agencies complied by safeguarding requirements through regular tracking of recommendations made by the donor within due diligence reports. Agencies appointed safeguarding focal points within their offices to report and record any safeguarding issues. Trainings and refreshers were also arranged by UN to sensitize their staff and IPs on safeguarding. Post pandemic, there were three priority safeguarding risks for Naway Wraz:

- a) Risk of spreading the infection through community facing interventions,
- b) Safeguarding risks around construction work done through FAO and UNICEF,
- c) The safeguarding risks from the aid worker behavior in the field (PSEA but wider staff behavior including political and gate keeper affiliations).

The RCO team aimed to procure the services of an international expert to help agencies operationalize their existing policies more effectively in the context of NMDs and to address these four risks in particular. Some of the priorities regarding safeguarding in the pandemic scenario are listed below:

- Received feedback from community and district administration and passed it on/followed up to the UN Agencies for their further actions



- Worked with UN agencies to rationalize their milestones, to support each other in the field, received feedback from the community and district administration and shared with UN Agencies
- RCO worked closely with the UNWOMEN to conduct this snapshot. The key safeguarding priorities included assessing staff behavior in the field and community safeguards. The assessment was not limited to PSEA but also captured wider staff behavior patterns in NMDs. This assessment helped develop better responses to mitigate these risks

**Value for Money (VfM)** The RCO team proactively evolved consensus between the agencies and FCDO on agreed number of workstream for VfM reporting. The RCO M&E officer led the collation and quality assurance of the quarterly VfM reporting on agreed workstreams besides building capacity of agencies' VfM focal persons on quality reporting. The RCO team hired external resource to bridge deficient internal expertise of agencies of reporting VfM. At the close of programme, a comprehensive VfM narrative together with excel sheet on economy was submitted to the donor.

**Knowledge management: RCO** worked closely with the agencies on the uptake of the recommendations from the Annual Review, Third Party Monitoring, community feedback mechanism, RCO's field visits. The RCO facilitated the development of an online central repository where the entire programme knowledge was uploaded for convenient access of all concerned. This also allowed better planning for phase II.

#### Indicator 1.1.3

#### Ensure quality narrative and financial reporting to the government and donor

Achieved(Oct 2020)

Per the side letter signed between FCDO and RCO, the RCO on a quarterly basis reported narrative and financial progress to the donor. The documentation included agreed annexes: risk register, due diligence tracker, MC dashboard (PIP tracker), GRM analysis and stories of change with the narrative report and asset register, value for money framework, delivery chain maps and cash forecast with the financial report. The RCO's role was crucial with regards to reporting, as RC office collated information received from all four UN implementing agencies, while also quality assured the information and consolidated it to share a succinct and meaningful report to the donor. Given the heavy weight of the report and the annexures that went along with it, RC office was in a sound place to establish a feasible timeline for both narrative and financial reporting. The timelines were agreed upon by the donor and UN agencies and strict follow up was done by the RC office to ensure that these were met. Though at the onset, reports were individually received from agencies and consolidated, the RC office later established a central space for all agencies to deliver their input to an online report. This reduced time and efforts. Timely and quality narrative and financial reporting to FCDO and the government helped reduce transaction cost. To keep relevant Govt. offices at provincial and district levels posted on quarterly achievements, targets and lessons learnt, a custom-made quarterly report was shared with key government departments throughout the programme. The report is an integrated snapshot of the quarter shared with the aim of updating the government on crucial developments. Other knowledge products such as updated programme brief, GRM visibility material were also shared with key partners including district administration. This has helped with continuous programme improvement by way of regular receipt of feedback and complaints through the RC office redressal mechanism.

### Output 2.1. Communities provided with better access to agriculture and livestock-based livelihoods (FAO)

#### Indicator 2.1.1

#### # of individuals with enhanced skills and understanding of climate smart agriculture practices

Target Oct 2020

1390

## Achieved

Over the course of Phase -I, a total 1,390 individuals (825 male & 565 female) from Govt. line departments, and farming community were trained through different activities i.e., in-house training, exposure visits and on-job trainings.

The capacity of government officials was built on project management & planning with special focus on PC – I development, as well as on the Livestock Emergency Guideline & Standards (LEGS). The farmers from various community groups were oriented/trained through exposure visits, in-house and on-job pieces of trainings through Farmer Field Schools (FFS) and other tailor-made events, keeping in view the need of the farmers and typology of the areas.

In this connection, 80 farmers (55 male and 25 female) supported with 03 Exposure visits to the well-established/functional processing units in other parts of KP (Swat, Kaghan & Naran Valley). Along with same lines, another 160 feedlot fattening unit's beneficiaries were trained on livestock rearing and management including feedlot management & marketing. 1,067 farmers (534 male & 533 female) capacity built through Farmer Field Schools (FFS) approach in the field in NMDs. The farmer's capacity building on modern agrarian practices include climate change adaptation are expected to lead to sustainable agriculture for poverty reduction.

### Indicator 2.1.2

#### # of selected government facilities strengthened to improve the supply of agriculture and livelihood support from the state to communities in the NMDs

Target Oct 2020

1. FSCs: 7 FSCs building rehabilitated and 400 new farmers registered with FSCs
2. Strengthened 14 Veterinary Centers: Minor Repair in VCs Laboratories, provision/installation of diagnostic tools, Installation of Solar system installed and provision of 50 Motorcycles
3. Rehabilitation of Irrigation Channels: 65 Irrigation channels are fully rehabilitated
4. INRM Plans Implementation: Selected elements of 2 INRM plans are implemented including flood protection wall at Kurram and 2 irrigation channels and fish ponds at North Waziristan
5. Vaccination of Livestock: 2,410,000 livestock vaccinated against FMD and PPR
6. Technical assistance to RRU provided

## Achieved

One of the major factors for improving the resilience of the community towards the sustainable livelihoods is the capacity of the linked infrastructure and institutions. Under the program, focus was also given to the government institutions/services/facilities, not only to build the capacity of its staffs, but also towards the institutional/infrastructural capacity. This approach enables the government counterparts and its associated institutions to closely work with the farming communities in NMDs, and support/facilitate them in improving their livelihoods in sustainable manner, with the improved technologies/tools.

Out of six activities planned under the output indicator, 5 were completed 100% till October 2020, while the administration of vaccines (PPR & FMD) and artificial insemination (AI) had to be extended until March 2021 due to very nature. As of mid-March, both activities have been 100% completed.

1. **Farm Services Centers:** FAO has completed 100% rehabilitation work in all the selected Govt. owned 07 Farm Services Centers in target districts. These targeted FSCs were also provided with the basic furniture besides support in getting 4,000 male farmers registered with FSCs through Agriculture Extension Department. These institutions are being run through government-led public private partnership, where the registered farmers can avail subsidized services and inputs. These centers are responsible to safeguard the farmer's rights and interests, enhance their capacity and knowledge and support in boosting the modernization in Agriculture sector for increase yields. Furthermore, these FSCs are also play role in linkages development of the farmers with markets, particularly for surplus produces.



2. **Veterinary Centers:** The programme has strengthened 14 VCs in following ways.

- a. **Minor Repair in Laboratory Room:** FAO has been able to complete the minor repair work/renovation work in all the targeted Veterinary Centers (In Laboratory Rooms) and made them optimally functional for smooth operations of the diagnostic laboratory.
- b. **Provision of diagnostic tools for laboratory establishment:** The renovated lab rooms have been provided with required diagnostic tools through Livestock and Dairy Development Department. This helped to make all such laboratories functional in NMDs, thus providing services to the livestock rearing communities closer to their homes and at low cost.
- c. **Installation of Solar System:** In addition to renovation, equipment, all VCs have been solarized to provide an uninterrupted electric power required for its general operations including diagnostic laboratories. According to the load assessment conducted in these Veterinary Centers, the average requirement was 2200 W, whereas the design was made for 3000 W, which has been installed in the targeted centers.



- d. **Provision of Motorcycles:** 50 Motorcycles (40 customized & 10 non-customized) were been provided to the Livestock and Dairy Development Department, Merged Area secretariat, to further distribute in the targeted Veterinary Centers. The main purpose of the provision of motorcycles was/is to increase the outreach service in the targeted NMDs, particularly in the remote areas.

These fully functional VCs are providing services at economical rates, thus saving them money including travel cost which they had to bear before. In addition to that, the functioned laboratories have enhanced the capacity, to cope with animal's viral diseases, and will go a long way in the

detection of causative agents, helping in early diagnosis of diseases and in-time treatment. Similarly, fecal examination tests for detection of internal parasites could also be performed in these equipped laboratories. A healthy animal free of diseases and worms guarantees increased production, enhance resilience and ensure food security and livelihood of the poor communities. FAO might be able to evaluate the impact on the increase in outreach services through the supported interventions, during the evaluation of the project and impact study.

Districts	Orakzai	Kurram	N/W	S/W
Irrigation Canals	10	23	20	07
Total	60			

3. **Irrigation Channels:** Out of total 65 planned under the programme , 60 Govt/community-built irrigation channels have been rehabilitated to benefit 1800HH and to cater an area of 21,838 Acres. While 5( 3 SW, 2 NW) canals were dropped due to communal conflicts: District wise break up is as under.

4. The contentious communities wanted the local contractor to be awarded contracts as opposed to open competition. The issue was escalated to respective district admin; however, successful but prolonged arbitration did not leave time for FAO to complete these activities.

The rehabilitated 60 irrigation channels are covering a command area of 21, 838 Acres, whereas facilitated more than 1800 HH. Furthermore, it is reckoned that rehabilitation of 60 irrigation channels would enhance the existing cultivable command area from 16,000 to 21,838 Acres (37% increase), including around 500 Acres of rain-fed agricultural land. Moreover, the tail-end farmers



left high and dry with previous earthen OR damaged irrigation channels have now a sufficient water supply for increased productivity. It is also been observed/reported that upon the rehabilitation of these irrigation channels, the water losses/wastage have been reduced by 30% - 35%, which ensure the increase and sustainable water supply for irrigation purposes.

“It took almost 45 minutes for the water to reach from source to his Agricultural fields/land, before the rehabilitation of the channel, but now it takes around 15 minutes for the water to reach the same agriculture field/land, with improved flow. Consequently, the fields now have shorter application times, positively contributed in resolving farmers’ disputes over the distribution of water” – A farmer’s testimony from Kurram tribal district.

**5. Integrated Natural Resource Management (INRM) Plans**

a. **Flood Protection Wall at Dogar Masozai Watershed – Kurram:** A 150 RFT long gabion structured flood protection wall has been rehabilitated at Dogar Masozai watershed, to provide a shield to agriculture land and assets prone to flood erosion.

- b. **Rehabilitation of Fishponds:** Two fishponds (size 18' x 9') was 100% reconstructed/rehabilitated at Dhandy Watershed in North Waziristan tribal district. The community own these fishponds, which were selected on the request of the district administration.
- c. **Irrigation Channels:** The third component completed under the Phase –I is the rehabilitation of two irrigation channels (3,000 ft long) and handed over to the target communities.

## 6. Vaccination of Livestock

PPR and FMD diseases have greater economic impacts and cause severe production losses in livestock. The consequent economic strike at the heart of vulnerable livelihoods. To effectively deal with diseases so that people could attain certain resilience level, FAO handed over 2.41 million vaccine's doses (2,135,000 PPR & 275,000 FMD) to Livestock and Dairy Development Department. By end of March 2021, the entire amount of vaccination. By the end of Feb 2021, the department has been able to administer 2,328,032(97%) (215,000 FMD, 2,113,032 PPR) and on track to achieve 100% by end of March 2021. District Wise break up is as under:

- District Orakzai: 196,189
- District Kurram: 306,644
- North Waziristan: 583,980
- South Waziristan: 781,342
- District Khyber: 459,877



So far on the ground, the activity has considerably decreased the chances of outbreaks of FMD & PPR in the targeted areas.

## 7. LOA with PDMA for Technical Assistance to RRU

The planned support included salary and HR provided under LOA to PDMA. It is worth mentioning that the department has requested FAO for an extension of the support for another two months and the same has assented through an alternate funding source.

<b>Indicator 2.1.3</b>	<b># of studies conducted and scientific knowledge produced to support the agriculture policy formulation and planning for NMDs</b>
Target Oct 2020	04 Studies conducted and final report cleared/submitted
<b>Underachieved</b>	<p>These studies have been undertaken to assist the relevant green sector departments in their agriculture planning and devising the related policies. The studies have received necessary inputs and data from the line department and the farming communities. Through community-based farm field schools, the roll-out of climate-smart villages and profiling in selected villages has helped to build the local capacities on Climate Smart Agriculture practices and techniques e.g., crop rotation, ways to make efficient use of irrigation water, pest resistant varieties, soil fertility reclamation, multiple cropping, reducing the post-harvest losses etc.</p> <p>Detailed progress is as given down below.</p> <ol style="list-style-type: none"> <li>a. <u>Climate Smart Agriculture Profiling in selected agencies and roll out of 20 CSA villages:</u> 21 Climate-Smart Agriculture villages have been established with a CSA approach. FAO has received a final report of the study from CIAT, after incorporating all the feedbacks provided on the draft report. The Final Report has been submitted to HQ, for their review and approval. Once the report becomes clear from the FAO HQ, it will be shared with UNRCO and FCDO accordingly.</li> <li>b. <u>Prepare Climate Smart Agriculture (CSA) Profile of KP:</u> The services of Centre for International Tropical Agriculture (CIAT) were hired to conduct this study and prepare CSA Profile of KP. The Final Report has been submitted to HQ, for their review and approval. Once the report become clear from the FAO HQ, it will be shared with UNRCO and FCDO accordingly.</li> <li>c. <u>Re-defining of Agro-Ecological Zones of KP:</u> The study has been conducted through consultants by involving the Green sector Department of KP, whereas a committee was formed on Agro-Ecological Zones, by the Secretary Agriculture, Livestock and Fisheries, Govt. of Khyber Pakhtunkhwa. All the required data have been collected from different stakeholders, whereas the University of Agriculture Faisalabad also extended its support to the committee and identification of Agro-Ecological zones in Khyber Pakhtunkhwa. The final report is under review at FAO HQ. Once, it finalizes by FAO HQ, the report will be shared with FCDO and UNRCO accordingly.</li> <li>d. <u>Study on “Action Analysis of Agriculture Sector and way forward in KPMD:</u> Due to delayed issuance of NOC by Economic Affair Division to University of Peshawar (A Service Provider), the study was dropped in Phase – I. The cancellation of this study from Phase – I has already been communicated to FCDO, and the allocated budget for this study been returned to FCDO.</li> </ol>
<b>Indicator 2.3.3*(dropped)</b>	<b># of climate smart agriculture villages established (FAO) (disaggregated by district)</b>
Target Oct 2020	20
Achieved (Oct 2020)	This target merged under indicator No. 2.1.3 as per revised log-frame.
<b>Indicator 2.1.4</b>	<b># of households provided with improved varieties of seeds and livestock to support food security post COVID-19</b>
Target Oct 2020	<ol style="list-style-type: none"> <li>1. Provision of seeds and harvest/post-harvest support to farmers: 22750 HH received improved variety of seed and fertilizers and 4000 HH provided with Seed storages (Silos)</li> <li>2. Livestock Breed Improvement: 12,200 sex semen administered in NMDs and 1750 HH received Bucks and Rams for breeding</li> </ol>

### 3. Livestock for women: 1,000 women supported with Turkey birds and goats

#### Achieved

To cope with economic implications of COVID outbreak in March, 2020, FAO doubled the distribution of different varieties of seeds according to the season, while also supported livestock rearing community through the provision of livestock to ensure the food security in post-Covid scenario. Detailed description of support provided to the communities is as under



1. **Provision of Seeds and harvest/post-harvest packages:** In total, 22,750 farming families targeted for support with different types and varieties of seeds and fertilizer (both before and after COVID). During the project tenure, four seasonal distributions of the seeds (Kharif 2019, Rabi 2019, Kharif 2020 and Rabi 2020) were administered in the targeted tribal districts, whereas 22,750 farming HH received different types of seeds as per Climatic zone and typology of the cropping pattern. Furthermore, the same number of beneficiaries were also supported with fertilizer (SOP & DAP), to ensure increased quantity and quality. The desegregated data seed/crop wise shown in the below table.

Season	Crop / Seed	Package Detail	Assisted HH	Male	Female
Kharif 2019	Maize & French Bean	25 kg & 10 kg	3800	3791	09
	Rhodes Grass	4 kg	850	609	241
Rabi 2019	Wheat & Peas	50 kg & 10 kg	8000	7814	186
	Rye Grass	4 kg	350	272	78
Kharif 2020	Turnip	1.5 kg	1200	995	205
	Kidney Beans	10 kg	1000	920	80
	Mung Beans	10 kg	1000	835	165
	French Beans	10 kg	500	492	08

	Sunflowers	1.5 kg	550	495	55
	Rice	10 kg	2000	1895	105
Rabi 2020	Wheat	50 kg	3500	3422	78
<b>TOTAL</b>			<b>22,750</b>	<b>21540</b>	<b>1210</b>

Along with the above intervention/assistance, 4000 farmers have been targeted for the provision of Seed Storages (Silos) during the project.

Out of 4000 silos, 3579 seed storages were handed over to the selected beneficiaries. As a result of supply chain disruptions and delays due to COVID restrictions, the vendor was unable to supply the remaining items therefore scope of this activity was capped at 3579

The seed storage silos would help strengthen the existing practice of storing the seeds in certain other ways, which generally results in seeds getting humidity, hence becomes prone to insects.

2. **Livestock Breed Improvement:** Livelihood is one of the most popular sources of livelihood in newly merged areas (NMDs), therefore same was programmed in NWP. In this connection two different modalities were adopted for livestock breed improvement, which are discussed further in the below lines.

a). Breed Improvement of large ruminants through Artificial Insemination: To introduce improved breeds of animals through artificial insemination, 12,200 – sexed semen doses imported from Turkey and Australia were handed-over to Livestock and Dairy Development Department, Merged area Secretariat for administration in the field. The nature of activity being dependent on seasonal nature, the department was given 5 additional months beyond Oct 2020 until March 2021 to distribute doses. By the end Feb 2021, **11,570 doses of sexed semen 94%** were distributed as under:

- District Orakzai: 1,747
- District Kurram: 2,788
- North Waziristan: 3,497
- South Waziristan: 3,538

In order to provide the necessary impetus for the promotion of the intervention, FAO has been running an awareness campaign on radio and customized messages being aired in local languages to foster people switch over to Artificial Insemination and other modern practices. The intervention aims to help the communities with crossbreeding local cows with exotic cattle breed semen through artificial insemination (AI) being the most efficient way to upgrade the genetic quality of their offspring and sustainably increase milk and meat production. The doses of sexed semen are not only meeting the deficiency of the quality semen within the area but are also increasing prospects of female calves born from the Artificial Insemination, which is reported around 90% - 93% in other FAO programs. The larger percentage of female calves born will help in increasing crossbred population in the shortest possible time and will ultimately increase the milk and meat production.

b). Breed Improvement of small ruminants through Bucks and Rams: The second modality of breed improvement was adopted by providing Bucks and Rams to the livestock rearing families, who already engaged in this business.



Due to COVID related market disruptions, 886 HH out of originally planned 1750 HH could be provided with bucks and Rams for breed improvement. The underachievement already communicated to FCDO along with financial impact and with their consent; the remaining quantity was dropped from the target/program.

Since the inhabitants of the targeted districts have historically been relying on large flocks of small ruminants of local breeds therefore, the improved quality breeder for their female animals has been supplied to help them get the existing breeds improved for increased production. The intervention help the livestock rearing families to overcome the challenges of food security and livelihood through building the resilience of the livestock rearing families.

3. **Livestock for Women:** The original plan had planned to assist 1,000 female HH with poultry packages, however, increasing risk of high mortality rate of chicken in the area led to substitution of poultry with one pregnant goat to the same female HH. Till change in contents of package, **50 families had received 500 Turkey birds@10 each HH. The rest of the 950 female HH supported** with the pregnant goat, which is completed during the project tenure. This intervention/package support them in fulfilling the milk requirement at household level, while on the other hand, the off springs will contribute to the sustainability of the package, ensuring better livelihood for the family.



**Indicator 2.1.5 # of small-scale enterprises operationalized to strengthen nodes of agriculture and livestock value chains in NMDs**

- Target Oct 2020
1. 800 tunnels for off-season vegetable installed by targeting 400 HH (@2 per HH)
  2. 28 fruit and forest plant nurseries established/supported
  3. 2014 fruit orchards developed
  4. 1350 farmers supported/enterprise developed with tomatoes and potatoes
  5. 520 feedlot fattening units established: It includes provision of animals, choppers, compound feed and capacity building of beneficiaries on feedlot management

**TOTAL = 4312**

**Under achieved** To make an agriculturally based community self-sufficient in resources and lead towards the sustainable livelihood for the masses, the strengthening of agriculture-based enterprises and value chains are the essential element for the success. Under the program, small-scale enterprises were strengthened, as well as at processing of the produces lead to markets. The details of each activity under the indicator are further narrated in the below lines.

1. **Tunnel Installation for off-season vegetable:**

The farmers are not familiar with the advanced production technology of vegetables, which can help them grow off season vegetables to leverage their incomes many times. At the same time, inadequate storage facilities inhibit farmers to hold back excess production to avail greater profit later. In this background, **800 off-season vegetable tunnels have been installed in the targeted districts by assisting 400 HH (@2 tunnels per HH) and inputs such as seeds, fertilizers, and toolkit**, have also been dished out to make sure that tunnels are actually put into intended usage. They have also been oriented on the utilization of tunnels and procedure of tunnel farming through advanced technology. The target under the activity has 100%



been achieved within stipulated time of the project. The tunnel construction offers maximum crop yield, better maintenance of the fertility of land, controlled temperature and humidity, protection from wild animals and insects and better water conservation. In the absence of storage infrastructure and vegetable processing industry in the country, off-season vegetables farming is the only viable option that can add value to the farmers produce.

2. **Fruit & Forest Plant Nurseries Establishment:**

To strengthen the nurseries business in the area, **28 fruit and forest plants (20 Fruit & 8 Forest plant nurseries)** were established under the program with the aim to promote the small-scale enterprises in the NMDs. These nurseries were established at the areas, where climate, soil, and temperature are favorable along with the better distribution network to the main market and potential consumers. These nurseries business will be used to meet the growing need of the best varieties of fruit and forest plants. Keeping in view the complex nature of the enterprise management, only those farmers have been targeted, who have already involved in the same businesses, having expertise of Nurseries maintenance and management.

3. **Fruit Orchards Development:**

According to the initial plan, 800 fruit orchards were to be established in the targeted tribal districts, where each beneficiary had to get 325 different fruit plants (total 260,000 plants). But keeping in view the small landholdings with the community/farmers, the number of plants per beneficiary were decreased (an average 130 plants per beneficiary) and thus total 2014 fruit orchards have been developed in NMDs by targeting the same number of beneficiaries. The Activity has been completed well on time according to the season. Furthermore, the beneficiaries have also been oriented on the orchard management, and equipped with the essential tools, required for the maintenance of these orchards. All the established orchards have also been protected from wild animals through installation of Barbed wire. The desegregated data of all the established orchards (Fruit Plant wise & District wise) are shown in the below table.

Fruit Plant Species	Variety	Orakzai	Kurram	NW	SW	Total
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Apricot	Swat selection, Castle Bright	100	137	200	160	622
Plum	Fazal Manani	60	133	160	110	473
Apple	Gala Mast	100	144	280	241	735
Pomegranate	Tarnab Gulabi	18	50	73	28	164
Citrus	Sweet orange				20	20
<b>TOTAL</b>		<b>278</b>	<b>464</b>	<b>713</b>	<b>559</b>	<b>2,014</b>

4. **Tomatoes and Potatoes Enterprise developed:** According to the physical progress of the activity, **1350 farmers (potato & tomato growers) have been supported with the planned assistance i.e. seeds, fertilizers and packing materials, while also trained on the harvesting, maintenance and management of the farms, including picking, packing and marketing.** Out of 1350 farmers, 500 were assisted for the potato's enterprise, while 850 were assisted for the tomato's enterprise. The desegregated data of the assisted number of farmers are shown in the below tables.

District Name	Tomato Growers			Potato Grower	
	Male	Female	Total	Male	Total
Orakzai	239	111	350	0	350
Kurram	320	80	400	100	500
N/W	50	0	50	0	50
S/W	50	0	50	400	450
<b>TOTAL</b>	<b>659</b>	<b>191</b>	<b>850</b>	<b>500</b>	<b>1350</b>

5. **Establishment of feedlot fattening units:** Feedlot fattening unit is an agriculture enterprise, where young calves of average 10-15 months of age are reared for a period of three months. Animals are fed on high protein ration with a mixture of green fodder OR silage. Against the initial plan of setting up a total 520 feedlot-fattening units (160 large, 360 small)

**a). Feedlot Fattening units – Large Ruminants:** Against the initial plan of setting up 520 feedlot fattening units (160 large, 360 small), only **424 units (160 large , 264 small)** could be established due to COVID related market disruptions. Each beneficiary HH of the feedlot fattening unit of large animals received 10 calves along with animal compound feed (60 bags) and a chopper machine to each beneficiary, while the beneficiaries were made responsible for the construction of animal sheds with proper arrangement, from their own resources, which have been ensured. After the completion of first rearing cycle, there is an evidence of people reinvesting the money in continuation and expansion of the same business. The desegregated data of feedlot units of large ruminants are here shown in the below table.

District Name	Beneficiaries ( Large Units)
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	Male	Female	Total
Orakzai	23	1	24
Kurram	28	10	38
North Waziristan	43	6	49
South Waziristan	45	4	49
<b>TOTAL</b>	<b>139</b>	<b>21</b>	<b>160</b>

**b). Feedlot fattening units – small ruminants:** Against the initially agreed target of 360 small ruminants units, **264 feedlot fattening units@ 15 animals each of small ruminants were established with 3960 animals, whereas 96 feedlot fattening units (1440 animals) were dropped**, due closing of animal's markets caused by the Covid-19. Each unit consisted 15 lambs/bucks along with animal compound feed (30 bags) and a chopper machine to each beneficiary, while the beneficiaries were made responsible for the construction of animal sheds with proper arrangement, from their own resources, which have been ensured. Delay in procurement of animals coupled with risk of mortality in approaching winter season, FAO technical team capped at 264 fattening units. Break up is tabulated as under

District Name	Beneficiaries Small Units		
	Male	Female	Total
Orakzai	48	2	50
Kurram	38	10	48
North Waziristan	92	10	102
South Waziristan	55	9	64
<b>TOTAL</b>	<b>233</b>	<b>31</b>	<b>264</b>

Feedlot enterprises significantly enhanced the livelihood of the beneficiaries and overall food security in the area. The activity also improved liaison between farmers and the Government Veterinary institutions and has developed linkages of the farmers/beneficiaries with local and out districts animal markets.

## Output 2.2. Women provided with better access to social services in NMDs (UNWOMEN)

**Indicator 2.1.1\* (dropped)** of government officials with enhanced skills and broader understanding about gender sensitive policy making, planning and service delivery processes (Unwoman) (disaggregated by sex, office)

Target Oct 2020 60

**Overachieved** **21 government officials** (12 men and 9 women) trained on gender-sensitive policymaking, planning and service delivery, bringing the total to **71 trained** (43 men, 28 women) (UN Women). **75 government officials** (68 men and 7 women) from various departments trained to write quality PC-1s, gender mainstreaming and livestock emergency guidelines, strengthening their abilities to provide services to communities.

**Indicator 2.2.1** KP Government and UN Agencies are provided technical support to strategize gender mainstreaming in development programming

## Achieved

## 1. Technical Assistance to SWWED

In the reporting quarter, UN Women continued technical assistance to Social Welfare, Special Education and Women Empowerment Department (SWWED) at the district level. The DGOs identified and linked 160 eligible women such as household heads, never married, divorced or separated women, women with disabilities and widows with different welfare services. Of 160 women, 149 women (Khyber 49, Kurram 50, Orakzai 50) with social welfare grants i.e. guzara allowance, health, jehez fund, Mora Scholarship and orphan fund) while another 11 from district Khyber were facilitated to Sehat Sahulat Programme for medical treatment. The UNWOMEN team liaised with concerned departments and assisted the identified women at each step of process. Finally, a list of all the women was shared with the concerned Departments and a signed acknowledgement receipt was acquired from them.

- a. **Personal and Menstrual Hygiene sessions with women and girls in the community.** The DGOs also conducted 13 awareness sessions on personal and menstrual hygiene with 749 women and girls in Khyber, Kurram and Orakzai. UN Women had received a donation of 2,000 sanitary pads so these were distributed among the existing beneficiaries of UN Women in the three districts. The distribution of sanitary napkins was complemented with essential messages on the use of the material, personal and menstrual hygiene. Women and girls participated in these sessions were carefully selected keeping in view their socio-economic background, awareness of standard personal hygiene practices and access to personal hygiene products and services.



- b. **Outreach to women and girls for different services:** Throughout the project period, the DGOs have reached out to **7,557** women and girls through different activities: awareness sessions, FGDs, identification of women in leadership roles, linkages with services and distribution of IEC material. The awareness and sensitization as well as linkages with the much-needed services paves further pathways for women towards gaining self-confidence, agency and empowerment. In addition to that, stakeholders mapping of social services that

women and girls can access was done in each district. It summarized landscape of institutions in the MDs providing services that address needs and interest of women.

- c. **Mapping of gender influencers:** DGOs also reached out to 70 gender influencers in the five districts (30 F and 40 M) and compiled their detailed profiles through in-depth interviews. The identified potential influencers are mostly educated, young, and energetic showing willingness and commitment to engage in civil society development and uplift; however, they need proper guidance, support and enhanced technical capacities to become effective change agents and influence the rigid cultural and tribal traditions obstructing gender-equality in the MDs. UN Women plans to work with this pool in its future interventions.

## 2. Technical Support to Govt.

UN Women TA contributed in the Gender Mainstreaming PC-I developed by SWWED under Scheme 201920-SW019 of AIP worth PKR. 560.043 Million. The scheme that got approved from P&D, Government of KP. Through this project UN Women’s interventions under KPMD has been made a part of SWWED work which is an excellent example and demonstrates longer term gains by making small scale investments. The WCCs to be established under the scheme across seven MDs will be offering one window services to women related to CNIC registration, skills enhancement, micro credit/business support grants and psycho-social counselling. UN Women TA also conducted capacity assessment study of the department, assisted department in the revision of provincial targets for SDG 5, contributed in CEDAW 5<sup>th</sup> periodic report and setting up of Technical Working Group at the provincial level.



Technical Assistance to the SWWED is aligned to Government of KP’s envisaged support from development partners/UN to support relevant departments on their role in the merged districts as per outlined projects/schemes in the AIP. The gender profiling study report approved from the donor in the previous quarter was published in the reporting quarter and widely disseminated among government and development partners. The targets of gender and inclusion approach paper for Phase I, tools for PSEA snapshot and rapid inclusion assessment of FAO workplan has been achieved.

<b>Indicator 2.2.2</b>	<b># of Women and girls linked to the available relief packages/Services announced by Government of Pakistan through facilitation and dissemination of information material</b>
Target Oct 2020	<ul style="list-style-type: none"> <li>1) 4,000</li> <li>2) 10,000</li> <li>3) 150,000</li> <li>4) 6,800</li> </ul>

**Achieved**

**a) 4,008 women and girls linked with available social services**

A total of **4,008** women who were also helped with CNIC's registration from the five merged districts were linked with the following services.



Service	District	# Women	Service	District	# Women
Nutrition collecting food items- under 5 children	N. W	100	Forest department Monsoon plantation campaign	S. W	533 @ 10 plants each
WEO – Cash for Work Programme (PKR 22500 in 3 installments).		200	SHEGARHA Program for vocational training and materials		268
SRSP – Cash for Work Programme (PKR 18000 in 3 installments)		150	Akhuwat Foundation Micro credit		57
UNICEF -MNCH		50	SWWED Zakat and Ushr grants		689
Sehat-Insaf Programme		133	Sehat-Insaf Programme		144
Sada-E-Aman Programme		415	FAO – <u>seeds and fertilizers</u>		10
Conditional Cash Grant by FRD	Kurram	460	Vocational centre		2
SWWED Zakat and Ushr grants		294	Sada-E-Aman Programme		3
SWWED Zakat and Ushr grants	Orakzai	500			
<b>Grand Total</b>			<b>4,008</b>		

The linking with services entailed informing women about the existing services and their eligibility, documentation/application process, helping majority of them in filling and submission of applications to services providers, keeping constant liaison with the service providers on the status of the same and keeping the beneficiaries informed about the status of their applications.

- a) **10,000 women provided with hygiene kits:** 10,000 hygiene kits (including last quarter outstanding caseload) among women in the five merged districts (Khyber 2,500, Kurram 2,500, Orakzai 2,000, South Waziristan 1,500, North Waziristan 1,500) strictly adhering to COVID SoPs. The support mostly (70%+) covered women who were facilitated for CNICs registration. During the distribution process the govt. The recipient community was also sensitized around IPC measures. The beneficiary selection criteria included women supported under NW Programme, from families infected by COVID, not having received any assistance in past, women with disabilities, widows, divorced, abandoned/separated and never married women, Women with some illness, Women headed households, Poor Women, lactating and pregnant women, working women.
- b) **150,000 women reached out /made aware through media campaign:** UN Women under this component reached out to 2.6 million population through radio campaign (around 50% women). The campaign was focused on the importance of CNICs and process, messages on respiratory hygiene, social distancing, coughing etiquette, handwashing, psychosocial support, men sensitization to share burden of household chores with women and importance of and access to authentic information.
- c) **10,000 women registered for CNICs to be eligible for relief support by the government:** UN-WOMEN facilitated registration of 10,000 women through NADRA registration centers. Due to the COVID-19 situation, MRV (NADRA Mobile Registration Vans) operations remained suspended. Women were organized and channelized to NRCs (NADRA Registration Centres) by providing the transportation charges and fee of Smart card. District wise breakup of entire caseload of 10,000 women including 640 with expired CNICs helped with registration of CNICs is as under.

CNIC Registration	
District	Cumulative for the project
Khyber	3,991
Kurram	2,721
Orakzai	1,784
N/Waziristan	1,100
S/ Waziristan	404
<b>Total</b>	<b>10,000</b>

Out of the 10,000 women, 640 were renewal cases, 14 women with disabilities facilitated, 1,569 domiciles, 1,203 marriage certificates and 01 divorce certificate formation were facilitated as part of documentation support.



UN Women also collected CNIC numbers of **6127** women facilitated in registration with NADRA using. For this purpose, the beneficiaries were telephonically contacted, door to door visits held and meetings held with NRC focal points at the 05 merged districts.



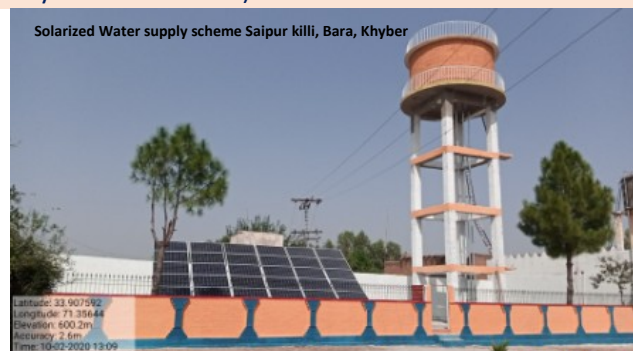
## Output 2.3. Communities provided better access to drinking water, WASH and sanitation services

### Indicator 2.3.1 Provision of safe drinking water to communities

Target Oct 2020 122,800 ind. (74 public schemes + 20 community-based schemes)

#### Overachieved

A total of **242,617 (197 per cent)** people benefitted from 85 drinking water supply schemes, including 52 solarized schemes  
**Gender:** Male: 118,883, Female: 123,734  
**Age:** Women: 65,579, Men: 63,008, Girls: 58,155, Boys: 55,875  
**Disability:** 2,427 people



UNICEF, in partnership with Public Health Engineering Department (PHED), successfully surpassed the target for this indicator by supporting **85 drinking** water supply schemes (DWSS) - including 52 schemes energized with solar power systems, 13 mechanized public operated systems and 20 gravity-based community schemes rehabilitated in five merged districts of NMDs benefitting 242,617 people. **Some unserved communities were linked to the existing PHED water supply distribution network while rehabilitating existing lines helped in reaching additional beneficiaries.** Water samples are tested twice, once at the source and again at the consumer end.

A district-wise summary for achievements during Phase 1 (Q1-Q8) are mentioned below:

#	Districts	Total schemes	Total Beneficiaries
1	Khyber	20	66,208
2	Kurram	10	64,270
3	Orakzai	20	27,799
4	South	21	35,612
5	North	14	48,728
<b>Total</b>		<b>85</b>	<b>242,617</b>

To ensure sustainability of water supply schemes, village Water Management Committees (WMC) known as village WASH committees were formed and trained for routine operations and maintenance (O&M) whereas PHED technicians were trained on O&M of solar powered systems. Using solar energy, which is both environmentally friendly and cost-efficient, rehabilitated water supply schemes helped ensure that water is pumped to storage tanks twice a day. The system is designed to ensure the regulated abstraction of water and that pump operator switch off pumps once the water tank is filled. This addresses issues of acute power shortfall that previously hindered water availability.



**Indicator 2.3.2 Provision of access to basic sanitation**

**Target Oct 2020** 65,000 Community members, 9286 latrines

**Achieved** A total of **65,072 people** (17,589 women, 16,899 men, 15,598 girls and 14,986 boys) benefitted from the construction of **9,296** appropriate and low-cost household latrines. This included **4,092** latrines constructed through in-kind support for Extremely Vulnerable Individuals (EVIs) identified by village water management committees and 5,204 household latrines constructed on self-help basis.

**Gender:** Male: 31,885, Female: 33,187

**Age:** Women: 17,589, Men: 16,899, Girls: 15,598, Boys: 14,986

**Disability:** 651 people



A district wise summary of achievements is given below:

#	Districts	Cumulative latrines Constructed	Cumulative beneficiaries
1	Khyber	2,135	16,366
2	Kurram	1,863	11,970
3	Orakzai	1,674	12,411
4	South	1,865	8,491
5	North	1,759	15,834
<b>Total</b>		<b>9,296</b>	<b>65,072</b>

Targeted beneficiaries were engaged to share in-kind contribution to complete latrine construction. This was supplemented with community mobilization and capacity-building on construction. About 86 per cent of the target population is now sensitized about risks involved in open defecation practices and using and properly maintaining latrine facilities.

Special attention was placed on behavioural change through social behaviour change campaigns, transit walks, village/school competitions, celebration of special events (global handwashing day, world water day, world toilet day) to promote the use of toilets and foster improved hygiene practices.



Additionally, the programme focuses on ending the practice of open defecation by targeting 270,000 people – particularly women, children, and vulnerable groups - for access to safe and adequate WASH services.

Achievement against the targeted 270,000 people is 314,560 (116%) people. The overachievement is primarily due to the hygiene promotion component. This indicator was later dropped amidst the pandemic due to which the community engagement was discontinued; hence this achievement had not been highlighted previously.

<b>Indicator 2.2.8*(dropped)</b>	<b># of people living in Open Defecation Free (ODF) certified communities/villages</b>
Target Oct 2020	270,000 people
<b>Achieved</b>	As reported in indicator 2.3.2, the programme focuses on ending the practice of open defecation by targeting 270,000 people – particularly women, children and vulnerable groups - for access to safe and adequate WASH services. Achievement against the targeted <b>270,000 people is 314,560 (116%)</b> people.
<b>Indicator 2.2.9*(dropped)</b>	<b># of people reached with basic sanitation services living in non ODF communities</b>
Target Oct 2020	
Achieved(Oct 2020)	As reported in indicator 2.3.2 a total of <b>65,072</b> people reached with basic sanitation services
<b>Indicator 2.3.3</b>	<b># of schools with access to basic Water Sanitation and Hygiene (WASH) services</b>
Target Oct 2020	27 Schools 14 ALPs

## Achieved

**Schools: 19 boys' and 22 girls' schools** provided with WASH services

**Gender of students reached:** Boys: 2,280 and Girls: 2,640

**Disability:** 50



Breakdown by district is given below:

S. No	District	Schools & ALPs
1	Khyber	5
2	Kurram	13 including 8 ALPs
3	Orakzai	0
4	South	15
5	North	8 including 6 ALPs
<b>Total</b>		<b>41</b>

- UNICEF, in collaboration with E&SED, provided WASH facilities in 27 primary schools and 14 ALP facilities, including water supply, handwashing stations, gender segregated latrines and MHM awareness sessions for adolescent girls, benefitting 4,920 students (2,280 girls and 2,640 boys). For students with special needs, one toilet per school was provided with additional components, including ramp with railing, wider toilet door and an English com-mode with a handrail.



WASH in Schools facilities GPS Karikot in South Waziristan including one for students with disability

- 41 WASH clubs were formed and trained through hygiene sessions in targeted schools and to promote improved hygiene practices such as use of latrine, handwashing with soap and handling of drinking water among the students.



Women sensitization session at village Kronzki ,District Orakzai

- A total of 180 MHM kits were distributed in Kurram, Orakzai, South Waziristan, North Waziristan and Khyber in girls' middle and high schools. These kits were used by adolescent girls for better menstrual hygiene management during learning hours and promote conducive learning environment. Sessions with teachers and students were also conducted to sensitize school administrations on availability of MHM supplies which were instrumental in reducing absenteeism.

**Indicator 2.3.4** # of births registered for (boys and girls) in the 7 merged districts of KP through the birth registration centres

Target Oct 2020 300,000

**Overachieved** District-wise gender segregated results achieved till the end of October 2020 are given in the table below:

S. No	District	Cumulative Birth Registrations		
		Male	Female	Total
1	Khyber	68,779	59,324	128,103
2	Bajaur	23,412	22,168	45,580
3	Mohmand	26,509	15,953	42,462
4	Orakzai	12,864	12,436	25,300
5	Kurram	16,492	18,428	34,920
6	North Waziristan	9,242	5,199	14,441
7	South Waziristan	11,075	6,829	17,904
<b>Total</b>		<b>168,373</b>	<b>140,337</b>	<b>308,710</b>

Birth registration, seen as a “Passport to Protection” was less than 1% (MICS 2007) in NMDs, with the absence of system for birth registration, lack of awareness and high opportunity costs for parents and families. With support from this grant, births of 308,710 children (169,790 boys and 138,920 girls) have been successfully registered (103% of the target), raising overall birth registration to 14.6% cent in NMDs. This achievement is attributed to FCDO, the efforts of UNICEF, local government and various stakeholders involved and the use of the community engagement strategy, which helped bridge the gap between communities and services for improving accountability of service providers and duty bearers.



Extensive community engagement activities were part of the package to increase awareness in communities and to support them in acquiring birth registration certificates. Members of the youth, community elders, religious leaders, public administration and all government line departments were reached out during birth registration activities. Birth registration camps were organized at the community level to increase accessibility of parents, especially mothers, to register their children.



Establishment of the birth registration system in the merged districts is being taken over by the Government. Public funds allocations of PKR 719 million (approximately USD 4.5 million) for the year 2020-2021 have already been made and the Local Government Department has advertised the posts for respective council secretaries. Once these facilities are operational, the function of the birth registration will be taken over by Government. Meanwhile, UNICEF will continue to provide technical support for the capacity building of Local Government Department staff to perform birth registration functions.

<b>Indicator 2.1.3*(dropped)</b>	<b># of communication pieces (such as Social Mobilization, community dialogue, C4D dialogue: "Public sector awareness, billboards, orientation sessions") for development activities conducted in seven districts (UNICEF)</b>
Target Oct 2020	Reached people (350,000) Through Public Service Announcements and Billboard
<b>Achieved</b>	As reported in indicator 3.2.5, a total of <b>0.5 million at-risk people across the NMDs</b> and within the reach of the mass media outlets were reached through 3,661 radio spots of 463,320 seconds aired during prime time along with 736 TV videos, 20 live shows on television and 9 live shows on radio hosting public health experts, community influencers and religious leaders.
<b>Indicator 2.2.9*(dropped)</b>	<b># of people reached with basic sanitation services living in non ODF communities (UNICEF)</b>
Target Oct 2020	750 people
Achieved(Oct 2020)	As reported in indicator 2.3.2 a total of <b>65,072 people</b> reached with basic sanitation services

### Output 3.1\*(Dropped): Improved Health and Education Infrastructure

**Indicator 3.1.1\* (dropped)** IMU jurisdiction and EMIS activities extended to tribal districts and KP EMIS Report incorporates data for newly merged districts (UNICEF)

Target Oct 2020 KPemis Report for 33 districts including 7 NMD

- Achieved**
- 7 district monitoring officers (DMOs), **138 data collection & monitoring assistants (DCMAs)** and **14 computer operators (CO)** were appointed by EMA to initiate monitoring and data collection in the NMDs, along with more than 50% new hiring of DCMAs in the settled districts.
  - UNICEF, in the spirit of the merger trained all the DMOs, DCMA and CO on roles and responsibilities and monitoring checklists to ensure shared understanding of all indicators. Thus **668 (278 female) DCMAs, 24 DMOs (7 female) and 60 COs** received technical trainings, including training on the use of LITNUM. The DCMAs, DMOs, and the COs were issued tablets for using LITNUM, which is being implemented in the field now.
  - EMA is regularly collecting data for Annual School Census, which is reflected in the Provincial ASC Report.

**Indicator 3.1.2\* (dropped)** # of ALP Centres and lower secondary schools for girls rehabilitated for out-of-school children (UNICEF)disaggregated by sex, co-education schools and district)

Target Oct 2020 150 ALP Centres, 55 lower secondary schools functional and install 13 prefab schools

- Achieved** **150 ALP centres started to function from October 2020.**
- Though it took a long time to materialize, but UNICEF played a key role in the establishment of ALPs Policy and the PIU, which attracted other donors to pool funding. **Total 650 (100%) PTCs** were notified and accessing public funding for school improvements, **11 prefabricated** structures benefitting 534 students including 208 girls, and 21 teachers (9 female) in areas where schools were damaged during the last decade conflict.
  - The EMA extended its functions in all merged districts; **668 DCMAs and 24 DMOs** trained on roles and responsibilities and LITNUM and continue to monitor schools on a monthly basis, helping in identifying bottlenecks for corrective actions. So far, an 8% reduction in teacher's absenteeism has been observed along with reduction of non-functional schools to 0.3 per cent from 1.8 per cent and percentage of temporary closed schools to 1.7 per cent from 5.6 per cent. DCMAs also contributed to the Annual School Census in merged districts, and the report now captures data from NMDs.
  - Teachers were selected through standard based written tests followed by interviews. This process was completed alongside with engaging a third party to manage the ALP PIU, which is to be supported by UNICEF for initial two years.

**Indicator 3.1.3\* (dropped)** # of PTCs activated (TIJs to be replaced with PTCs with same terms and conditions which exist in KP) (UNICEF)thly monitoring in KPMD (disaggregated by male/female PTCs under each school and district)

Target Oct 2020 650 functional PTCs

**Achieved** **650 (100%) of the targeted PTCs have been notified with an additional mandate of financial management.**

Through UNICEF and FCDO support, 650 PTCs were activated, oriented to perform their responsibilities effectively, and trained on their extended roles. The extended roles included financial management, development and implementation of 650 school improvement plans, thus school improvement.

- The 650 PTCs were also facilitated in opening their bank accounts.

- To ensure sustainability, the school improvement plans were shared with EMA and the Directorate so that the DCMAAs can monitor and track the implementation of school improvement plans even beyond the programme period.
- The PTCs have started receiving conditional grants, resulting in improved school infrastructure, provision of missing basic facilities and improved quality of education.

**Indicator 3.1. # of Prefabricated Structures installed**

**Target 13 Prefabricated Schools**

**Achieved reduced target**

- The revised target was to establish **11 prefabricated** structures in South Waziristan, owing to closures of schools during COVID-19. UNICEF has completed the establishment of 11 prefabricated structures benefitting 534 students including 208 girls, and 21 teachers (09 female teachers), which helped in functionalizing the previously non-functional schools in conflict affected areas.



- Using newly accessible schools, backed by strong social mobilization, has resulted in a steady increase in school enrolment in targeted areas. The prefabricated structures, owing to its economy in terms of time and resources as well as its resilience appealed to the Minister for Education KP. The Minister requested UNICEF to develop a Concept Note for the department to consider establishing prefabricated structures where new schools are required to be constructed.



**Output 3.1. Strengthen government health infrastructure and capacity**

**Indicator 3.1.1 # of existing health care facilities renovated and made functional**



**Achieved**

A total **15 health facilities** were renovated and made functional in 5 target districts. These included DHQ Landi Kotal, CH Dogra, CH Lowara Maina in District Khyber, DHQ Parachinar, THQ Sadda, CH Dogar in District Kurram, DHQ Mishti Mela, CH Kalaya, CH Ghilijo in District Orakzai, CH Boya, CH Dossali, RHC Spinwam in District North Waziristan and CH Spin, CH Sararogha and CH Toi Khulla in District South Waziristan. Health facilities were selected in consultation with the Department of health and based on government’s criteria for a 24/7 basic EmONC services centre.



**Renovated & refurbished health facility, Civil Hospital Dossali, North Waziristan**

These facilities served all major tribes and sects in the district, hence minimizing potential conflict arising due to sense of inequality between the sects.



The supported health facilities were fully equipped with essential commodities and adequate human resources as well as support for in-service training. In these facilities, 105 health workers provided essential services. i.e. 24/7 basic EmOC services and other essential health services such as outpatient care services, routine immunization, maternal health and nutrition services. The facilities were also part of Government of KP’s COVID-19 response, providing primary support to manage the crisis, with the incumbent health workers having been trained by UNICEF on COVID-19 prevention and IPC.



**Renovated & refurbished health facility, District Khyber, Civil Hospital Lwara Maina**

**Indicator 3.1.2** # of health workers trained on integrated health services

Target Oct 2020 310

**Overachieved** A total of **310 health** workers trained, and the disaggregation is given below:

- 29 managers were trained on “Programme Planning Implementation and Monitoring” in September 2019.
- 27 MNCH frontline health workers were trained in a 12 days training of trainers on EPI, nutrition, interpersonal communication, COVID-19, the integrated parenting package/early childhood development and midwifery in March 2020.
- 254 frontline health workers trained on COVID-19 prevention and management of mild cases in target districts.

Additionally, **700 private practitioners** were trained on IPC in all merged districts of KP and provided with SOP guidelines, visual materials and personal protective equipment through a humanitarian programme with an implementing partner.

**Indicator 3.1.3 # of isolation/quarantine and healthcare facilities provided with basic WASH and IPC services at risk-communities. (NEW)**

Target Oct 2020 20

**Achieved** During the programme period, **20 primary healthcare** facilities were provided basic WASH and IPC services to control the spread of virus in communities at risk. WASH-IPC services include rehabilitation of drinking water supply systems, installation/rehabilitation of handwashing stations along with the provision of soap, hand sanitizers for healthcare staff, floor disinfection material and MHM kits in female COVID-19 wards.

District-wise summary of achievements made in Phase 1 (Q1-Q8) is as follows:

S. No	District	Health Care Facilities HCFs)
1	Khyber	8
2	Kurram	5
3	Orakzai	1
4	South Waziristan	3
5	North Waziristan	3
<b>Total</b>		<b>20</b>

Furthermore, 44 frontline healthcare workers were oriented on IPC measures while sanitary staff was trained on disinfection methods. IPC messages were disseminated and displayed. Meanwhile, megaphones were used to sensitize patients and their attendants on adherence to COVID-19 SOPs in facilities.

**Output 3.2. Improved access to health services and awareness**

**Indicator 3.2.1 # Mobile Outreach Teams delivering outreach services to target population**

Target Oct 2020 5,849

**Overachieved** The targeted 30 mobile outreach team remained operational during the period. Through their efforts, 22,726 pregnant women accessed their first ANC visit in the catchment area of 15 target health facilities against a target of 17,662 in 5 NMDs. District wise break-up is given below:

	Khyber	Orakzai	Kurram	N. Waziristan	S. Waziristan	Total
Pregnant women Provided 1 <sup>st</sup> ANC Visit	4,915	4,182	6,951	4,289	2,389	22,726

The total number of pregnant women making their first ANC visit increased by 29% from 2018 to 2019 i.e. from 26,424 ANC visits in 2018 to 34,164 in 2019 - this could be attributed to the introduction of outreach services initiated in the catchment area of these health facilities in 2019. Despite operational challenges related to COVID-19, the cumulative number of pregnant women provided access to ANC services showed a positive trend with 30,537 women (includes health facility level data) making regular ANC follow ups as of end September 2019.



A time trend analysis over 2018-20 shows that overall access and utilization of immunization services in targeted communities has improved where Penta 3 coverage reached the 80% (7,766) benchmark in July 2020 - Penta 3 coverage in 2018 was only 64% while in 2019 it was 65%. In 2020, a total of 7,351 (125% of target) children reached with 3 doses of Penta vaccines.



**A child from North Waziristan showing her card as fully immunized as per the Pakistani national schedule of immunization against vaccine preventable diseases.**

In order to foster community trust in the local health system, the outreach component was designed to reach pregnant and lactating women and children 0-59 months in a cyclic approach (each community is reached every 45 days) to ensure regular ANC and PNC visits (including TT vaccination) and immunization coverage of children under 2 as per national EPI guidelines. Pregnant women were also given clean delivery kits (CDK), newborn kits (NBK), iron folic acid, multi-micronutrients (MM) supplementation, while children 6-59 months were given MM sprinkles and children aged 2-5 years were dewormed.

**Indicator 3.2.2**

**# of PLWs provided with essential health and nutrition support (clean delivery, newborn baby kits and MM supplements) including for adolescent girls as per guidelines**

Target Oct 2020

CDK,NBK = 17662  
MM Supplements to 43,700

## Overachieved

A total of **82,824** (against the target 43,700) pregnant and lactating women (PLW) and adolescent girls were provided MM supplementation from the start of the programme till October 2020. The disaggregation is provided in the table below:

MM suppl to PLW	Khyber	Orakzai	Kurram	N/W	S/W	S-total	Total
Pregnant	5,483	6,299	19,719	2,922	7,086	<b>41,509</b>	<b>82,824</b>
Lactating	5,687	6,511	14,826	2,772	7,289	<b>37,085</b>	
Adolescents	962	1,587	1,069	578	34	<b>4,230</b>	
<b>TOTAL</b>	<b>12,132</b>	<b>14,397</b>	<b>35,614</b>	<b>6,272</b>	<b>14,409</b>	<b>82,824</b>	

### Indicator 3.2.3 # of children 6-59 months of age registered for severe acute malnutrition

Target Oct 2020 4622 severely acute malnourished

## Overachieved

Between April 2019 and October 2020, a total of **8,004 children** were registered for severe acute malnutrition, including 3,531 girls and 2,782 boys aged 6-23 months, and 821 girls and 870 boys aged 24-59 months. The cure rate averaged at 95% as 4,815 children out of 5,078 exited the programme after being cured. Remaining 263 children were discharged from the programme as defaulters and/or after being transferred to other outpatient therapeutic feeding programmes. Two deaths of registered SAM children were reported during the programme.



Details by gender and district-wise breakdown is given below:

SAM Registered	Khyber	Orakzai	Kurram	N/W	S/w	S-Total	Total
Girls (6-23)	1,325	258	1,031	499	418	<b>3,531</b>	<b>4,352</b>
Girls (24-5)	154	127	307	111	122	<b>821</b>	
Boys (6-23]	862	282	904	333	401	<b>2,782</b>	<b>3,652</b>
Boys (24-59)	131	144	342	115	138	<b>870</b>	
<b>TOTAL</b>	<b>2,472</b>	<b>811</b>	<b>2,584</b>	<b>1,058</b>	<b>1,079</b>	<b>8,004</b>	<b>8,004</b>

Operational and programme implementation costs were leveraged partially from UNICEF regular resources and partially from USAID Food for Peace Grant, while costs of RUTF were co-shared from USAID Food for Peace Grant.

### Indicator 3.2.4 # of girls and boys (6-59 months) receiving MM supplements as per guidelines

Target Oct 2020 43,888 children

## Overachieved

Since the start of the programme, **77,243** children have received MM supplements, including 17,643 girls and 18,098 boys aged 6-23 months, and 20,261 girls and 21,241 boys aged 24-59 months. Details by district are given in the table below:

Children given MM Supplementation	Khyber	Orakzai	Kurram	N/W	S/W	S-Total	Total
Girls (6-23)	2,800	2,045	5,369	1,768	5,661	<b>17,643</b>	<b>37,904</b>
Girls (24-5)	1,402	3,033	9,125	980	5,721	<b>20,261</b>	
Boys (6-23]	2,671	1,867	5,870	1,944	5,746	<b>18,098</b>	<b>39,339</b>
Boys (24-59)	1,361	2,973	9,988	1,235	5,684	<b>21,241</b>	
<b>TOTAL</b>	<b>8,234</b>	<b>9,918</b>	<b>30,352</b>	<b>5,927</b>	<b>22,812</b>	<b>77,243</b>	<b>77,243</b>

Additionally, 14,416 pregnant women, breastfeeding mothers and adolescent girls were provided a three-month supply of iron folic acid while 17,073 mothers and caretakers of children under 2 years were reached with counselling services for improved maternal and Infant and Young Child Nutrition. For this indicator, the cost of programme implementation and supplies was leveraged from UNICEF regular resources.



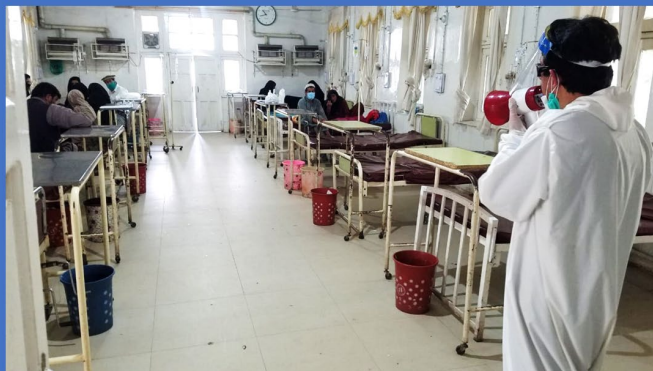
**Indicator 3.2.5** Number of at-risk populations reached through community/public engagement in KP using RCCE. (NEW).

Target Oct 2020 500,000

## Achieved

A total of **0.5 million (100% of target)** at-risk people across the NMDs and within the reach of the mass media outlets were reached through 3,661 radio spots of 463,320 seconds aired during prime time along with 736 TV videos, 20 live shows on television and 9 live shows on radio hosting public health experts, community influencers and religious leaders from July to September 2020. Four key messages were aired on handwashing, social distancing, wearing of masks and stigma prevention at four times a day making it a total of sixteen messages in a day.

### RCCE\_Key messages for Covid-prevention in DHQ Kurrum



The radio spots were aired from Radio Pakistan, FM 92.2, Voice of Khyber (FM 99, FM 96, FM 106.2). Furthermore, **27,413 people received** COVID-19 prevention messages through loud-speaker announcements in four NMDs. Below is a District-wise summary of people reached with loudspeaker announcements:

People reached by district (Aug - Oct)						
District	#. Of loud-speaker announcement by District	Beneficiary Segregation				
		Boys	Girls	Men	Women	Total
South Waziristan	74	1617	1347	1935	1661	6560
Khyber	64	1463	1313	1924	1774	6474
Orakzai	75	1638	1491	2126	1934	7189
Kurram	71	1655	1522	2151	1862	7190
<b>Total</b>	<b>284</b>	<b>6,373</b>	<b>5,673</b>	<b>8,136</b>	<b>7,231</b>	<b>27,413</b>

Additionally, **18,215 religious** leaders were engaged and reached between March-September 2020 through the polio local network.

During the pandemic, misinformation around COVID-19 coupled with low awareness led to unhealthy practices and increased risk of infection. Using the RCCE approach, UNICEF worked with local health authorities and other partners to provide timely and accurate information to families and communities and promote behaviour to reduce risk and transmission of the coronavirus disease 2019 (COVID-19) outbreak. In this regard the RCCE plan for Critical Communication and Awareness was actively implemented in KP, wherein a UNICEF supported communications campaign played a key role in scaling up outreach for preventive public health measures. i.e. four key messages were aired on handwashing, social distancing, wearing of masks and stigma prevention at 4 times a day making it a total of 16 messages in a day.

## Output 4.1: Elected local governments established in Newly Merged Districts.

### Indicator 4.1.1 # of Newly Merged Districts facilitated for introduction of local governments

Target Oct 2020 Milestone updated to: TA for manual development and other tasks completed, handover to LG department done

**Achieved** Although elected local governments were not established in the Newly Merged Districts under Naway Wraz, support was provided to strengthen local government. Naway Wraz-supported Technical Associates, assisted 25 Tehsil Municipal Administrations with needs assessments, planning and budgeting activities including the release of funds, the development of proposals to improve municipal service delivery (the development of 54 PC-s was supported, although the PC-1s were not yet presented for approval during the period of project implementation), hiring and procurement, and expenditure tracking and other activities related to the establishment of TMAs. A lack of human resources has hindered the ability of TMAs to function: each TMA had only one Tehsil Municipal Officer (TMO), most of whom were junior and lacked sufficient capacity. The Technical Associates have been important, therefore, in enabling the TMAs to function in a more robust fashion. Unfortunately, the Technical Associates were taken onboard later than expected (September rather than July, 2020) due to funding uncertainties; other donor support enabled them to continue post-Naway Wraz closure, however.

Regarding the release of budgets, coordination meetings with the Secretary Local Council Board (LCB), Section Officer Budget, and Finance Department were carried out to identify and address the technical issues involved. A case for the release of funds was prepared and submitted by the LCB for processing by the Finance Department. The first release of funds was made to the 25 TMAs against the allocated PKR 542 million. This release of funds was important for supporting service delivery as most TMAs had not paid the salaries of sanitary works, drivers, and field staff involved in the provision of municipal services.

In an encouraging development related to the support provided by the TAs, the Local Government team reported that in Sub-Division Bhattani, the presence of a project-supported TA acted as a catalyst which led the TMA to become operational for the first time since January, 2020. Upon joining his post, the TA found that the TMA was nonfunctional and that the assigned TMO had been absent. This was followed up by the Local Government team and a new TMO was appointed in TMA Bhattani by the district administration. As of the end of September, 2020, the TMA was operational.

The establishment of local governments in the Merged Areas was also supported through the development of a Learning Management System (LMS). The LMS is a platform, compatible with Zoom and other videoconferencing tools, which supports online learning. The LMS has been developed and is fully operational. It was piloted in a 5-day training conducted August 24-28, 2020, during which government officials were trained on the amended Rules of Business for 2019, and safeguarding and personal skills. The system was very helpful in enabling low-cost training in which even those in remote areas could participate. Importantly, the new LMS has improved the access of government representatives and functionaries to learning. It is also important in that it enables participants to attend trainings without security or health risks, and it can also facilitate women's participation in trainings.

In addition, Rules of Business for Tehsil Local Government and VCNCs were drafted. These have been reviewed and sent to the Law Department for further review before they will be presented to the Cabinet for approval. And, 4 training modules/curricula were developed on the new Local Government system under the Local Government (Amendment) Act 2019. Development included



training needs assessment, literature review, stakeholder consultations, and reviewing international best practices. A working group from the Local Government School reviewed the modules.

These interventions focused on supporting the government’s capacity and use of internal resources (e.g. supporting the preparation of PC-1s, the preparation and release of budgets, and supporting the training of government officials). This was particularly important given the newness of the TMAs and their lack of institutional capacity, and is significant in terms of the likelihood of the intervention creating impacts which last beyond the life of the project. These are building blocks for improved governance and service delivery. However, the TMAs are still young and institutionally weak, and will require further support beyond what they have received as they continue to work towards carrying out their functions. In addition, there is a risk that factors beyond the scope of the project – such as a reduction in funding for development projects in the Merged Areas – negatively impacts the TMAs and the prospects for improved local governance and service delivery. Changes to the schedule for the holding of local government elections or to the structure of local government are also beyond the scope of the project.

<b>Indicator 4.1.1b</b>	<b>% of registered voters in NMDs who participate in local government voting.</b>
<b>DROPPED</b>	This indicator was contingent on local government elections in the NMDs and was dropped from Phase 1.
<b>Output 4.2</b>	<b>Tribal Districts population and civil society engaged with reform/integration process and local government</b>
<b>Indicator #</b>	<b># of committees on the status of women established and piloted.</b>
<b>Dropped</b>	One study was commissioned but this indicator was dropped as UNDP had uncertainty around how to proceed with the intervention.
<b>Indicator 4.2.1</b>	<b># of people reached through civic education campaign on introduction of local government and reforms/merger and knowledge of governance forms.</b>
	To educate communities on the introduction and functioning of local government, 120 Youth Ambassadors (later called Local Government Ambassadors) were engaged in the Merged Areas, who reached out to 46,452 individuals (13,339 women) through face-to-face communication. Per a third-party monitoring report commissioned by FCDO (then FCDO) and executed by Coffey/Glow: It was found that engagement with local populations and government officials undertaken under UNDP’s output activities (e.g., Youth Ambassadors, technical assistance trainings) have contributed to political and social stability and helped integration with KP Province. Community awareness sessions on local government have set the grounds for a stable and sustainable local government body and institutions. The technical assistance activities have helped instill a deeper understanding of legislation, accountability, and bureaucratic processes, which could lead to enhancing political stability in the long run.
	UNDP also conducted an end line analysis of the civic education campaign, which found that: Respondents reported moderate to significant improvement in levels of knowledge with regards to the benefits of local government, the responsibilities of local councilors, and what aspects of service delivery are under the purview of local government. The results suggest that a programme of face-to-face civic education programming may change both perceptions around core state functions.
<b>Output 4.3: Improved planning, budgeting, accounting &amp; auditing at district level.</b>	
<b>Indicator 4.3.1</b>	<b>Percentage of development funds that are allocated to NMDs based on an agreed formula</b>
Target Oct 2020	Formula based vertical share of each NMD in the PFC recommended block development fund

**Achieved**

This target was achieved. For several quarters, UNDP worked with the Finance Department, Planning and Development, and the Bureau of Statistics to support the design of a draft formula to distribute development funds to the Merged Areas. UNDP participated in the 12<sup>th</sup> meeting of the Provincial Finance Commission in early June to finalize the total approved budget for the Merged Areas in 2020-21. Within the scope of the overall budget, the Merged Areas' Annual Development Plan earmarked a vertical share of PKR 10 Billion for Local Governments (i.e., 7 District Governments, 25 Tehsil Municipal Authorities, and 702 (now 711 VCNCs as 9 more VCs were added through an amendment in the LG Act last year) Village and Neighborhood Councils), and PKR 1 Billion as a District Development Fund for the Merged Areas.

**Indicator 4.3.1.4 # of NMDs where KPIFMIS is extended and audit-trail established**

Target Oct 2020 1) Budget 2020/21 released in IFMIS

**Achieved**

The KP IFMIS was extended to all seven Newly Merged Districts and one budget introduced for KP and FATA. The capacity of district level staff on KPIFMIS and the budget cycle was built through specialized trainings on the budget cycle and KPIFMIS.

**Indicator 4.3.1.2 Extent to which NMDs are financially integrated with KP**

Target Oct 2020 Financial integration plan implemented

**Under achieved**

**A financial integration plan was drafted and approved.** UNDP shared its last handover note to the Government of Khyber Pakhtunkhwa and FCDO on 14 June 2020.

Significant advancements in the financial integration of ex-FATA and Khyber Pakhtunkhwa included:

- The merger of the ex-FATA Finance Department with the Khyber Pakhtunkhwa Finance Department, thus harmonizing two separate institutional structures and frameworks.
- Passage of the 2019-20 unified budget for Khyber Pakhtunkhwa which signaled the fiscal integration of ex-FATA with the province at large.
- The extension of KPIFMIS to the Merged Areas, the payroll integration of more than 90,000 employees and the creation/conversion of over 800 spending units into a harmonized system.
- Extensive capacity building of over 250 Finance Officials from the Merged Areas across all core areas of orientation including planning & budgeting, IFMIS, automated pension system and specialized functionalities within the FMIU; and
- Dedicated support to the Province's Pension Reforms initiatives, including the digitization of more than 100,000 previously manual records, initiation of a web-based portal for increased efficiency and cost-saving, and the establishment of the Model Pension Facilitation Centre.

UNDP worked closely with the Finance Department to support the implementation of the Financial Integration Plan. The budget preparation cycle for 2020-21 was initiated, and the medium-term fiscal framework 2020-23, the revised integrated budget call circular (current and ADP), and indicative budgetary ceilings were widely circulated to all Administrative Departments. As well, a training plan was developed around the Budget Making Cycle 2020-21 for the Merged Areas to orientate the local administrations as to their new responsibilities. Through four sessions, UNDP supported the training of the Governor Inspection Team and Merged Areas Administration, Finance and Treasure, and Planning and Development. Topics such as budget estimates, the integrated budget call circular, and usage of the online portal were covered. Though UNDP remained concerned about the challenges that COVID-19 presented in terms of engaging line departments for the formulation of their budget estimates for 2020-21, the online interface introduced through the UNDP-supported budgetary reforms provided the best available alternative for efficient and timely completion of the activity.

<b>Indicator 4.4.1</b>	<b>Multi-year NMD development plan finalized, approved, and reflected in annual development plan and COVID economic recovery plan reviewed, finalized, and approved by KP govt. (this additional indicator is relevant from Q6 onwards)</b>
Target Oct 2020	<ul style="list-style-type: none"> <li>1) First Quarter Review of AIP conducted</li> <li>2) Provincial govt. provided with policy inputs on COVID response and at least 50% of the inputs are approved by govt.</li> <li>3) At least 20% of AIP II appraised at projectization stage with UNDP support</li> </ul>
Achieved(Oct 2020)	<p><b>1) First Quarter Review of AIP conducted:</b> The first Quarter Review of AIP was conducted, and it was found that in the first quarter (ending September 2020), projectization of AIP-II was 21%, slightly higher than the 19% projectization during the first quarter of AIP-I. The 21% projectization is for only new schemes of AIP-II, with denominator 133. Overall AIP-II projectization ending September 2020 was 59%, including ongoing and new schemes, with denominator 261. A tranche of PKR 10.33 billion was released against 125 schemes, from which the expenditure incurred was PKR 395 million by the end of the first quarter of the financial year. Of 125 schemes, 58 had zero expenditure, out of which 17 schemes were highlighted to P&amp;D as potential high absorption that had zero utilization.</p> <p><b>2) Provincial govt. provided with policy inputs on COVID response and at least 80% of the inputs are approved by govt.</b> The provincial government was provided with 16 policy inputs on COVID response and all 16 were approved. These formed a large part (approximately 65%) of the government’s three-year Azm-e-Nau economic recovery strategy in response to the pandemic. Activities were aimed at creating temporary jobs and supporting existing enterprises. In addition, 15 policy briefs were developed for the Government of KP using data analytics on different sectors of the economy impacted by COVID-19. Nine policy recommendations made in the policy briefs were adopted by the Government of KP. The project thus played a significant role in the provision of technical assistance to the economic policymaking of the provincial government, at a critical time.</p> <p><b>3) At least 20% of AIP II appraised at projectization stage with UNDP support.</b> This was achieved. At least 23 AIP-II schemes were approved out of a total of 133 new schemes; UNDP supported projectization of 7 out of 27 schemes (26%). With better quality PC-1s and support in appraisal, the PC-1 approval process was faster in the second than the first year of implementation, indicating progress made.</p>
<b>Indicator 4.4.1.1</b>	<b>%age of AIP (Accelerated Implementation Plan) projectized</b>
Target Oct 2020	<ul style="list-style-type: none"> <li>55% of AIP projectized (cumulative)</li> <li>Approved guidelines for QLD</li> <li>Institutional Optimization study report</li> </ul>
Achieved(Oct 2020)	<p>1) As of September 30, <b>59% of the AIP was projectized.</b> The timely projectization of the AIP is a necessary (though not sufficient) step in translating development goals into results in the Merged Areas.</p> <p>2) <b>QLD is envisaged as a small-scale rural development programme</b> that will use jirga as the social capital to build on local traditions of consultation and cooperation in the Merged Areas to foster grassroots development. QLD aims to reduce poverty through the provision of basic infrastructure and livelihood opportunities to the citizens of the Merged Areas. A summary note for the QLD guidelines was approved within the Planning and Development Department, and the summary note and guidelines for QLD were approved by the Chief Minister. Following these initial measures, the next step was the development of a PC-1. The guidelines are an important aspect of how the QLD programme will function.</p>

3) **Extensive technical assistance** has been provided to the Institutional Optimization study conducted by the Planning and Development Department and guided by a group of experts led by the Chief Economist of KP. The focus of the IO Study is governance in the Merged Areas at the district level. Aiming to identify current practices and challenges, it includes surveying and conducting interviews with officials at various levels of government, political leaders, and elders from the Merged Areas, focus group discussions, as well as secondary research. The first phase of the study involves mapping management, operational, financial, and legal challenges in district administrations. The report culminates in a series of identified issue areas including relating to lack of human resources, inadequate capacity, and an unclear mandate for the office and its inhabitants. The Institutional Optimization study report was not completed within the implementation period of the programme. One reason for this is that the study included extensive field work, and also that it has undergone five stages of review. It includes a detailed analysis and recommendations for the Government of Khyber Pakhtunkhwa, including district profiles of each area. An Executive Summary of the study was shared with FCDO in December 2020 and it was anticipated that a complete draft would be provided to FCDO in February 2021. A second phase of the IO study is planned which will build on the FCDO-funded Phase One. Phase Two will seek to analyze line departments in the districts.



<b>Indicator 4.4.1.5</b>	<b>%age of SEPs designed using innovative methods</b>
Target Oct 2020	At least 60% of SEPs designed (out of denominator of 7 SEPs)
<b>Achieved</b>	The SEPs are a flagship set of projects under the AIP employing innovative project designs and aimed at transformative impact in key sectors. With respect to the design of programs under the SEPs, <b>at least 60% were designed</b> (although subsequently and following additional rounds of review, changes have continued to be made). At programme closure, concept notes that were expected to be approved for immediate implementation after feedback was incorporated were: Health, Skills Development, Agriculture, Women’s Entrepreneurship, Education, and Sustainable Adherence to WASH and Preventive SOPs. It was anticipated at programme closure that approved SEPs would enter implementation within the next three months, however, as of February 2021, SEPs remained in the process of moving towards implementation.
<b>Indicator 4.4.2</b>	<b>KP government’s position on NFC reflects UNDP’s analytical support</b>
Target Oct 2020	NFC support concluded; analysis presented to the govt
<b>Achieved</b>	This target was met. NFC analysis was carried out and preparatory work done to present when the NFC convenes (the timing of the NFC meeting was beyond the control of the project).
<b>Indicator 4.4.2</b>	<b>Surveys conducted on select indicators from the Tribal Decade Strategy and COVID response</b>
Target Oct 2020	Surveys conducted and results shared with stakeholders
<b>Achieved</b>	Working closely with the government, significant progress took place to strengthen the (currently very weak) evidence base on the Merged Areas. These activities support evidence-based policy-making as well as the monitoring and evaluation of progress towards the development outcomes envisioned under the AIP.

**The AIP Baseline survey was completed.** Key socioeconomic indicators on demographics and delivery of public services were collected at the household level and are expected to inform the planning and implementation of the AIP for 2021 onwards. Data was not shared with stakeholders

by programme closure, as analysis was still underway at the end of October. However, subsequently, data from the AIP baseline has been shared with government for purposes of informing development planning.

**The Labour Force Surveys 1 and 2 (Business and Labour Surveys) were completed.** The Labour Force Survey 1 was completed in May, 2020 and the results shared with the government. The Labour Force Survey 2 was completed in September, 2020, and the results have also been shared with the government. The results of the surveys were expected to help the KP Government in identifying which sectors and segments of the population were in need of government assistance.

**The COVID KAP survey was advertised for open competition,** five bids were received, and technical evaluation took place in October, 2020. The survey was contracted at the end of October, 2020. However, it was not concluded in the reporting period.

## Output 4.5 Dropped

# 4. Key Successes , Shortcomings, Lessons Learned and Follow Up Actions

## 4.1 4.1.1 Improved Access to basic Social Services -UNICEF

### Key project successes

- **Scalable investment model of registering every child in NMDs,** attracted wider community acceptance and government policy shift and funding (PKR 719 million equivalent to USD 4.5 million to scale up birth registration) - marking a historic milestone and reaching the unreached. For instance, nearly 10 million children registered at birth across KP, including reaching 103 per cent (308,710) of the programme target, thereby providing first step towards their entitlement to social welfare and social protection schemes (Sade Aman programme for cash grants), health insurance (Sehat Insaf Card), admission in schools and madrassas. **Key achievements in this vein are endorsement of the rules of business for birth registration and renewed commitment of the government for the allocation of public funds for birth registration.** Beyond this programme, UNICEF will continue to provide technical support to the government in the quality assurance of the birth registration data.
- **Integrated service delivery model using mobile health for scaling community based integrated health care:** Evidence suggests that community care could avert 25 to 30 per cent of neonatal deaths; an intervention that proved worth investing in where in less than a year. An estimated 0.5 million people in the NMDs benefitted from the integrated outreach of health and nutrition services that relied on 30 mobile teams, covering at least 20 per cent of the population and linked with 15 rehabilitated healthcare facilities, were providing access to 24/7 basic emergency obstetric care. Additionally, a total of 4,358 (94%) children with SAM were treated through this intervention.
- **UNICEF's community engagement approach in NMDs was successful in promoting community acceptance of the programme** which increased with the provision of services at doorstep and positively reciprocated at institutional level with an emphasis on the Accountability to Affected Population (AAP). As part of this, a comprehensive multisectoral C4D plan for social mobilization, behaviour & social change communication was implemented.
- **UNICEF WASH interventions helped in conflict resolution, social cohesion and mutual benefit to local communities.** In one case, a 25-year-old communal conflict on sharing of a water source in Khurmanaa village (Central Kurram) was successfully resolved through the provision of a supported DWSS. The two conflicting communities, named Sur Tapu

and Yaqeen Kalay, mutually agreed to end the dispute and work together to assist the implementing partner and UNICEF in constructing the water supply scheme. The scheme will benefit more than 400 people of both the communities with clean drinking water. A formal document on resolution of conflict and use of water source was also signed.

- **UNICEF joint advocacy with FCDO on absorption of human resource- Achieving sustainability** working on birth registration related to health and birth registration services yielded results with additional public resources being allocated. For instance, the absorption of 76 health staff at facility level in 15 target facilities is underway.
- **Investing in institutionalizing ALP proved essential and helped the Government to ensure continuity of learning in the context of COVID-19:** The closures of schools forced UNICEF to cut down on ALP activities, increasing the risk of resources already invested being wasted. UNICEF explored alternate sources and diverted them towards continuation of the support, except for CPD, which was totally dropped. UNICEF advocacy efforts resulted in government decision to use the 150 ALP centres (became functional at later stage), and in partnership with PTCs, to play a key role in the continuity of learning for children during school closures using trained teachers for home learning support modality and to distribute home based assignment for children. Other development partners joined efforts and UNICEF was able to use other funding resources to ensure continuity of support.

#### **4.1.2 Supporting the local and provincial governments to become more effective, accountable, and responsive**

**Working in close collaboration with Govt. Departments:** Working in close coordination with the provincial government, the project supported the design of development strategy and processes aimed at bringing improvements to the lives of residents of the Merged Areas. Operating at the apex of strategy/planning processes in the provincial government, support was provided to the Tribal Decade Strategy, and the creation and implementation of the Accelerated Implementation Programme. When COVID-19 hit Pakistan, the project was a source of timely technical assistance support to the government's planning for economic recovery.

**Systematic Integration of NMDs with KPK:** The project also played a key role in the financial integration of KP and ex-FATA. The KP Integrated Financial Management System (KP IFMIS) was extended to the 7 newly merged districts; a financial integration plan was drafted and approved; 93,000 employees were integrated into payroll; and pension reforms were supported, among other achievements.

**Strengthen the Local Government System:** In the absence of local government elections, the project provided support to strengthen the 25 nascent Tehsil Municipal Administrations in the Merged Areas. The baseline capacity of the TMAs was very low; assistance provided by Technical Associates was important, although the final aim of the support – improving service delivery to residents of the Merged Areas – will take further time, resources, and effort to achieve. Technical Associates supported the preparation of 54 PC-1s, and the preparation and follow up on release of budgets, among other tasks. The project also supported government training for long-term capacity building (4 training manuals were developed and approved, and a LMS system was completed and made operational for the remote training of officials). The project also supported the development of local government by providing technical assistance to the development of rules (Rules of Business for Tehsil LG and VCNC drafted, Planning, Development, Budgeting, and Accounting Rules drafted); and the project supported a civic education campaign which reached 46,000 residents of the

Merged Areas and created a cadre of 120 Local Government Ambassadors who can be an important human resource for governance work in the Merged Areas in the future.

**Generation of empirical Evidence In addition:** the project supported the generation of data on the Merged Areas, including successfully conducting two rounds of the Business and Labour Survey, and conducting the AIP baseline survey. The project also brokered an agreement between the Ehsaas fund and the KP Social Welfare Department to share Ehsaas beneficiary data for Zakat eligibility.

#### **4.1.2.1 Key Success Factors**

This success was supported by a close working relationship with government which was important, among other reasons, for purposes of identifying priorities and obtaining buy-in.

### **4.1.3 Supporting the agriculture and livestock-based Livelihood**

**Introduction of modern and more efficient ways of Agriculture:** The project area was a backyard of the country farmers had always been in low production trap. The agricultural extension and research system were also weak. Historically the farmers had poor access to quality seeds and improved breeds. The knowledge base for improved production packages, animal feeding and disease management, and efficient water use efficiencies was rudimentary. During the Phase-I sufficient turn around has taken place and farmers have showed considerable appreciation of the improved production methods (Climate Smart Agriculture Practices) and livelihood potential of the resource base.

**Strengthened and Diversified Income Generation Sources:** FAO has created economic growth opportunities for the farmers in subsistence and commercial agriculture through agriculture enterprises promotional and income diversification activities at production, picking, packing, and marketing level. Vegetable enterprises produced excellent results in transformation of the food chain by enhancing the productivity, minimizing the post-harvest losses- resulted in significant increase in income of the small holder farmer – Post harvest study is underway for impact analysis. Rehabilitation of irrigation channels are very welcoming intervention in food security by bringing efficiency in water consumption, production enhancement and increasing the command area (21,838 Acres) of irrigated land for agriculture productivity

**Introduction of Climate Smart Agriculture:** For the first time introduced the Climate Smart Agriculture in the areas and provided resilient crop varieties, intercropping of leguminous crops (Rabi & Kharif) for enhancing soil fertility and water saving technologies are demonstrated at farmers field and up scaled. Climate Smart Agriculture profiling of the four (4) targeted districts will provide a comprehensive baseline information effects of climate change on agriculture of the areas and inform about the adaptation and mitigation actions to the planners and practitioners. The communities have been supported with planning and preservation of integrated natural resources and stabilization of ecologically fragile watersheds

#### **4.1.3.1 Success Factors:**

**Focused and Harmonized Targeting Strategy:** The project was planned and designed while keeping potential and strengths of the area in agriculture and livestock. FAO was able to help the local farming community to learn and apply the modern and more effective ways to leverage the agri income. Harmonized targeting strategy was also a factor for the success of the program, whereas, the tribal districts are more vulnerable in agriculture production, as compare with the other settled districts.

**Coordination with and engagement of stakeholders:** The project was implemented directly by FAO in the targeted areas, in close coordination with the key stakeholders including green sector line departments, district administrations, FCDO, consortium partners and targeted communities. This approach contributed in the success of the project and contributed in the achievement of the program.

**Institutional/Individual Capacity Building Initiatives:** The provision of inputs together with capacity building of the institution and individuals played pivotal role in achieving higher incomes for farmers.

#### 4.1.4 Gender Mainstreaming

Working in close collaboration with the line departments and key stakeholders, UN WOMEN was able to influence UN agencies and Govt policy making on gender sensitive programming. In total, 10,000 women were helped with registration of CNICs, and 4000 linked with available social services. The key success factors were as under.

- Social mobilization methodology applied to access women in the context of MD (involving men and local influential).
- Close collaboration on women’s empowerment with government authorities at district level worked well.
- Aligning the project activities with government priorities/plans, especially outlined in AIP and TDS earned trust and understanding with Govt.
- Advocacy at provincial level on importance of civic registration and linkages with much needed services for women in the merged districts.
- It has been learnt that facilitation of women for CNIC registration is the first step towards their entitlement to the social welfare and social protection schemes announced by the government of Pakistan.

#### 4.1.5 Leadership and coordination -UNRCO

UNRCO had a lead on the coordination of the programme. Leveraging on impartiality and neutrality of its role, the UNRCO was able to effectively escalate the implementation gaps to FCDO, agencies and the relevant line departments at the highest level. Regular coordination meetings were held with relevant departments at the district and provincial levels to bring the issues and challenges to notice of the Govt. As a part of continuous engagement with the community, UNRCO was successful in increasing the visibility of the GRM system across the intervention areas and collected 146 complaints. The FCDO was provided insight on changing context of the programme and emerging risks were captured, responded to, and reported as and when occurred. Information and data requirements of all concerned including line departments were fulfilled with quality assured narrative reporting, coms products.

## 4.2 Project shortcomings and solutions

Project shortcomings	Solutions Adopted
<p><b>4.2.1 Improved access to basic social services</b></p> <p>Following slow merger of FATA and KP there was lack of <b>clarity on roles and responsibilities of government officials</b>, hampering the decision-making process.</p>	<ul style="list-style-type: none"> <li>• Continued advocacy through the programme high level steering committee.</li> <li>• Working through the government system helps in building back better for a stronger merger process. For instance, EMA extending school monitoring to NMDs (unified system), local government took over birth registration through public funding, health workforce absorption plan, improved PHED capacity for O&amp;M for solarized water schemes.</li> </ul>



<p>Speed and scale of BR interventions at programme kick-start period.</p>	<ul style="list-style-type: none"> <li>• Quick advocacy and lobbying for establishing the first of its kind provincial level steering committee, chaired by the chief secretary, which helped in the oversight on the birth registration agenda and guided the resolution of issues with NADRA, followed by endorsing CRVS rules, and additional government funding to take the BR agenda at speed and scale across the province learning from the successful model in the NMDs. This translated in KP reaching a historic milestone of 10 million children registered and received birth certificate (from 19 per cent in 2017 to nearly 62 per cent in 2020)<sup>i</sup>.</li> <li>• Establishment of additional birth registration offices at district and union council levels helped responding to needs. Additional BR offices have been established, bringing services near communities.</li> </ul>
<p><b>Contextual and societal barriers</b></p>	<ul style="list-style-type: none"> <li>• Learning from the implementation of UNICEF led community engagement strategy, which guided UNICEF direct work and the partners on ground, there was need to hire local staff (especially female). Building the capacity of female workers and increased level of acceptance helped in addressing gender gap.</li> <li>• Introduced a family member support mahram for female nutrition assistants for them to be able to continue serving in the tribal areas while away from their hometowns.</li> </ul>
<p><b>Delay in the flow of funds for programme implementation</b></p>	<p>A robust UNICEF accelerated implementation plan was developed with efficiency gains by pre-financing from other UNICEF resources, prioritizing activities that can be frontloaded. This helped overcome a nine-month delay at the beginning of the programme, whereby programme inception activities took longer to kick-off compounded with the complexity of fund transfer processes to implementing UN agencies.</p>
<p><b>Frequent change of leaderships across various government departments (e.g.: 3 different secretaries of health during the programme time), remained a challenge in terms of maintaining effective coordination.</b></p>	<p>Through UNICEF support, the government established technical working group for the programme in each relevant line department e.g. Health and Nutrition, PHED and Education - chaired by Secretaries - to address challenges in implementation and ensure structured coordination between key stakeholders, operational and policy level dialogue, and the mainstreaming of cross-cutting issues, including safeguarding concerns as well as tracking of results and actions.</p>
<p><b>Non-existent service delivery structure for ALPs</b></p>	<p>UNICEF rose to the challenge and within a short period of one and half year drafted an ALP Policy to provide a legal basis for the system. An accelerated curriculum for ALP Elementary and Primary and associated teaching learning materials were developed by DCTE along with training manuals and pool of master trainers established. Now a fully functional ALP Programme Implementation Unit is providing quality education to the marginalized, overage OOSC who had missed their first chance of education.</p>

**Absence of complementary programme interventions at Tehsil level** In South Waziristan, UNICEF is the only organization working in Wana tehsil with multi-sectorial interventions across health, nutrition, education, water and sanitation as well as support for birth registration. There is a need for more partners to support in such remote areas. By design, the programme is meant to leverage on UN agencies' comparative advantage and opportunities for complementarities, instead of programmes going to communities in silos.

**Burdensome quarterly reporting requirements with opportunity cost of not being able to engage in other strategic activities** UNICEF recruited dedicated programme staff with an oversight from the senior program officers to ensure wholistic programming, while responding to the need for full compliance with the heavy reporting requirement. This modality also helped in addressing the high transaction cost related to a multitude of forums that oversee the programme (bilateral and multilateral) which could be an area for learning and opportunity to streamline.

#### 4.2.2 Improved institutions and legislation to bring NMDs in line with KP

**The COVID-19 pandemic was unforeseen** and created challenges in programme implementation, programme direction, and fiscal space. -The project was able to pivot the substance of its programming in response to both the pandemic and the absence of elections by coordinating closely with donor and government partners and maintaining an orientation that was open to adaptation and flexibility.

**The absence of local government elections** was beyond the project's control and required a shift in programming which focused on supporting local government even in the absence of elections. The Local Election could not hold due to various reasons; however, UNDP was able to do the groundwork in terms of creating sufficient awareness around merger and role of LG system through its exceedingly successful civic education. Meanwhile, the UNDP developed the online learning and training system, drafted Rules of Business for Tehsil and VC/NC and 4 different kind of training manuals. Moreover, the VC/NC profiling exercise was carried out and technical assistance was provided to TMAs in development of PC-I.

**A lack of sufficient data on the Merged Areas** was another obstacle; the project worked to improve the availability of data through survey activities including the AIP Baseline and Business and Labor Surveys I and II. To bridge the gaps of credible data, completed TDS Baseline Survey and Business and Labour Force Surveys I & II conducted. Nonetheless, there is still a huge need of multi-dimensional data on the merged areas.

#### 4.2.3 Agriculture and Livestock Based Livestock

**Lack of clarity on the roles and responsibilities at Govt. level in post-merger scenario** **Continued advocacy and coordination** with the steering committee and close coordination throughout the program with district administrations, green-sector departments, directorate of projects helped achieve the programme targets without any major disruption.

**Inadequate time for Social Mobilization** at the start of the program. FAO coped this challenge by engaging the community in distribution process of the planned inputs.

## 4.3 Lessons learned

### 4.3.1 Strategic and Structural Investment Level:

- **Enhanced leadership and co-ordination** of UN agencies through RCO improved collaboration between UN agencies and FCDO. Escalation of operational gaps at field level to agencies and relevant Govt. departments was instrumental in resolving absorption of HR issues and RC's nudging the Govt on absenteeism of health and education staff to health minister and commissioners
- **Government led high-level programme steering committees and management committees for coordination** including for birth registration, all played catalytic role in resolving issues. For instance, it helped address operational challenges like issuance of NADRA CRMS codes, human resource absorption, future funding for expansion and system building and alignment to government annual development plan. The programme management committee and steering committees were helpful in resolving the strategic issues.
- **Working through the Government system helped in building back better for a stronger merger process:** EMA extended school monitoring to NMDs creating a more unified system, the KP local government took over BR through public funding, health workforce absorption plan and improved PHED capacity for O&M for solarized water schemes. UNDP maintained seamless coordination with concerned departments in pushing the execution of programme components effectively.
- **Scaling up through linkages with other development actors and similar interventions:** whereby World Bank Group linked birth registration as a KPI in the Government's DPL package to Ministry of Finance at the national level to scale up birth registration across Pakistan. As a result, children are being referred for birth registration across the districts.
- **Technical working groups and teams** with strong government ownership at the apex level achieved the highest degree of implementation. These WG helped developing same wavelength between UN agencies and FCDO on the desired objective of deliverables.

### 4.3.2 Operational level:

- **Efficiency gains through a risk informed working modality** with the Government (PHED). For instance, vendors were contracted by the PHED and paid directly by UNICEF upon a joint verification for the scope and quality of work led to efficient and timely utilization of available resources beside timely achieving a critical target for the water schemes.
- **Reduced transactional costs and efficiency gains** through use of third-party firm for financial management led to savings in overheads, such as office and warehouse rents and utilities at NMDs level amongst others. The lesson learned was that building on existing investments can help to save unnecessary transactional costs.
- **Working with CSOs partners with previous experience in NMDs proved to have an added advantage** as they are aware of cultural sensitivities and community needs.
- **Social service workforce:** Investing and capacitating local workforce is a major contributing factor to the sustainability of the basic social sector interventions. Programme staff

across health, birth registration and education programmes were considered by the government for government sanctioned posts.

- **UNICEF expertise working in emergency contexts, helped in its quick adaptation during the COVID-19 and led to a series of lessons learned in case of future events.** For instance, alternate working modalities had to be adopted with SOPs for maximum of 5 people in one place along with IPC measures. Facility staff in the field were provided PPE through government, while outreach teams engaged across sectors were provided facial masks, hand sanitizers and gloves through UNICEF. New operational guidelines for women and children in isolation and quarantine centres were prepared. Refresher trainings on safeguarding standards are scheduled for the programme staff while 254 front-line health workers were trained on COVID-19 prevention and management.
- **KPMD required a more robust** change management approach to overcome path dependency in development planning.
- **Direction implementation by FAO** was successful in terms of achieving targets and maintaining effective coordination with line departments. Acquisition of project NOC allowed unhindered movement to intervention areas.
- **Departure from conventional practices:** FAO was able to successfully introduce more efficient agriculture and livestock rearing practices which won the buy in of the community and adaptation rate was incredible.
- There was significant legal/political resistance to substantive reforms in entitlements.

#### 4.3.3 Programmatic context and prospects

- **Existing capacity of Govt offices and implementation of the formulated policies:** The KPMD assessment 2020 identified the need for a stronger focus in future programming on implementation of the raft of policy and strategy documents, the development of which is supported by donors. These are often only partially implemented either because of lack of capacity of government departments or the intricate political economy of reforms. Future support should focus on the implementation of existing policies. Assessment of existing implementation capacity of Govt offices at provincial and district level is essential to predict the future of any such effort.
- **The needs of communities were immense, in response to which UNICEF adopted an integrated and multi-sector target selection criterion** using village mappings to reach the most vulnerable and hard to reach groups. Community acceptance of the programme increased with provision of integrated health services at doorstep, uniform message to the community from all sectors and positively reciprocated at institutional level.
- **Foundational Investments:** Though it took longer to be established, the notification of PIU to oversee the introduction and the implementation of ALP proved to be more sustainable and strategic for a coordinated government effort in addressing OOSC and remained relevant in the context of COVID-19. PIU also ensured a formal governance structure in place with better ownership.

- **The successful piloting of MHM along with in-kind support in girls' schools** was a breakthrough given the contextual social norms and demonstrated that it can be upscaled further.
- **FCDO funded basic services helped in having in place better preparedness at local level** for the continuity of services in times of disruption, which proved true during the suddenly emerged brutal and demanding COVID-19 pandemic, when the government was able to rely on a more resilient health system in the NMDs and with quick adaptations for an effective response.
- **Surveys done in tandem** with the government have greater chances of implementation success but require provision of support throughout the process and quality assurance.
- **Civic education** has proven to be possible across the Merged Areas, and effective at changing perceptions and knowledge levels.

#### 4.3.4 Risk Informed Program Management:

- **Contextual and societal barriers:** Adopted conflict sensitive programming approach, including prior assessment: context analysis, social analysis, gender analysis), targeting and prioritization of sites and communities in need, and risk informed management matrix had been completed and informed the design of an integrated services delivery in the programme catchment area of the five newly merged districts (plus extension of birth registration to the other two districts of Bajaur and Mohmand).
- **Flexible and adaptive operational modalities:** Addressed issues of security and conflict concern when arise e.g. the sudden decision by the Department of Health to suspend the health component of the programme in July 2019, followed by advocacy that eventually resulted in the resumption of activities in September 2019.
- **Developed and adopted an internal KPMDs' Programme Management and Communication Structure** flow chart, which helped in programme management processes.
- **In order to reduce sexual exploitation and abuse (SEA) risk in programme implementation,** UNICEF has recently rolled out a mandatory requirement to conduct PSEA assessment for its CSO partners.
- **Improving visibility of the existing GRM platform:** 50,000 pocket size IEC material products with numbers for helplines for community feedback and reporting distributed among key government partners for onwards distribution.
- **Addressing the needs and bridging the inequalities in the long run:** By design and rationale of phase 1 of the programme, programmatic coverage for key interventions (e.g. access to safe water and integrated health), is still limited to only 25%. Far flung areas and marginalized communities in the frontier regions are not covered, hence UNICEF continued advocacy to leverage resources, for a sustainable investment for the affected population to contribute to their resilience and to encourage return. The programme is also an opportunity for the triangular cooperation and to foster future opportunities for public-private sector cooperation in emergency preparedness and response in fragile regions and areas of conflict.

## 4.4 Follow-up Actions

- **The programme foundational investment in both long term policies and infrastructure in bringing positive and also transformative agenda** (e.g. ALP) in the education sector, has encouraged other key donors (GPE and GAC), to step in to fill gaps in support, with an added value not only in sustaining change actions but also linking girls' education with youth and adolescent engagement programmes in pilot districts within the NMDs (Orakzai and Kurram).
- **The health information system and its health data flow mechanism**, has further encouraged possible investments in piloting the migration to DHIS2 in the NMDs, a key step towards an inclusive health information management system, with standardized quality data and harmonized indicators including timely disease surveillance for action for a unified and stronger health care system.
- **Optimizing Human Resource absorption for continuity of basic social services in the NMDs:** Provide support for the government in drafting PC-1 to continue the services that UNICEF was providing; and to support the implementation of a hiring plan to fill positions held by programme staff.
- **Consolidation of gains of the first phase:** Despite of host of challenges, the agencies were successful in doing the groundwork for subsequent investment to realize the potential value. The women getting CNICs require subsequent help to avail of the potential opportunities and agriculture work needs more investment to consolidate initial success.

## 5. Value for Money Approach

In line with the approved policy of FCDO making VfM exercise mandatory for all international projects, NWP has carried out VfM for a set of workstreams mutually agreed upon between the UN agencies and FCDO. The poverty reduction and stability programme was designed with major outcomes on; agriculture-based livelihood, access to basic social services, gender mainstreaming and Governance with each implemented by four UN agencies i.e. FAO, UNICEF, UNDP, UN Woman. The selection of workstreams for VfM reporting was made on basis of the size of the budget and the relative quantum of work going into its completion. The UNRCO collated and quality assured quarterly VfM reports which have progressively accumulated new evidence demonstrating VfM from each quarter. The quarterly VfM narrative reports had an analysis built on the basis of the available evidence for Economy, Efficiency, Effectiveness, and Equity. The final evaluation of phase one of the programme was planned in phase 2 and restricted access due to security and COVID thereby resulted in limited evidence and necessary data to carry out a solid VfM analysis.

The following tabular presentation explains the whole of how the entire assessment has been carried out. The assigned interventions for the purpose of VfM are counted as 21 distinct activities implemented by the 4 sister UN agencies. The table cites 4Es VfM indicators against 21 activities. As of Economy, 09 activities were measured as economical, 3 uneconomical, and for the rest of the 9 activities, no relevant or adequate information is available for the sake of calculating the question of economy. 13 activities are measured as efficient, and 8 activities suffer from a lack of relevant and required information. 14 activities are measured as effective, none as ineffective with 7 suffering from lack of information. As regards equity 15 activities reflects good equity, no activity is measured as opposing the principles of equity, whereas 6 activities show absence of relevant adequate and reliable information which could have enabled us pronounced sound judgment.

**Table 3: VfM assessment**

Agency	Activity	Economy	Efficiency	Effectiveness	Equity
FAO	Training/Capacity building for farmers through FFS and LFFS	NA	Yes	Yes	Good
	Improved climate resilient crops seed production, multiplication of cereal, cash and leguminous crops	No	Yes	Yes	Yes
	Establishment of feedlot fattening units of large ruminates through provision of highly growing/meat producing calves	No	Yes	Yes	Yes
	Establishment of small vegetable producer enterprises	NA	NA	NA	Yes
	Establishment of fruit and forest plant nurseries	NA	NA	NA	NA
	Establishment of small vegetable producer enterprises	NA	NA	NA	NA
UNICEF	Provision of safe drinking water to communities	Yes	Yes	Yes	Yes
	Provision of access to basic sanitation	No	Yes	Yes	Yes
	Births registration for (boys and girls) in the 7 merged districts of KP through the birth registration centres	Yes	Yes	Yes	Yes
	Existing health care facilities renovated and made functional	NA	NA	Yes	Yes
	Children 6-59 months of age registered for severe acute malnutrition	Yes	Yes	Yes	Yes
	Schools monitored per month	NA	NA	NA	NA
UNDP	Economic Development	NA	NA	NA	NA
	Supporting the Government in formation and implementation of an appropriate Local Government system, delimitation of constituencies and capacity-building of elected representatives and staff of Local Government	NA	NA	NA	NA
	Providing support in analysis and integration of accounting and financial management framework (including pensions) in NMDs	NA	NA	NA	NA
UN Women	Technical Assistance (TA) to KP Government and UN Agencies to strategize gender mainstreaming in development programming	Yes	Yes	Yes	Yes

Awareness raising, establishing relationships with NADRA and facilitating CNIC issuance	Yes	Yes	Yes	Yes
Linking women/girls with available social services	Yes	Yes	Yes	Yes
Identifying and benefiting women with hygiene kits	Yes	Yes	Yes	Yes
Media Campaign both print and electronic, dissemination of IEC material for awareness raising around importance and use of CNICs and COVID -19 prevention, cure and response	Yes	Yes	Yes	Yes
Reaching out to women and girls to provide awareness around political rights, social services available, and access to justice. through Women Community Centre	Yes	Yes	Yes	Yes

The outcome based summary of VfM reported by each agency is as under

## 5.1 Agriculture and livestock-based livelihood

FAO implemented agriculture and livestock-based livelihood component of the programme to diversify and enhance the source of sustainable incomes by applying modern techniques of production in a cost effective manner. The unit cost of 1085 community members trained through LFFSs and FFS was £15 which was minimal due to the engagement of local facilitators. Similarly, wheat seeds were procured at £21 per unit as against the budgetary estimation of £26 per unit cost which became possible due to bulk purchase of wheat seeds resulting in economies of scale. The average unit cost of animals bought for setting up feedlot fattening units was estimated at £2,430 whereas actually procured at £2,831. The small-scale enterprises were costed at £223 per unit whereas, the actual came out to be £49 when the tomato enterprises were implemented, hence resulting in substantial saving.

The overall picture is encouraging with respect to the achievement of agreed targets apart from two activities extended beyond the closure of the project. More specifically, large-scale animals' feedlot fattening units demonstrated poor efficiency in terms of cost and benefits of animals traded. Even the initial cost was not recovered from the proceeds of animals sold out on the eve of EID Qurban, which had induced many to sell off animals a bit too early. In the case of seeds distribution, the maize seeds were received on average of 480 kg (12\*40) of the crops grown with 25kg maize seeds, while 1352 Kg of the wheat crops grown with 50kg seeds. For Maize, each pound invested by the project had a return of £6.07, which in the case of wheat is £14. whereas the unit cost of maize and wheat were £27 and £21 respectively. The worth of produced yield £181 and £303 for Maize and Wheat respectively. The efficiency in respect of yield of farmers not attending FFS training was 3700 to 4100 kg per hectare, as compared to 4,500 to 5000 kg per hectare by those having attended the training. That is on average a trained farmer was able to take 650 KG per hectare more from the same piece of land. The difference in the yield is totally attributed to the good practices adopted by the FFS farmers as the seed variety used by both the plots were the same.

The monitoring team could collect evidence of the differential impact left by field schools on farmers. Farmers receiving training through field schools exhibited relatively more skills, interest and efficiency in their profession as compared to those having not attended FFS training. The improved understanding is expected to have a positive impact on productivity and management of the crop. The beneficiaries of 2,014 fruit orchards expressed great satisfaction over the relevance and usefulness of different plant species and varieties provided to them. With technical training and an improved variety of seeds, 500 male beneficiaries were overjoyed to be able to produce 90 mounds of potatoes per acre. The small vegetable growers supported under the project were able to earn an average of PKR 480,480/-



much higher than they used to earn cultivating the ordinary seeds using antiquated ways. To promote and strengthen the meat value chain in the areas, feedlot fattening units of small and large animals were set up. The survey conducted in September 2020 shows that 39 out of 43 respondents in North Waziristan have purchased animals and the rest of them were in the process of purchasing the animals. However, only 26% of the amount obtained from the sale of animals was reinvested while most of the entrepreneurs were positive about making reinvestments. Regarding the effectiveness of the improved variety of seeds, the M&E survey revealed that more than 90 % of the responded HHs recorded their satisfaction with the relevance and timing of the intervention. There is optimum utilization of both the seeds and in some cases part of the seeds provided were saved for the next season. This predicts long terms sustainability and confidence of farmers in Agri inputs supplied to them.

The inclusion of women and the marginalized in livelihood-based activities was a challenge in the context of cultural barriers, however, FAO was successful in reaching out to the targeted population to build their skills through on-field learning modality. Anecdotal evidence suggests that the FFS have catered to the needs of male and female alike (528 men versus 557 women farmers) Although, entire families of HH provided with an improved variety of seeds were direct beneficiaries of the intervention, however, more specifically, 197 women-headed households, satisfying the basic criteria, were supported with the package. 22 out of 98 beneficiaries of feedlot fattening units were women in districts North and South Waziristan. Under the component of vegetable enterprises supported, out of a total of 350 beneficiaries, 100 were women. In addition, FAO was successful in earning the trust of the community in arranging first-ever exposure visits of female farmers to other regions. The agency was successful in achieving equity by adopting chaperons policy.

## 5.2 UNICEF – Improved access to basic social services

UNICEF is one of the 4 sister UN organizations which were assigned the component on WASH, education, health under the Naway Warz programme. Based upon its specialized capacity, the UNICEF was assigned 2 main outcomes. The first outcome was providing safe drinking water, WASH and sanitation services for the target population and in the second outcome, health and education services were the subject matter of the intervention. The UNICEF achieved 100% of all the milestone targets agreed with the FCDO and also successfully utilized 100% of the planned budget of GBP 11.59 Million.

In terms of economy, UNICEF was able to achieve 100% targets within the budgeted cost and the agreed timeframe. Examples of the demonstrated economy include 242, 617 people were provided access to safe drinking water at a cost of US\$ 8.09 per beneficiary against the estimated 16 US\$ per beneficiary, 9,296 HHs were supported with the construction of latrines @ US\$ 7 per beneficiary as against the planned cost of US\$ 10.71, 308,710 girl's and boys' births have been registered @ US\$ 0.24, cost per child registration against the budgetary estimation US\$ 11 and the budget estimates for the treatment of SAM was calculated at US\$ 200, whereas the actual expense incurred per child initially was US\$ 190 further reduced to US\$ 88.

On the dimension of efficiency, the target of improving cost-effective and sustainable access to safe and sufficient water, and construction of low-cost latrines were slightly overachieved. 15 health facilities were equipped, staffed, branded, rehabilitated (gynaecological wards). Other targets of nutrition and health were successfully achieved within the agreed triple constraints.

With regards to effectiveness, women being the primary beneficiary of DWSS could save 30 to 45 minutes which otherwise used to be spent on fetching the water. This saving in time and energy could be used in other beneficial works like learning, education, economic activities etc. The communities assisted with low-cost latrines motivated fellow communities to build additional 1870 latrines to achieve ODF community on a self-help basis. This was evidence of effective awareness of the low-cost latrine model. In absence of latrines and insufficient water, women, children and physically challenged people had to suffer the most. The intervention could impact the target population substantially as, after the intervention, the ODF population in the community has increased from 17% to 53% of the target area. Before the start of birth registration intervention, the erstwhile FATA had just 1% births of children registered which increased significantly as on average 15 to 20 parents people approached the birth registration centres themselves to get the birth of their children registered, which depicts sustainability and success of awareness campaigns.

The support to 15 health facilities began 24/7 basic EMONC services closer to communities hence saved their money and time. In the catchment areas of these rehabilitated facilities, the number of pregnant women who received the ANC service has increased from 26424 to 38295 (projected annual figure based on available data) almost a 50 % increase in 2 years. Similarly, the number of institutional deliveries at the target facilities also increased from 808 deliveries per month in 2018 to more than 1200 deliveries per month after the rehabilitation of MNCH services in these facilities. Similarly, UNICEF had been able to achieve >100% of its set target for routine immunization in the catchment area of the 15 Health facilities, reaching 8,646 out of the project target of 5849 children. The nutrition support in the context of acute malnutrition with 23.1% and the highest level of stunting in the country with 48.3%, proved unimaginably helpful to people in coping with the challenge. A total of 7,284 SAM children graduated (exited) from the program with a cure rate of 95% while the remaining 5% of children were exited due to other reasons including default, non-cured, medical transfers and/or deaths. The overall cure rate of 95% has been stunningly successful well above the sphere minimum standards of >75%. The cure rate is also better than the baseline which was slightly above 90% for other projects implemented by UNICEF in the targeted merged districts.

In respect of equity, women, children and physically challenged people were the principal beneficiaries of improved access to safe drinking water and availability of latrines at home. In a culturally rigid region like ex-FATA, 45 % of children issued a birth registration certificate were girls. Under the health component, rehabilitation of health facilities and availability of female staff encouraged women to attend hospital. The focus was on MNCH relevant to women, girls, and boys. Further, all the communities are accessing these health facilities especially poor and vulnerable because it is cheap/free and all coming to these facilities are treated equally. The nutrition facilities were made available for both boys and girls, however (54%) are malnourished girls as compared to boys (46%).

### **5.3 UNDP – Governance and Economic Growth**

FCDO's financial investment under the PFM portfolio, GBP 642,671, enabled UNDP to help the government financially integrate the Merged Areas with the rest of the province of Khyber Pakhtunkhwa. Technical experts who worked on the PFM component comprised around 35% of the total PFM cost. In terms of effectiveness, an extension of IFMIS to the MAs is a good example of converting outputs into sustained actual outcomes. This step has helped the provincial government in contributing to the achievement of the overall outcome, i.e. economic development, through improved budgeting, accounting, and auditing at the district level.

UNDP supported the provincial government in the development of the Accelerated Implementation Programme (AIP) and Augmented Implementation Mechanisms (AIM), which aimed to close the development lag in the MAs. As of June 30th, 2020, 80% of the AIP was projectized, while 73% of the projectized schemes were approved (PC-1s). Approximately 91% of the approved schemes had entered implementation by project end-date (Oct 2020). During Phase I, 60% of AIP projects were reviewed by UNDP to meet PAM frame criteria as part of the AIP review mechanism (73 out of 142 PC-1s). The cumulative cost of AIP consultants is USD 77,449.21. With a projectization of 80% of AIP worth PKR 152 billion (approx.) and approval of 73 projectized schemes worth PKR 143 billion, this reflects an efficient utilization of technical resources.

FCDO's financial investment under the Local Government portfolio, GBP 342,631, enabled UNDP to help the Local Government Department prepare effectively for the introduction of local governments in the Merged Areas by providing technical assistance in the following:

The local Government Department has a staff of over 20,000 working across the province - from the provincial to the VC/NC level. The staff requires different pre-service pieces of training and on the job training during service, for which the Local Governance School (LGS) had only one option - on-campus training. Given the urgent need to increase the pace and quality of training for Local Government functionaries to cater not only to the Merged Areas but also the rest of KP, the LG Department decided to adopt a distance learning mechanism. UNDP helped deliver the Learning Management System (LMS), an innovative online learning solution that is scalable, easy to manage and is light on logistical and resource requirements.

Using the standard total costs of a one-day training of 25 participants (average size of one session) on the LGS campus, UNDP did a comparison of the cost savings with the new online system. Not only does the LMS reduce the transaction costs of training (around PKR 295,000 for a one-day training session), it increases access to learning for government functionaries and elected representatives. The training modules will be kept in the repository of the LMS, and learners can access these training materials wherever they are. Online training can also be more accessible for those who travel is a problem. Additionally, in case of security incidents or public health situations that prevent face-to-face gatherings, such as the COVID-19 pandemic, online training can continue when in-person training may not be possible.

FCDO's financial investment in the Local Government portfolio also made possible UNDP's largest beneficiary-facing activity in the Merged Areas. UNDP supported the government to deliver civic education seminars to over 46,000 residents of the Merged Areas, including more than 10,000 women, to create awareness on the local government system.

In order to achieve integration of accounting and financial management framework (including pensions) in newly merged districts, UNDP was able to extend IFMIS to the NMDs and extension of the FMIU functionality to the Finance Secretariat of NMDs, including payroll integration, 3) Alternate funding modalities for FY 2019/20, 4) train over 250 officials of the NMDs, 5) have Legislative and regulatory amendments in the KP pension regime, and 6) supported the design of a draft formula to distribute development funds to the NMDs

## 5.4 UNWOMEN: Gender Mainstreaming

UN Women extended technical support through dedicated human resource not only to the KP Government, but other UN Sister agencies involved in this program through Gender mainstreaming in its interventions. With an outlay of GBP 0.79 Million, the UNWOMEN completed all targets within the stipulated time and cost limits. The above table reflects that UNWOMEN was able to ensure economy, efficiency, effectiveness, and equity while completing targets. The agency was able to save 21% by achieving 100 % results from an amount of £398,820 against the planned £ 507,600 keeping the expenditures well below the budgetary lines maintaining the economy. Under the gender component, the target of sensitizing 150,000 people was overachieved as an audience of 2.6 million were accessed. In addition to the planned target of facilitating 10,000 women with CNIC's registration, it could help 1569 women procured domiciles, 1203 married couples obtained marriage certificates, and a divorce certificate. The UNW technical assistance helped SWED prepare PC-I of Rs 565 million for setting up women centres.

UNWOMEN's technical assistance to SWED helped in the development of PC-I for the construction of WCC and subsequent allocation of funds in AIP. 4008 out of 10,000 women facilitated with the registration of CNICs were linked with many social protection schemes of the government including EHSAAS emergency cash, Higher education, and employment. The intervention was particularly successful in creating a sustainable demand and desire amongst the targeted population for getting registered for CNICs. Women being more vulnerable were assisted with hygiene kits and awareness on infection prevention control, hence saving many from getting the virus. There is evidence that it has raised the desire of women to be more informed and empowered. At the macro level, the development of a gender inclusion policy document is expected to be beneficial for all development actors including Govt line departments to mainstream gender in development planning.

The interventions exclusively benefited the most vulnerable and left out population, women and children, persons with a disability, religious and ethnic minorities.

## 6. Risk Management

**Risks:** The Naway Wraz programme remained in the category of severe risk and COVID-19 further intensified the risk associated with programme implementation. The overall risk rating is set as 'severe' over the life of the programme,

considering the scale, complexity, and ambition of the programme. At the outset, a risk matrix was developed delineating external risks with major impact and high probability such as deterioration in the security situation, the constrained ability of IPs to operate in the region, uncertain political commitment to merger and ever-increasing conflicts drivers. These potential risks of major impact were shielded by choosing the best programme delivery and management partners like UN agencies with an unimaginable success track record in ex-FATA, agile programming approach and additional measures like constant monitoring and addressing the conflicts and safeguarding issues. All implementing partners maintained a risk register that is discussed as part of regular programme meetings with partners and risks are thoroughly covered in partner progress reports. These risk registers are aligned with the FCDO’s risk management framework and fed into the programme’s overall risk register maintained by the FCDO programme team. The NW programme risks remained within FCDO’s Pakistan portfolio risk appetite and are escalated if they breach this appetite. An overview of key programme risks is given below.

**Contextual Risks:** The contextual risk remained severe throughout, however, within the risk appetite for this programme. The NMDs have historically been some of the most insecure regions in Pakistan with a fragile institutional base and sub-optimally functional judicial structures. The transition from FATA to the merged districts has added to the fragility in terms of history old community structures of Jirga being replaced with law enforcement institutions, thereby creating a transitory vacuum for the potential chaos to creep in. In a post-merger scenario, communal land ownership is supposed to be transferred to individuals and that too needs a proper land record to happen. The said situation has been leading to land disputes among community members. Lack of political will to deliver on the merger has been an important contextual risk. The security situation, although much better than previous years, continued to remain highly volatile, which in certain cases adversely impacted the delivery of the programme. The volatile security situation impeded seamless access to the intervention areas especially at peripheries, hence quality and transparency remained at risk. Consequently, project timelines were revised as UN agencies and downstream partners had to get No Objection Certificates (NOCs) to operate in the NMDs. The UNRCO remained in constant touch with Army and civil authorities at all levels in order to ascertain adequate operating space for the implementing partners. The change in the Government’s priorities from the routine provision and service delivery to a greater focus on COVID-19 added further contextual risk for the programme. To mitigate this risk, NWP has demonstrated flexibility by pivoting towards COVID-19 health provision, communications and economic response through its FAO, UNDP and UNICEF components. The UN agencies adhered to WHO SOPs to keep delivery rolling while making sure that the risk of virus spread remains minimal.

**CDO Annual Review Risk Rating:** The programme was launched with severe risk ratings which were regularly re-assessed as part of the FCDO annual review. The overall risk rating remained severe over the two years of the programme with a medium-to-high probability of occurrence. The most significant risks were strategic; some were operational and very few related to delivery and security. NWP managed all potential risks through constant monitoring, capturing, and responding to them effectively. Over the course of the programme, FCDO undertook three reviews of the programme. In all these three reviews, the programme was placed in the severe risk category as depicted under.

Risk Ranking by Year		
March 2019	March 2020	Oct 2020
Severe	Severe	Severe

**Delivery Risks:** Delivery risks in this context are severe— this has exacerbated in the context of COVID-19. UN agencies and downstream implementing partners struggled to access targeted areas to implement, monitor activities and gather necessary data to plan further support. Frequent turnover of Govt staff in health and education departments hampered progress. At the same, ever-changing security dynamics resulted in numerous challenges in getting/renewal of NOC for IPs and travel permissions. The cultural and traditional dynamics posed a risk of political interference, conflicts on the award of contracts to non-locals and weak institutional capacity of Govt partners. Particularly in district Kurram and generally in other districts, protracted sectarian and land disputes obstructed and slowed down programme delivery. The programme has tried to mitigate this risk by involving government in the selection of areas to

be targeted and in ongoing programme implementation. UNRCO maintained continuous liaison with Govt. at all levels to expedite the issuance of NOCs and ensure effective coordination. All risks were identified, captured, responded to, and reported proactively and updated risk registers were shared with donor every quarter.

**Safeguarding Risks:** The UN is committed to safeguarding beneficiaries from any form of exploitation or abuse while complying with a core principle of 'leaving no one behind' and 'doing no harm'. The programme has a minor risk appetite for safeguarding risks. All agencies have standard operating procedures to mitigate against safeguarding risks and these are monitored through field visits. Until March 2020, the RCO also undertook several initiatives such as the development of field guidelines and common safeguarding communication messages used by frontline workers, the identification of gaps in safeguarding implementation, and highlighting specific gaps based on contextual monitoring to strengthen the field implementation of the UN policies on safeguarding. The widest possible visibility of the programme centralized grievance redressal mechanism (GRM) played a vital role in proactively mitigating the safeguarding risks. Nevertheless, the outbreak of pandemic resulted in the paradigm shift in safeguarding risks thereby exacerbating the probability and intensity of risks. The implementing partners adapted to changing situation and increased vigilance through remote monitoring, at the same time adhering to WHO SOPs, and in certain cases embarked on remote working modality to keep the communities safe. These positive steps helped to address the risks to a great extent, however, the pace of implementation was negatively affected. The UN did flag safeguarding incidents proactively to FCDO and a joint approach was adopted to manage them post-event. However, COVID-19 has made monitoring of these risks more challenging and the focus shifted to safeguarding the frontline workers against COVID-19 risks as the key priority.

**Reputational Risks:** In the post-merger scenario, the transition of power to elected members through general local elections could not materialize due to various reasons. The perceived failure to deliver elections carries the reputational risk for the programme. The programme has supported the Local Government ambassadors programme which has borne excellent results in terms of enhancing awareness and demand for elections but on the other hand, it has also raised public expectations. The management of expectations raised because of the public awareness campaign is, therefore, necessary to manage to mitigate the risk. The additional access barriers together with the tight programme closure deadline resulted in cutting down the scope of some activities which resulted in additional reputational risk to UN and partners.

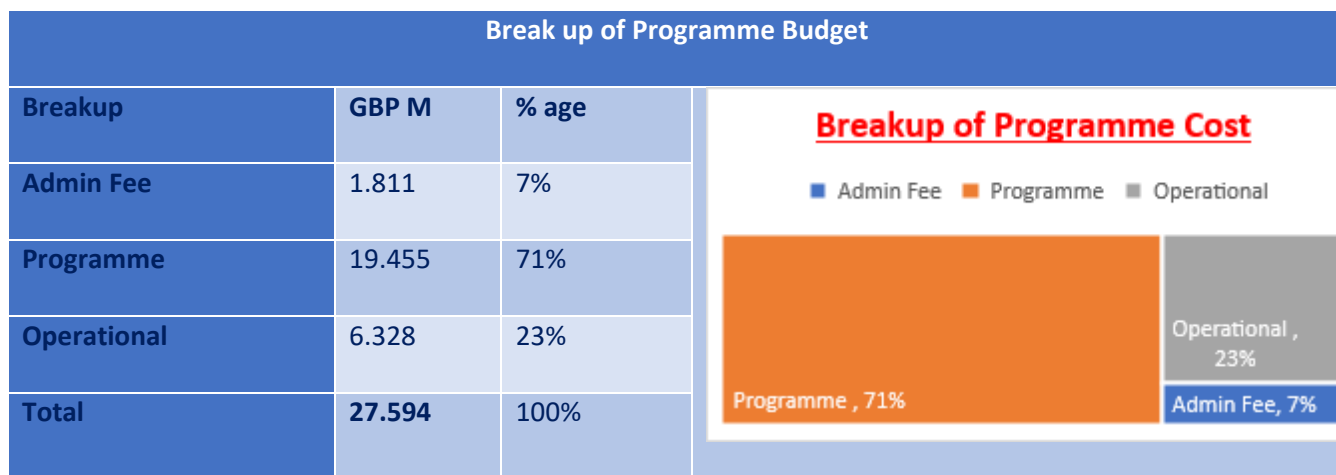
**The Fiduciary Risk** remained major for this complex programme. COVID-19 also added to this scenario. The key risk remained that infrastructure repair funds and procurement could be misspent or misappropriated. The NWP maintained strict financial controls and oversight over the use of programme funds. Aggressive visibility of the access mechanism and strict follow up on GRM complaints ensured vigilance and transparency. All procurement under the programme has been done using the UN's procurement Rules and Procedures. The Harmonized Approach to Cash Transfer (HACT) framework includes several activities that reduce the fiduciary risk - these risk mitigation activities include implementation of assurance activities, financial management capacity assessment of all partners including government, capacity development of IPs and UNICEF staff etc. UN agencies conducted and reported due diligence assessments (DDA) on all agencies on downstream partners to FCDO every quarter. As a result of aforesaid measures, no major issues emerged during programme life. In addition, the quality and delivery of interventions were monitored by UNRCO and TPM on top of agencies' own monitoring teams.

## 7. Financial Status and Utilization

### Financial Summary:

The total budget for the programme's 1<sup>st</sup> phase was £34.29M. After the revision in June 2020, it was reduced to £31.47M. However, the COVID related movement restrictions impeded fast track delivery and further adjustment in scope of activities and budget were made towards the end of August 2020. A saving of £6.42M was reported thus bringing the final budget down to £ 27.86M. As of the end of Q8, the total expenditure stood at £ 26.93 M (96.66%) against the total budget. The agencies were able to keep the variance to minimum and liquidate commitments by Jan 2021. Break up of programme's total budget reflects that 71% was spent on programme deliverables, 23 % spent on

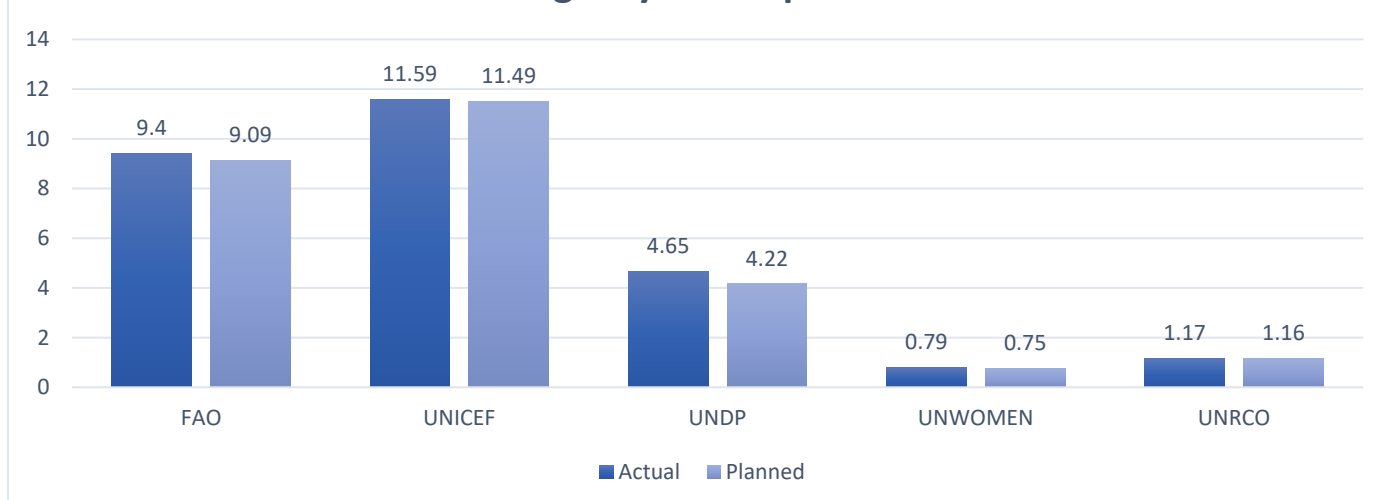
operational expenses while 7% has been the admin fee. The agency wise spending ratio puts UNRCO and UNICEF on top with close to 100% utilization rate while UNWOMEN was at bottom with 90% spend.



### Agency Wise break of total expenditure

Agency	Amount in GBP Million		
	Approved Budget	Amount Utilized	
		Amount	% age
FAO	9.40	9.09	96.70%
UNICEF	11.59	11.49	99.13%
UNDP	4.65	4.22	90.75%
UNWOMEN	0.79	0.75	94.93%
UNRCO	1.17	1.16	99.14%
<b>Total</b>	<b>27.60</b>	<b>26.71</b>	<b>96.77%</b>

### Agency Wise Spend



## Financial Planning and Coordination

Per the standard administrative arrangement (SAA) signed amongst partners, RCO in close collaboration with UN participative agencies workout the cash projections for each agency to enable Multi-Partner Transfer Fund (MPTF) request FCDO for funds transfer. Upon receiving the funds in MPTF, the RCO gets the fund transferred to each agency per cash request. In order to ensure smoothly coordinated financial planning, UNRCO constituted a finance working group comprising of reps from UN agencies and FCDO. The WG met every month to track the activity-wise financial progress of the preceding month, reckon cash projections of the following month and other outstanding issues pertaining to financial management especially risks. The quarterly meeting featured detailed discussions around financial risks management, liquidation plans and miscellaneous issues at hand.

## Financial Reporting to FCDO

The reporting timelines were agreed and communicated to all partners at the outset of the programme. A dedicated finance resource at UNRCO was responsible to collate and quality assure the quarterly financial reports before submitting them to FCDO. Nevertheless, the responsibility to ensure internal financial control rested with the spending agency under close oversight of FCDO which ascertained due diligence. The financial report on collectively agreed template comprised of specific sections on; activity-wise budget, spend against each activity, executive financial summary, and agency wise expenditure. The report had supplementary annexures e.g. executive summary, commitment tracker, high spend line summary, quarterly VFM narrative report, asset register and updated delivery chain map.

## Audit and compliance

The participative UN agencies were liable to maintain and ensure internal audit per the UN regulations. They were also responsible to ascertain compliance in financial transactions. Owing to COVID restrictions, the annual audit of the agencies could not take place for the outgoing financial year and certified audit reports are expected to be furnished to the FCDO once the financial audits happen according to the closing procedures of each agency.

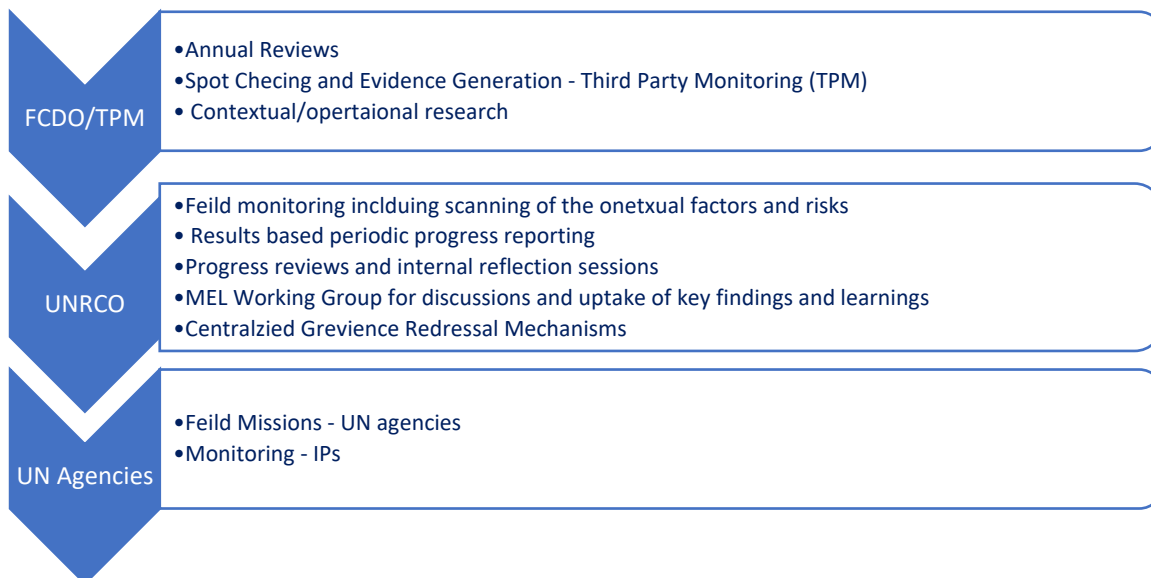
## Assets management by UN agencies

The assets required over the life of the programme were procured by each participative UN agency in accordance with its own procurement rules. The inventory control was maintained and updated quarterly. Changes in the assets register were discussed in the monthly Finance WG meeting and the updated asset register was shared by all agencies with FCDO. At the closure of the programme, FCDO has consented to the UN agencies subject to fulfilment of certain conditions to handle the assets/ inventory according to their rules and regulation.

## 8. Monitoring and Evaluation

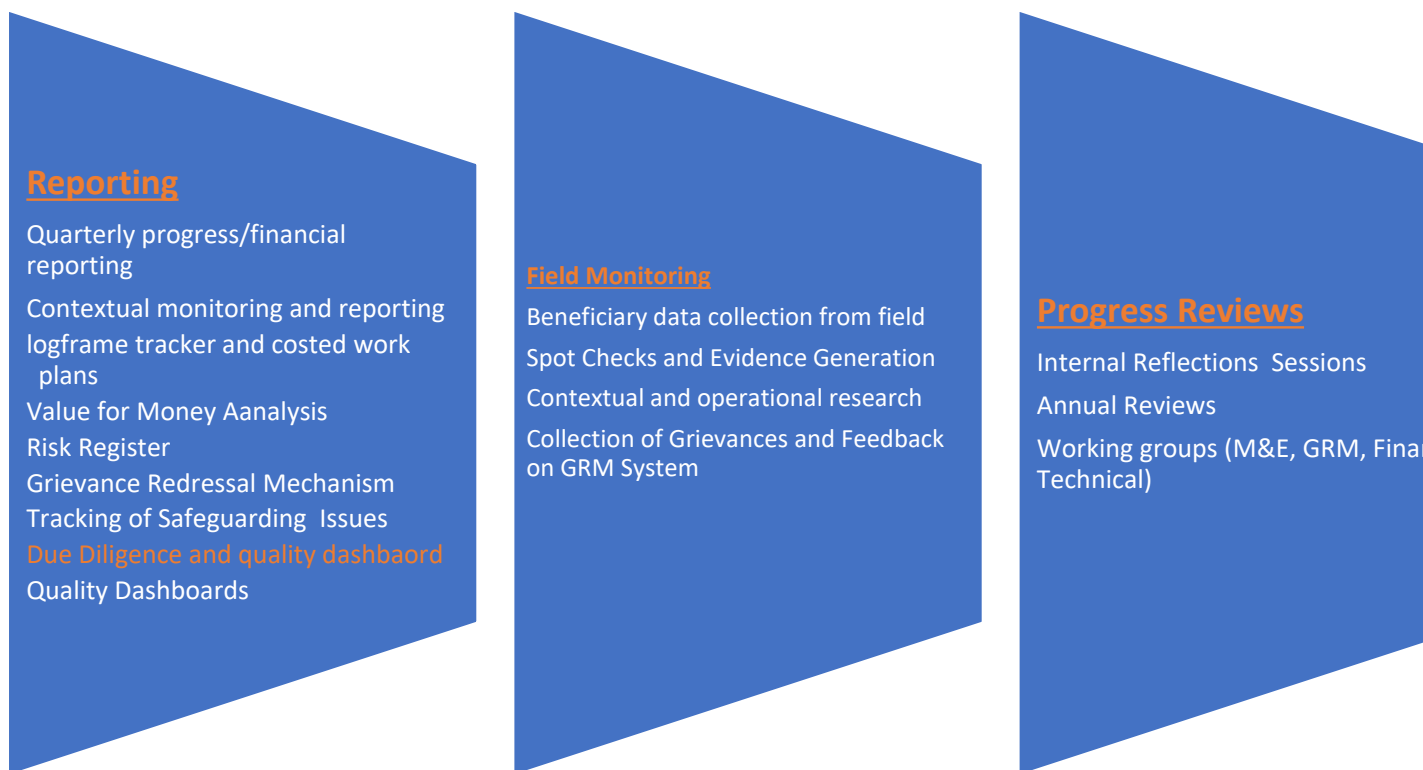
The Naway Wraz Programme developed and followed a multi-layered M&E framework to be able to robustly track performance indicators and targets. The M&E framework has ensured the relevance, efficiency and effectiveness of its interventions, tracked progress against log frame indicators, work plan deliverables and performed a learning and coordination function. The implementation of the M&E framework had different complementing tiers as illustrated in a figure down below.

**Figure 7: Monitoring Levels**



The Naway Wraz Programme used a set of agreed frameworks for planning and MEL activities, thus ensuring objectivity and transparency. This included a log frame analysis and adaptation, VfM analysis and reporting, operational/strategic risks reporting, tracking and reporting of safeguarding aspects, annual reviews, periodic result-based progress reporting, discussions and adaptation of key field learnings through M&E working group meetings, progress sharing and informed strategic decision making through regular meetings of; management committee, steering committee, technical working groups and other coordination structures, internal reflection sessions, centralized programme based reporting of grievances redressed through (GRM working group, contextual monitoring and integration of emerging environmental challenges and opportunities. Following are tools used in the implementation of MEL framework.

### MEL Framework Tools



UNRCO had the responsibility of collating and quality assurance of detailed quarterly/final narrative progress reports for FCDO, which included an updated risk register, brief on contextual monitoring, updated quality dashboards, asset



register, due diligence, MoVs, a quarterly summary of grievances received and redressed and value for money (VfM) analysis. To fill in the Govt counterpart departments with the latest data and information from the field, the UNRCO NWP team tailored more specific quarterly progress reports as well as communication products (programme briefs, brochures) for the consumption of external stakeholders more specifically the Govt line departments.

The **progress report contained a dashboard** providing a structured and transparent means of tracking programme progress against log frames milestones and work plan deliverables using a red-amber-green rating with explanations for delays to activities. This gave a holistic picture of programme progress quarterly and facilitated proactive and informed decision-making by the programme Governance. Narrative quarterly and annual progress reports provided a comprehensive description of the consolidated results achieved under each output, risks/challenges faced, lessons learned, steps taken for gender inclusion, targeting approaches employed, community feedback obtained, safeguarding measures undertaken, VFM, MoVs, and how programme activities have been monitored.

Over its 2 years duration, the programme has efficiently managed the delivery of agreed **milestones** with verifiable means of verification for each deliverable. The revised and more focused logframe had agreed on a total of 36 (100%) milestones, which have been achieved 100% with a slight reduction in the scope of work under certain activities. Midcourse revision to milestones was made partly in the context of the COVID outbreak and also as a result of the recommendation of annual reviews and internal reflections with close consultation with FCDO, participative agencies and relevant line departments.

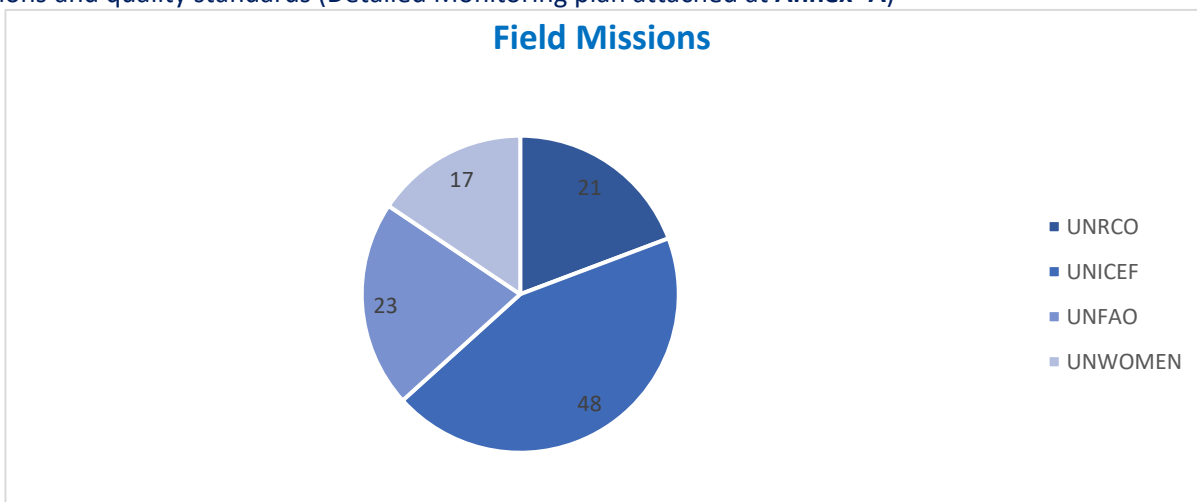
The programme has formally been monitored through **FCDO annual reviews**. Over the course of the programme, the donor carried out three annual programme reviews which included desk reviews and meetings with staff and key stakeholders. Restricted field access, however, impeded the collection of beneficiaries' data on programme delivery. Therefore, the reviewers had to count on the beneficiary feedback captured by the field monitoring teams of RCO, TPM and UN agencies. The programme scored two consecutive B's and last A based on criteria; a) progress against the log frame indicators and milestones, b) Perception of quality of interventions and the extent to which implementation has followed conflict-sensitive principles c) Lessons learned on community resilience in KPMD and used to facilitate learning and incorporated into decision-making. As a result of review recommendations, the programme was able to pivot more specifically to address the primary and secondary implications of COVID besides improving effectiveness, efficiency, impact, and sustainability. The agile and adaptive approach allowed close monitoring of achievability of targets and regular adjustment in the programme to keep the variance between planned and achieved minimal. An updated and clearly articulated logframe helped programme management and teams monitor, analyse, evaluate, and report progress towards achieving results.

Over the course of the programme, there were two iterations of the log frame revisions reflecting changes in context, midcourse corrections following reviews. Costed work plans translated log frame indicators into quarterly milestones with trackable timelines and responsibilities.

**UNRCO being the coordination lead of the four agencies'** consortium developed and implemented a comprehensive data collection/monitoring plan, set up and organized regular meetings of the M&E working group to discuss and evolve a consensus on reporting templates, data collection and monitoring visits and key findings from the field. Similar, UNRCO coordinated about 8 quarterly meetings of the management committee and three steering committee to review the progress and to decide on strategic issues at the highest level. Along the same lines, five internal reflections were also facilitated to capture 'what was going well and what required improvements? There were regular meetings of coordination structures such as technical working groups, finance working groups, grievances redressal working groups of all participative implementing agencies and donor essentially to be able to find quick and agreed solutions to all hiccups at hand and to move forward with a sort of common understanding for the achievement of the agreed objectives of the programme.

Despite of a host of access challenges, the UN agencies together with UNRCO were able to undertake a total of 19 **field missions** to validate and spot check the outputs produced during the programme. In some cases, joint field

missions were also undertaken in order for all agencies to know how the NW programme as a whole doing on the ground. The prime objective of field visits were to gauge and oversee the actual programme delivery inline with set expectations and quality standards (Detailed Monitoring plan attached at **Annex -A**)



Leveraging on relative impartial and natural status, the RCO team complemented the monitoring efforts of the UN agencies’ by capturing the feedback of ultimate beneficiaries and relevant line departments to influence the quality, efficiency, and transparency of programme delivery. Along with field visits, UNRCO had established a centralized dedicated **grievance redressal mechanism (GRM)**. The said system encouraged all stakeholders to directly reach out to the UNRCO team for any feedback or grievances. The UNRCO field team was immensely effective in figuring out communication and coordination gaps at the field level and helped to constitute and operationalizing district working groups with Govt. departments identified potential opportunities for policy and value for money collaborations among the implementing partners. Following are some instances of demonstrated effectiveness of UNESCO's role in-field monitoring.

- Coordination gaps were identified by the RCO team and helped set up district-level coordination working committees with district administration
- Based on the beneficiary feedback, Identified, and helped FAO to make the beneficiary targeting criteria more inclusive, participative, and widely communicated
- Quality issues in structural works were reported and remedied.
- RC led the process of escalating sustainability and value for money challenges both in education and health interventions to provincial ministerial level and relevant departments.
- UNWOMEN women included women with expired CNICs on the recommendation of RCO field monitors
- Synergies and value for money collaborations were identified both inter pillar and inter agencies.
- Operational and reputational risks were identified and reported
- As a result of field learnings, pocket-size cards of GRM were distributed widely, resulting in a substantial increasing community response. .
- Community-level conflict drivers were identified and communicated to the agencies
- Contextual factors were monitored and reported to FCDO

## 9. Testimonials of Key Counterparts

“Our development partnerships are laying the foundations for sustainable development in the Merged Areas”

Since taking charge of the Planning and Development Department, our priorities have focused on fostering the historic merger of the former tribal areas that promises progress and prosperity for more than 5 million people of the region.

As we move forward on this transition under the Tribal Decade Strategy, we have benefited from the cooperation and expertise of United Nations Development Programme funded by the Foreign, Commonwealth & Development Office under the Naway Vraz-joint UN Programme for Newly Merged Districts.

Together we are committed to advancing the social, economic and governance reforms with our development partners for sustainable development in the Merged Areas.

**Shakeel Qadir Khan**  
**Additional Chief Secretary**  
**Government of Khyber Pakhtunkhwa**

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**“Our partnerships stood resilient to tackle one of the biggest economic recovery challenges in KP”**

Amidst the lockdown measures to curb the spread of COVID-19, continuity of livelihoods, incomes and businesses was a major challenge for the Government of Khyber Pakhtunkhwa.

With the technical assistance extended by the United Nations Development Programme under the Naway Vraz-joint UN Programme for Newly Merged Districts, we responded instantly to offset these repercussions. Through vital economic operations management, we adopted scientific data-backed approaches to steer decision-making.

The short-term coping strategy was prepared under this partnership to deal with the short-term effects of the pandemic. In partnership with our development partners, we have also formulated the economic recovery plan Azm-e-Nau, which is our long-term approach to calibrate the government’s response.

It is a privilege to have played a role in the economic development of Khyber Pakhtunkhwa and I must appreciate our development partners at the Foreign, Commonwealth & Development Office for their efforts.

**Nauman Afzal Afridi**  
**Chief Economist**  
**Planning and Development Department, Khyber Pakhtunkhwa**

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**“The extraordinary context of the merger requires innovative approaches and transformative reforms”**

The Accelerated Implementation Programme (AIP) reflects the priority of the Government of Khyber Pakhtunkhwa to address the essentials of post-merger integration through development projects and reform initiatives. AIP resonates the government’s resolve towards a developed Khyber Pakhtunkhwa in general and the Merged Areas in particular.

To accelerate development and transform the socioeconomic conditions of the Merged Areas, we are pursuing the implementation of AIP through context-specific, time-bound and result-oriented initiatives.

The support extended to the Sustainable Development Unit by United Nations Development Programme under the Naway Vraz-joint UN Programme for Newly Merged Districts has been instrumental.

While the challenges ahead are tremendous, we will be working with our development partners to steer the achievement of AIP outcomes. Pursuing the government's vision and commitment for the accelerated development of the Merged Areas, our partnerships can transform lives and livelihoods to tap the immense potential of the historic merger.

**Muhammad Bakhtiar Khan**

**Director General Sustainable Development Unit**

**Planning and Development Department, Khyber Pakhtunkhwa**

## Beneficiary Testimonials

*"I have been growing potatoes for years, however I never had as much production. I am surprised that the same field and water has given 10 bags of produce per seed bag. I never harvested more than 7 bags earlier. I am thankful to FAO team, they provided me with high-quality seeds and fertilizers, my potatoes are selling good. I will build my agriculture business and will register with farmer school for training on sowing before next season starts. I hope FAO will continue to support us farmers who are unaware that with a little change in producing methods and seed quality, we can have high yield and better price."* **says Gul Amin, the potato grower from Shalozan, Kurram district.**

*"Raising animals is my ancestral profession, however, I had no idea how to best feed animals with a plan for good growth in order to maximize profit. After I received training on how to plan feeding the animals, I did better in my business. The FAO initiative of supporting feedlot fattening of livestock allows raising more cattle with less land-usage. This is helping herders like me to produce meat in more economical way. I will increase the number of my animals to grow my livestock business."* **says Hanifullah, a herder from Issori village in North Waziristan**

*"I am happy that with a birth certificate document in hand, my child will never be troubled for documents in future—ever since the good news, I am now busy motivating the mothers in my neighbourhood to get their child's birth registered under for free."* **Says mother of Ijaz, an orphan from Mohmand district** who could get admission in school with birth certificate.

*"I am very happy and thankful to the people who provided this facility. I am glad I listened to the LHV and came here to deliver. I have learnt many new things regarding the care for new-born baby. I will tell other women about this facility."* **Rajmina Bibi, a 31 year old woman who delivered a baby at Civil Hospital Lowaramena.**

*"I tried for two years to get my wife's CNIC but to no avail. We could not benefit from Sada-e-Aman programme. I tried hard but failed. Now this is a blessing for people like us to be able to apply for CNIC at their doorstep that also free of cost."* said **Rab Nawaz a resident of Mulagori village in Jamrud tehsil of Khyber district.**

*"The community here do not consider registering women for CNIC as a thing to do, especially before marriage. I now believe that every woman whether married or unmarried should register with NADRA."* **Gul Zarina from Jaga Ghundai, a remote village of South Waziristan** received CWG (Child Wellness Grant) for her daughter after acquiring her CNIC.

On top of the UN M&E system and resources within the programme, the programme has also established a research and monitoring hub to address the evidence gaps in the merged districts and undertake independent monitoring of activities. This was contracted out through a competitive process to a consortium led by Tetra Tech International (formerly known as Coffey International). The TPM has conducted four field-level monitoring missions besides bi-weekly COVID monitoring to spot check/validate the services/goods delivered and were able to produce 4 TPM reports

and 3 COVID monitoring reports for the concerned stakeholders. To establish a knowledge base and enhance understanding of programme effectiveness, TPM also carried out a total of 8 contextual/operational research pieces in different areas like facilitation extended to women in getting CNICs, distribution of improved quality of seeds, climate change assessment study. Moreover, a dedicated centralized shared data storage space/resource was created to help partners store the programming knowledge, engage, and coordinate events and enabled all concerned to access the finalized documents of the programme without creating additional transaction costs.

**Adaptive programming** was informed by data from field monitoring, annual reviews, internal collective reflections, coordination, and lesson-learning meetings. The NW Programme responded dynamically to changes at strategic and implementation levels and took timely corrective measures to achieve the agreed targets. These particularly benefited measures to give voice to voiceless such as women, minorities, PWDs and youth.

Given the short duration of Phase 1, **the evaluation** was envisaged to be integrated as a task within the Monitoring Hub during phase 2 or planned as a discrete activity, therefore, this report has limited evidence on dimensions such as efficiency, effectiveness, sustainability and impact.

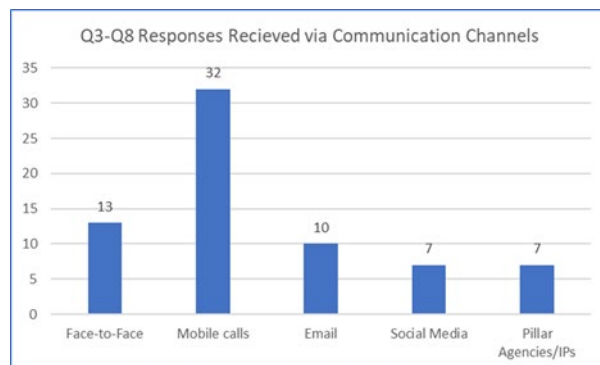
## 10. Programme Centralized Grievance Redressal Mechanism (GRM)

Given the limited access, severe risk and institutional fragility, the NWP developed and implemented a centralized grievance redressal mechanism (GRM), which connected the end beneficiaries with UN agencies and donor. The UNRCO had the lead on the GRM system and all maintainable complaints/feedback was regularly fed into UN agencies besides being reported to FCDO every quarter. The centralized Grievance Redressal Mechanism (GRM) has considerably improved the efficiency and quality of the programme delivery in the field, thus, enhanced transparency and accountability to stakeholders. The direct community feedback to UNRCO led GRM system helped the implementing agencies to influence and improve the quality of service by adopting changes over phase I of the programme. In order to increase the visibility of the GRM system, UNRCO had got 50,000 pocket size GRM info cards widely distributed amongst beneficiaries and concerned stakeholders, thereby, resulting in 33% increase in community feedback in Q7. The cumulative total of community responses during phase I has been 146 (52% feedback: 48% complaints).

100% of complaints have been successfully resolved by UN Agencies. In terms of implementing agencies, 57% of complaints were against FAO, 36% UNICEF and 4% UN WOMEN. In terms of nature, 24% of complaints were reported regarding corruption, 26% on targeting approach, 41% quality/timeliness of service, 6% staff behaviour and 2% general. Mobile/Telephone remained the most effective tool by recording 46% of complaints while face-to-face 19%, via email 14%, social media and through Pillar Agencies/IPs 10%

Quarter/Agencies Wise Responses Summary															
Quarter	Total Responses Received	Complaints						Feedback							
		Received	FAO	UNICEF	UN WOMEN	General	Resolved	Pending	Received	FAO	UNICEF	UN WOMEN	General	Positive	Negative
Q3	14	2		2			2		12	10			2	3	7
Q4	33	10	2	6		2	10		23	16	4		3	7	14
Q5	44	8	3	4	1		8		36	31	4		1	23	12
Q6	15	13	9	2	2		13		2	2					2
Q7	28	25	16	9			22		3	1	1	1		3	
Q8	12	12	10	2			12								
Total	146	70	40	25	3	2	70		76	60	9	1	6	36	35

Q3-Q8 Agency Wise Grievances Categorization					
Agency	Corruption	Targeting Approach	Quality/timeliness of Service	Staff Behaviour	General
FAO	14	13	12	1	2
UNICEF	3	5	14	3	
UN WOMEN			3		
Total	17	18	29	4	2



## 11. COVID-19 Safeguarding Approach

In midst of implementation, the programme was revised in order to address health and economic consequences of the pandemic. The UN agencies adapted to the new situation continued implementation with slight adjustment in delivery mode. Moreover, necessary precautionary steps were undertaken to mitigate the risk of virus spread. As a result, steps taken, the agencies were able to achieve programme targets by Oct 30. The detail of measures taken to ensure continuity of business are as under:

### 11.1 UNICEF

- Outreach team moved in two shifts whereas a maximum of 5 people participated in a single gathering.
- Major revisions in the costed work plan including repurposing of funds, re-alignment and dropping some activities (e.g; Teachers' training, ALPs, enrollment campaigns under Education).
- Partners/staff already trained on safeguarding standards were preferred to work with.
- Worked with local authorities to attain special permission for essential supply and staff movement to overcome access challenges during lockdown.
- Implementing UNICEF's business continuity plan that supported staff in continuing their work from alternate locations with full access to ICT assets -participate in video conference, access corporate systems and smoothly process financial transactions.
- UNICEF prepared an additional package of a community based stigma prevention whereby the community leaders and groups were equipped with information and skills (while observing physical distancing protocols) to enable them provide psychosocial first aid support for those in need of care and support within the families and communities and also to support referrals to the already existing Government led Mental Health and Psychosocial services when needed. That included referral for children in need of additional care and protection to relevant service providers.
- Breakages of the program supply chain due to unforeseen delays resulting from global market constraints in view of the COVID-19: Using its strength in procurement and supply chain management, UNICEF used part of its internal resources to advance payment to secure critical supplies (PPEs and vaccines). UNICEF took additional measures to utilize pre-positioned contingency stock in UNICEF and Government warehouses (e.g RUTF for children enrolled in the SAM management).

### 11.2 Measures taken by FAO

- Indoor trainings were suspended, while for urgent key trainings precautionary measures were scheduled ensuring compliance SOPs. A maximum of 10 staff participated in trainings. FFS trainings continued with groups divided for morning and evening sessions. IEC material was provided to local youth groups/ religious and other social influencers to disseminate key messages.

- Activities were implemented in consultation with district administration and after seeking their endorsement. For the livestock, seed and plant distribution activities, communication and social mobilisation is conducted in batches of maximum 10 beneficiaries.
  - Designated handwashing points were established for the community and staff to ensure cleanliness during trainings and distribution.
  - Field missions were approved subject to agreed mitigation plans outlining prevention Sop's. Field staff were advised to use protective equipment and are monitored by IPD and security teams. Each vehicle were equipped with necessary equipment including sanitizers, gloves and masks. Not more than two people were allowed to travel in a vehicle.
  - In case of symptoms, immediate consultation with doctors was advised along with isolation. For psycho-social support, DSS counsellors contacts are provided to staff
  - DSS and WHO advisories and developments on COVID-19 were shared regularly with all staff through emails and WhatsApp groups. Daily updates were received from field and country office about the COVID-19.
  - Staff in field was sensitized on precautionary messages and WHO guidelines. Online training for staff and community were held to have a COVID 19 slot on preventive and precautionary measures, based on WHO guidelines to refresh knowledge and ensure implementation of the advised measures.
  - Field staff stayed in touch with community social groups and village organization for awareness regarding health hygiene essentially required for COVID 19 situation.
  - During the restricted working, FAO switched to non-conventional distribution modalities- the agency distributed assistance packages at beneficiaries' doorsteps.
-