

ANNUAL PROGRAMME NARRATIVE PROGRESS REPORT

UNITED NATIONS SUSTAINABLE DEVELOPMENT FRAMEWORK FUND FOR PAKISTAN

Khyber Pakhtunkhwa Merged Districts (KPMD) Support Programme

REPORTING PERIOD: 1 NOVEMBER 2018 – 31 JANUARY 2020

EXECUTIVE SUMMARY

United Nations Sustainable Development Framework for Pakistan (UNSDF), also known as the Pakistan One United Nations Programme III (OP III) 2018-2022, is a medium-term strategic planning document that articulates the collective vision and response of the UN system to Pakistan's national development priorities. It highlights activities to be implemented in partnership with the Government of Pakistan, as well as in close cooperation with international and national partners and civil society.

The UNSDF Fund for Pakistan is a common fund mechanism to mobilize and allocate additional resources at the country level in a simplified, coherent manner consistent with the overall purpose of the One UN Initiative, and to fund activities under the UNSDF/OPIII. This arrangement in Pakistan is subscribed to by all members of the UN Country team (hereafter referred to as the Participating UN Organisations). Other UN Organisations may wish to join this funding arrangement in the future.

The UNSDF Fund for Pakistan is also a common fund mechanism to mobilise and allocate additional resources for projects and programmes that support humanitarian-development nexus and the New Way of Working such as the FATA Transition Framework. The RC will have delegated authority to establish the necessary coordination structures to oversee its implementation; with progress shared with the Oversight Committee.

The objective of the UNSDF Fund is to support investment in SDG acceleration and transformative change with joint resource mobilization, allocation and disbursement of donor resources to the UNSDF/OPIII under the direction of the UN Resident Coordinator (hereinafter referred to as Resident Coordinator). The fund is expected to reduce fragmentation, reduce transaction costs, address unproductive competition, facilitate scale and partnerships and provide incentives for pursuing system-wide priorities, strategic positioning and coherence to achieve national SDG commitments.

Through the UNSDF fund the **Khyber Pakhtunkhwa (KP) Merged Districts Support Joint Programme** is being led and co-ordinated by the UN Resident Coordinator's Office (RCO) who oversee the work of the implementing UN agencies who are the: Food and Agriculture Organisation (FAO), United Nations Children's Fund (UNICEF), United Nations Entity for Gender Equality and Empowerment for Women (UN Women) and the United Nations Development Programme (UNDP). DFID Pakistan is the first DFID office globally to invest in 'an empowered Resident Co-ordinator and strengthened RCO' at the country level. This innovative approach aims to increase accountability, co-ordination and synergies between UN agencies. During the reporting period, from November 2018 to February 2020 (Q1-Q5¹), the programme benefitted 733,197 people – 407,368 men and boys (55%), 325,647 women and girls (44%), and 172 persons with disabilities (0.02%).

Progress was grounded on synergies between programme partners, the creation of coordination mechanisms, active engagement with government counterparts at the provincial and district levels, managing risks, and developing and using tools to safeguard beneficiaries, ensure transparency and monitor implementation. Under Outcome 1, the programme witnessed consistent improvements in collaboration, upholding the core principles of 'do no harm' and 'leave no one behind', the shift from joint to 'integrated' planning. UNRCO strengthened its coordination, leadership, management and oversight role, fostering collaboration and providing cross-cutting support on advocacy, stakeholders' engagement, safeguarding, beneficiary engagement and conflict sensitivity. Under Outcome 2/Pillar 1 ('resilience and recovery'), agencies focused on strengthening the quality of service delivery to ensure that communities are better prepared to cope with shocks. Notable achievements included strengthening capacities on gender-sensitive policy-making, strategizing gender mainstreaming at provincial level; climate resilient agriculture and water management; mobilizing community members to raise awareness of health, hygiene, women's rights and basic services, such as Computerized National Identity Cards (CNICs); advancing child protection by supporting birth registration; expanding access to safe drinking water and sanitation, including in schools and health facilities; and supporting agricultural production through strengthened Farm Services Centres, support for

¹ Q1 spanned November 2018 to January 2019, Q2 February to April, Q3 May to July, Q4 August to October, and Q5 November 2019 to January 2020.

veterinary centres, setting up climate smart agriculture villages through demonstration plots, improved crop variety, livestock re-stocking and value chains and better management of natural resources. Through Outcome 3/Pillar 2 ('access to services'), the programme leveraged cross-pillar collaboration to achieve strong results despite setbacks caused by frequent turnover in line departments and the temporary cessation of outreach activities. Notable achievements included capacity building to extend the Education Management Information System to the districts, support for the continued functioning of lower secondary schools for girls, rehabilitation of health facilities, expanded access to education and the enrolment of out-of-school children through installation of prefab school structures, establishment of ALPs (Accelerated Learning Pathways) for children left behind during protracted displacement. In tandem, awareness raising was paired with nutrition and health services for women and children to prevent and treat malnutrition and boost immunization. Under Outcome 4/Pillar 3 ('governance and economic growth') holistic technical assistance was provided to create infrastructure, key frameworks and official capacity despite setbacks posed by postponed local government elections. A capacity building plan for elected representatives and government functionaries was developed, as was a voter registration and civic education campaign and a Youth Ambassadors Programme, which initiated dialogue to bridge the trust deficit between citizens and the state. Village and neighbourhood councils were profiled to pinpoint needs, a Local Government Framework was prepared, a Local Government Reforms and Mainstreaming Cell formed, and an online dashboard launched on budget execution reporting in the Merged Districts. The programme also supported the development and implementation of a Financial Integration Plan, the Tribal Decade Strategy and the Accelerated Implementation Plan, as well as the formulation of an Accelerated Implementation Mechanism and the extension of Khyber Pakhtunkhwa's Financial Management Information System to the Merged Districts.

<p align="center">Programme Title & Project Number</p> <ul style="list-style-type: none"> Programme Title: Khyber Pakhtunkhwa Merged Districts (KPMD) Support Programme Programme Number <i>(if applicable)</i> MPTF Office Project Reference Number: 00113570 	<p align="center">Country, Locality(s), Priority Area(s) / Strategic Results</p> <p>Country: Pakistan</p> <p>Region: Khyber Pakhtunkhwa Merged Districts, formerly the Federally Administered Tribal Areas</p> <p>Priority area/ strategic results</p> <p>Impact: Improved stability and decreased poverty in Khyber Pakhtunkhwa's Merged Districts</p> <p>Outcome 1 UNRCO Leadership</p> <p>Outcome 2 (Pillar 1) Resilience and Recovery</p> <p>Outcome 3 (Pillar 2) Access to Basic Services</p> <p>Outcome 4 (Pillar 3) Governance and Economic Growth</p>
<p align="center">Participating Organization(s)</p> <p>United Nations Resident Coordinator's Office Pakistan (UNRCO)</p> <p>United Nations Development Programme (UNDP)</p> <p>United Nations Children's Fund (UNICEF)</p> <p>United Nations Entity for Gender Equality and the Empowerment of Women (UN Women)</p> <p>Food and Agricultural Organization of the United Nations (FAO)</p> <p>Funded by: United Kingdom Department for International Development (DFID)</p>	<p align="center">Implementing Partners</p> <ol style="list-style-type: none"> FAO: Delivering directly in close coordination with provincial line departments (Agriculture, Horticulture, Livestock and respective district administrations) UNICEF: Public Health and Engineering Department, Government of Khyber Pakhtunkhwa; Provincial Directorates of Health and Education; Islamic Relief Pakistan Chapter (INGO); Sabawoon (local NGO) UN Women: Social Welfare Department, Government of Khyber Pakhtunkhwa; Centre of Research Excellence (CERD) (NGO) UNDP: Implementing directly through seconded staff in provincial government departments (Finance, Planning, Local Government)
<p align="center">Programme/Project Cost (US\$)</p> <p>Total approved budget as per project document: GBP 34.292 million</p> <p>MPTF /JP Contribution:</p> <p><i>by Agency (if applicable)</i></p> <p>Agency Contribution</p> <ul style="list-style-type: none"> <i>by Agency (if applicable)</i> <p>Government Contribution <i>(if applicable)</i></p> <p>Other Contributions (donors) <i>(if applicable)</i></p> <p>TOTAL:</p>	<p align="center">Programme Duration</p> <p>Overall Duration: 24 months</p> <p>Start Date: (29. 10.2018)</p> <p>Original End Date: (30.04.2020)</p> <p>Current End date: (30.10.2020)</p>
<p align="center">Programme Assessment/Review/Mid-Term Eval.</p> <p>Assessment/Review - if applicable <i>please attach</i></p> <p><i>Frist Annual Review</i></p> <p><input checked="" type="checkbox"/> Yes No <input type="checkbox"/> Date: 10.05.2019</p> <p>Second Annual Review has been conducted, the report soon will be published and shared with MPTF Office.</p>	<p align="center">Report Submitted By</p> <ul style="list-style-type: none"> Name: Shah Nasir Title: Head of UNRCO Participating Organization (Lead): UNRCO Email address: shah.nasir@one.un.org

I. PURPOSE

The KPMD Support Programme works to build stability, reduce poverty, improve access to services, strengthen the social contract between citizens and the state, and advance the sustainability of returns to the Merged Districts. It does so by strengthening the resilience of communities and their ability to cope with shocks, especially by restoring livelihoods; supporting the improvement of, and access to, health, water, sanitation and hygiene (WASH), and education services; assisting local and provincial governments to become more effective, accountable and responsive; and supporting an enabling environment for inclusive economic growth.

The programme was devised in the wake of the 25th Constitutional Amendment (2018), which whereby the Federally Administered Tribal Areas (FATA) were merged with the province of Khyber Pakhtunkhwa and renamed the ‘Merged Districts’; the return of thousands of temporarily displaced persons after the end of military operations to stem the tide of militancy; and the region’s high rates of poverty and underdevelopment. In response to this context, the programme focuses on four outcomes, encompassing three key pillars on resilience and recovery (Outcome 2/Pillar 1), access to basic services (Outcome 3/Pillar 2), and governance and economic growth (Outcome 4/Pillar 3) – as well as one cross-cutting outcome on UNRCO’s leadership to foster collaboration between the partner agencies, so as to pilot aspects of UN reform and achieve the strongest possible results for the Merged Districts through shared resources and capacities in the most time and cost efficient way.

II. RESULTS

i) NARRATIVE REPORTING ON RESULTS:

Under **Outcome 1**, the programme witnessed consistent improvements in collaboration and synergies across agencies, in upholding the core principles of ‘do no harm’ and ‘leave no one behind’, and in a shift from joint planning to ‘integrated’ planning in line with the UN’s ‘New Way of Working’. The UN Resident Coordinator’s Office (UNRCO) **strengthened its coordination, management and oversight** role, fostering stronger collaboration among programme partners and providing cross-cutting support in terms of advocacy and coordination, safeguarding, beneficiary involvement through a robust grievance redressal mechanism (GRM) and conflict sensitivity. Throughout the reporting period, UNRCO provided leadership and secretariat-level and technical support to the outcome groups ensuring accountability and cross pillars synergetic programming through sharing of resources. The pillar teams engaged with technical government counterparts to ensure that interventions were well-coordinated and synchronized with government priorities.

For instance, by maintaining cordial working relations with the Government, UNRCO mitigated contextual risks/challenges, such as a lack of access and delays in the issuance of No Objection Certificates (NOCs), yielding a simplified process to obtain NOCs. A major achievement was the formal notification of a **Steering Committee** for the Merged Districts Transition Framework– as an instrument for coordination and decision-making to address the districts’ development needs – establishing a structured, government-lead coordination mechanism chaired by the Additional Chief Commissioner and comprising representatives from the Government of Khyber Pakhtunkhwa, DFID and UN agencies. Following strategic government consultations, an Advisory Committee and a Technical Working Group for the programme were created – providing the programme with holistic, nationally-owned coordination mechanisms. The Advisory Committee is mandated to lead and provide strategic guidance on the programme’s implementation, while ensuring that the programme adheres to global norms – including accountability to the affected population, transparency, human rights and gender equality, value for money, do no harm and leaving no one behind. The Technical Working Group enables structured coordination between key stakeholders, operational and policy level dialogue, and the mainstreaming of cross-cutting issues, including safeguarding concerns. In

addition, Department Working Groups were created for all the programme's pillars to ensure departmental ownership of the programme and align it with government priorities. UNRCO's field presence helped to figure out the coordination gaps within UN agencies and with other partners in field and ensued in formation of the District Working Groups.

For improved **accountability**, UNRCO devised a detailed criterion to objectively measure progress (RAG rating), refined it by splitting the 'Amber' rating, and secured buy in from participating agencies. The pillar teams worked closely with DFID to create a Value for Money (VfM) Framework and Results Log-frame.

To facilitate **coordination** at both the strategic and programmatic levels, structured coordination mechanisms were incorporated in the programme to support inter-pillar synergies and sustained inter-pillar coordination. Five key UNRCO-led coordination mechanisms are the Monitoring and Evaluation (M&E) Working Group, the Finance Working Group, quarterly 'Reflection and Lessons Learned' sessions, and regular inter pillar coordination meetings in Islamabad and Peshawar. These have elicited positive results, including agreements on a narrative reporting template, sharing key findings from intervention areas, devising plans for joint field visits through the M&E Working Group, resolving grievances arising from programme area through GRM Working Group, consensus on financial commitments and liquidation plans through the Finance Working Group, and the identification of lessons learned, ways to mitigate risks, and entry points to capitalize on for Phase II of the programme through the reflection sessions. By highlighting gaps in the programme's inclusiveness, the sessions led to the organization of trainings for the partners, such as on gender and inclusiveness. Moreover, evidence and reflections both from these sessions and field monitoring missions (discussed below) were fed back into the programme's design and implementation. Synergies were also enhanced through the development of cross-mission field plans, led by UNRCO, as well as the implementation of six joint field visits (two to South Waziristan, two to Kurram, and one each to North Waziristan and Khyber). One joint visit to the office of the Deputy Commissioner of South Waziristan, for example, enabled all pillar teams to present their interventions to the district's management, and enhanced the programme's visibility.

Overall, UNRCO's efforts galvanized increasing inter-agency collaboration during Q1-Q5. For instance, UNICEF and FAO identified 59 common villages in which to deliver WASH, birth registration and agricultural interventions, UNICEF and FAO shared data on mothers without CNICs with UN Women, UNICEF and UN Women implemented integrated menstrual hygiene management (MHM) latrines in Kurram, and UNDP undertook consultations to identify ways to help agencies to engage with the Government and address governance challenges, UNDP created awareness around registration of women for CNICs during civic education programme, UN Women's lead role on gender issues within the programme helped identify potential entry points for inclusion and gender mainstreaming.

UNRCO led the development of **communications** structures, most notably a dedicated knowledge management platform (Yammer Group) to promote joint work and keep stakeholders abreast of programme developments. The programme's UNRCO-led, interactive web-based tracking tool and calendar fostered collaboration by providing a joint interface, accessible to all pillar agencies, enabling agencies to display their own activities, view other agencies' activities, identify geographic areas of intervention, beneficiary numbers and implementing partners, while acting as a central repository for storing shared documents. With its inbuilt accessibility features, it also facilitates financial tracking and better record keeping. To develop synergies between partners to disseminate unified, consistent programme messages, the programme's communications strategy was developed. Initially elaborated by FAO and refined with input from all participating agencies, it was later jointly reviewed to customize it in line with the programme's communications needs. UNRCO has taken the lead on the strategy and will oversee its imminent roll out. UNRCO took the lead on **safeguarding, redress for grievances, risk management and timely decision-making**. Progress included the development of key governance mechanisms and tools, such as a Conflict Sensitivity Checklist, based on a conflict sensitivity analysis, which operationalizes the integration of 'conflict sensitivity' into pillar and cross-pillar activities. It provides a much-needed baseline, identifying the main areas where the programme is particularly 'conflict-blind' – a major caveat in a context as fragile as the Merged Districts. This checklist and monitoring mechanism contributed to managing fragility,

mitigating the risk of doing harm, ensuring that communities have an avenue for meaningful redress, and ensuring that the programme's service delivery responds to their concerns.

Based on UNRCO-led community research – encompassing 30 focus group discussions (15 with women and 15 with men) and 30 key informant interviews in five districts – a harmonized **Grievance Redressal Mechanism (GRM)** was developed to support programme delivery by encouraging beneficiary feedback; providing a mechanism for communities and stakeholders to make complaints and seek redress; and ensuring that their concerns are addressed in a meaningful, trustworthy and responsive manner. The GRM's operationalization was supported by training workshops that built field teams' operational safeguarding capacity. In addition, UNRCO's field teams visited communities, recorded complaints, collated feedback directly collected from beneficiaries, and debriefed participating agencies. UNRCO field monitoring improved delivery, as did the creation of a dedicated email address (pak.kpmd@one.un.org) for reporting complaints. In addition, UNRCO took steps to improve the resolution of complaints, as well as to enhance the GRM's visibility among decision-makers in Khyber Pakhtunkhwa, including among the Foreign Aid Department. For instance, in Q5, all the nine complaints received through the GRM were resolved.

A **Risk Register** was maintained and updated, a key tool to inform the programme's adaptability and flexibility. UNRCO engaged agencies in discussions on translating the register from its current 'manual' format to an online tool that enables easy access to information on risks for pillar teams. A Due Diligence Progress Tracker was created to track progress on pillar agencies' and UNRCO's capacity, systems, policies and processes to address risks associated with the programme's delivery. Moreover, the Conflict Sensitivity Checklist was linked, through the classification of indicators, to the Risk Register, the Due Diligence Progress Tracker, the GRM, and the results framework, costed work plans and the Monitoring and Evaluation Framework. This determined which indicators were reported on by pillar teams each quarter.

Under **Outcome 2 (Pillar 1)** of the KPMD Support Programme on '**community preparedness/resilience and recovery**', the participating agencies focused on strengthening the quality of service delivery in order to ensure that communities are better prepared to cope with shocks. During Q1-Q5, implementation gained pace, with increasing levels of collaboration between programme partners and coordination with government counterparts – including 'green sector' line departments (Agriculture, Livestock, Irrigation and Forestry) and district administrations.

To enhance **official capacity to provide services** to communities, the skills and understanding of 71 government officials (29 women and 43 men) were enhanced on gender-sensitive policy-making, planning and service delivery processes through on gender mainstreaming, gender analysis and tools, and writing quality PC-1s with particular to embed gender markers, including high-level officials and representatives of the Social Welfare and Women Empowerment Department, the custodian of women's empowerment issues at the provincial level. Efforts were made to encourage government departments to ensure that at least 30% of those nominated for training were women and people with disabilities. While the initiative successfully achieved a 40% rate of women's participation, no persons with disabilities were nominated as participants. Technical assistance for Khyber Pakhtunkhwa's Social Welfare Department supported them to: (i) write PC-1s on AIP schemes, thereby speeding up implementation, (ii) map social services for women, and (iii) engage in data analysis and the development of PC-1s for setting up Women Community Centres (WCCs) across the Merged Districts.

In addition, 700 women and girls' **awareness and knowledge about their basic rights** was improved through dedicated sessions (350 from Khyber, 200 from Kurram, and 150 from Orakzai). These women and girls were identified by social mobilization teams and registered with state run-WCCs that provide women-friendly spaces and sensitization on CNICs, health, hygiene, social services, and basic rights – including property, education, and health rights. These gains come in the context of UN Women's Memorandum of Understanding (MoU) with the Social Welfare and Women Empowerment Department (SWWED) for the facilitation of Computerized National Identity Cards (CNIC) and the creation of Women's Community Centres, alongside the establishment of linkages with other key entities, such the National Database and Registration Authority (NADRA), the Election Commission of Pakistan (ECP), and district administrations.

In terms of **communication pieces**, 147,878 women and men were sensitized through community dialogue, billboards featuring public service announcements developed by UNICEF and the Government, and thousands of orientation sessions in seven districts. Overall, fewer women than men were reached due to delays in the hiring and training of women staff, as discussed under ‘challenges’, below. UN Women’s implementing partner, the Centre of Excellence for Rural Development (CERD) was provided with safeguarding training and assisted to obtain a NOC to permit their work in the Merged Districts and, in turn, led social mobilization efforts on women’s rights and CNICs.

Individual capacities were built on **climate resilient agriculture and water management**. For instance, 25 farmers from South Waziristan – all from villages considered to have potential for increased potato crop production – were trained, given practical demonstrations and engaged in exposure visits to Batakundi in Naran, in the district of Mansehra, to learn about the local systematic processing unit, proper mechanisms for potato seed cultivation, and to meet with local farmers who have already adopted modern practices. Initial resistance to new practices was mitigated by social mobilization and exposure, equipping farmers with improved techniques for land preparation, seed quality assessment, watering method & frequency, cultivation, harvesting, grading, packing, storage of seed and marketing. This activity increased their knowledge to get more production from the agricultural land and about marketing processes. Beneficiaries also received information, education and communication (IEC) materials (brochures) on French beans and maize during the *Kharif* package distribution. In Q5, a further 575 farmers and forest owners (306 men and 269 women) were trained, including through the exposure visit of 25 women farmers to Swat’s Agriculture Research Institute, climate smart agricultural practices farmer’s field and the agriculture extension tomatoes demonstration plot in Dargai where they were exposed to best practices in growing tomatoes, quality seed selection, sowing and harvesting.

Official capacity on climate resilient agriculture and water management practices were strengthened by training 75 government staff (68 men and 7 women) from key green sector line departments (Agriculture, Livestock, etc.). While the programme aimed to prepare four disaster risk reduction (DRR) and climate change (CC) studies, none were finalized during the reporting period. These include: (i) a study to identify agriculture resilience building initiatives as art of DRR/CC and natural resource management (NRM); (ii) a study on existing land use in the Merged Districts, including land entitlements and the application of Voluntary Guidelines Tenure Governance (VGGT) related to land, fisheries and forests; (iii) a study to re-define Khyber Pakhtunkhwa’s agro-ecological zones; (iv) the preparation of a climate smart agriculture (CSA) profile of the province; (iv) a baseline study, evaluation and assessment; (v) and a value chain analysis and a technical/feasibility study. During the reporting period, a Letter of Agreement was signed with the International Centre for Tropical Agriculture (CIAT) to prepare the provincial climate smart agriculture profile of Khyber Pakhtunkhwa, including the preparation of a technical guide/handbook on district climate smart profiling and climate smart villages plans, as well as the preparation of one district plan and one climate smart village plan. CIAT will train National Institute staff selected by FAO, as well as FAO staff, in the methodologies in the coming month. In addition, a Letter of Agreement was signed with the Agriculture University of Peshawar to prepare studies on agriculture and horticulture. To improve communities’ **access to services**, the programme mobilized 8,143 women and girls (3,350 in Khyber, 2,860 in Kurram and 1,933 in Orakzai) to raise their awareness of **CNIC** processes and available basic services – including the Benazir Income Support Programme (BISP), the Sehat Sahulat Card, Pakistan Bait-ul-Mal, Zakat, Ushr, passports, education and *madrassas* (religious seminaries). As of Q5, the programme helped to link 18 women with these services. Overall, 3,253 women and girls (1,563 in Khyber, 1,244 in Kurram, and 446 in Orakzai), including nine with disabilities, were registered for CNICs, thanks to the programme’s focus on community mobilization, alongside engagement with NADRA and government departments to enable the issuance of a NOC for CERD. Of these beneficiaries, 2,111 were assisted to obtain documents that are pre-requisites for CNICs and valuable standalone multi-purpose legal documents in their own right (1,069 domicile certificates, 1,041 marriage certificates, and one divorce certificate).

Progress on **child protection** included the establishment of seven **Birth Registration** Centres which remained functional during the reporting period. District and tehsil level birth registration committees were notified by the district administration. In the wake of the programme’s support, 192,906 births were

registered against a total of 291,206 reported births (161,699 boys and 129,507 girls), a considerable proportion of registered births (66%) for the Merged Districts. The proportion of children registered among births reported appears to have increased during the course of the programme's implementation – for instance, 67,214 births were registered in Q5 of the total 69,143 births reported.

During the reporting period, 29,092 more people gained **access to safe drinking water** through the rehabilitation of community-based water supply schemes in five districts. Overall, the programme aims to support 160,000 people to gain access to safe drinking water. To gauge water quality, 654 water samples were tested and 97% were found to meet standards. As of Q5, field engineers worked on remedial measures for the remaining 3%, in which bacteriological and turbidity issues were identified.

Overall, 33 schools were provided with **WASH facilities** (water supplies, hand washing stations, gender-segregated latrines, and menstrual hygiene management (MHM) latrines for adolescent girls), benefitting 8,494 students (5,373 boys and 3,121 girls). This was paired with three training of trainers (TOTs) sessions for 32 teachers, 18 community health workers and Lady Health Workers (LHWs) on MHM in Kurram, Orakzai and Khyber. These aimed to help break the silence on menstruation and enhance awareness of how good MHM can enable women and girls to progress. As of the end of Q5, 100 schools had WASH clubs to promote improved hygiene practices, such as the use of latrines, hand washing with soap, and the safe handling of drinking water. Moreover, 60 WASH club packages (soaps, dustbins, towels) were distributed in Khyber. The programme aimed to prioritize girls' middle and high schools in five districts to meet the menstrual hygiene management (MHM) needs of adolescent girls; however, identification of these schools proved challenging in the context of the Merged Districts conservative social fabric.

Overall 15 health facilities were identified in consultation with the Health Department, and during the reporting period five health facilities gained access to improved WASH services (water supply, hand washing stations and gender-segregated latrines), benefitting 2,640 people (1,294 men and 1,346 women), including 132 people with disabilities.

To increase the number of **open defecation-free (ODF) communities**, the programme supported the establishment of 325 Village WASH Committees and the identification of 325 CRPs identified (149 women and 176 men). The CRPs are volunteer community activists, selected by the Village WASH committees will be trained to work with the communities on specific deliverables throughout the project cycle with clear roles and responsibilities, in line with the methodology of the Pakistan Approach to Total Sanitation (PATs). Currently triggering process using Participatory Rural Appraisal (PRA) tools is in progress in these villages. The term 'triggering' is central to the PATs process, which refers to ways of igniting community interest in ending open defecation.

During the period, 37,058 people (18,158 men and 18,900 women) living in non-ODF communities were reached with **basic sanitation services**, benefitting from the construction of 5,294 low-cost latrines, including 19 for people with disabilities. While 4,050 were built with in-kind support for EVIs, 1,244 latrines were constructed on a 'self-help' basis – evidence of the programme's strong social mobilization efforts. These gains were made through the programme's sanitation up-scaling component, by adopting the Pakistan Approach to Total Sanitation (PATs) and social and behaviour change communications (SBCC) campaigns. Overall, 152,640 (40,858 women, 41,186 men, 35,157 girls and 35,439 boys) were reached with WASH messages during community-led total sanitation (CLTS) triggering and BCC activities to improve their knowledge, attitudes and practices around improved hygiene behaviours and living in healthy environments. Hygiene sessions were separately conducted for men and women, in response to the context's conservative social dynamics. In Q5, two trainings for sanitation entrepreneurs strengthened their business management skills in Kurram and South Waziristan, in order to strengthen the supply chain for sanitary items, prompting 21 local entrepreneurs to express their willingness to contribute to WASH entrepreneurship. Moreover, UNICEF lobbying, the Government approved an Annual Development Plan (ADP) scheme on Model Sanitation Villages in the Merged Districts.

To improve **agricultural production** through strengthened government-run **Farm Services Centres (FSC)**, damaged FSCs were identified and rehabilitated, leading to eight functional FSCs. Moreover, 195 farmers

were orientated on the role of FSCs and signed up with FSCs and how farmers can benefit from public agriculture services, such as improved cultivation techniques and the provision of seeds and tools. Farmer Field School-related (FFS) activities were informed by community consultations, leading to the development of information, education and communications (IEC) materials that take into account local practices, techniques and needs. To support these efforts, 20 facilitators (14 farmers and six Livestock and Agriculture Department personnel) participated in 12 days of training to capacitate them on the FFS approach, best agriculture practices, integrated pest management (IPM) and integrated crop management (ICM) particularly for cereal crops, vegetables, orchard management, poultry and livestock management.

A total of 14 community-based **veterinary hospitals/centres** were supported through the provision of 50 motorcycles to strengthen their livestock outreach services. The procurement of solar systems and diagnostic tools for these centres was also in process.

Terms of Reference and technical specifications were developed on **land reclamation**, beneficiaries identified, and field level coordination undertaken with line departments and farming communities. The design and specification of 33 water channels for rehabilitation was finalized and endorsed by the district administration, enabling the programme to begin the procurement process for hiring a vendor. Of the 65 water management structures that the programme aims to rehabilitate, 10 were due for reconstruction by the end of Q5. While the rehabilitation of these structures was not completed during the reporting period, the process was well underway, with all the 10 structures at various stages of completion.

Eight **climate smart agriculture (CSA) demonstration plots** were developed in four districts, land levelling was undertaken, improved quality seeds were provided, line sowing imparted, and male farmers were trained on intercropping exhaustive and restorative crops (peas and wheat) – an approach which improves germination up to 95% and will ultimately enhance productivity. The timely **distribution of inputs** (specifically 50 kilograms of wheat and 10 kilograms of peas) benefitted 8,000 people (1,500 in Orakzai, 3,000 in Kurram, 2,500 in North Waziristan, and 1,000 in South Waziristan). To mitigate risks, FAO distributed a ‘smut-resistant’ variety of wheat to shield them from ‘smut’, a plant disease caused by fungi that affects crops. Thirty forest owners from six watershed landscapes in Kurram were taken to the Hazara forest region II to learn about watershed activities and sustainable forest management practices in the high mountains of the Himalayas.

In four districts, 4,856 hectares of **land was cultivated with an improved variety of crops**. Fifty woman-headed households were supported in **livestock re-stocking**, through the provision of 500 turkeys to develop value chains of poultry meat and eggs. Of the eight integrated natural resource management (INRM) plans developed by USAID and JICA, two plans were partially implemented in Kurram under KPMD programme. Moreover, other activities under five INRM plans were identified, quantified and procurement initiated in other districts.

To support the development of sustainable agricultural **value chains and farmer-market linkages**, 823 small agri-business entrepreneurs were supported, including through the establishment of 28 nurseries (18 fruit and 10 forest nurseries), the development of 250 small vegetable enterprises (tomatoes), the creation of 520 feedlot fattening units, and the provision of chopping machines. The programme envisions that nurseries will improve farmers’ livelihoods while simultaneously promoting a good variety of fruits and forest plants in local markets. Although no livestock and horticultural value chains were established during the reporting period, climate zones were pinpointed for the installation of off-season vegetable tunnels at the field level, six farmer clusters were identified, 25 women farmers were trained on packing, grading and labelling, and market linkages were strengthened to enable increased production. Technical specifications for livestock-related commodities were finalized, vaccines were procured to prevent disease among animals, and 12,200 sexed semen samples were provided to the Livestock Department for the breed improvement of large ruminants in the livestock value chain. Similar projects in 2015-2017 indicate a 35%-45% success rate in these cows, with 98% improved female progeny expected.

Under **Outcome 3 (Pillar 2)** on ‘**basic services**’, the programme leveraged cross-pillar collaboration to achieve strong results. For instance, following training for mid-level District Health Managers, collaboration

between UNICEF's Health (Pillar 2) and Child Protection Teams (Pillar 1) maximized efforts to register 'every child' under the birth registration initiative. The agency launched a community engagement strategy for the programme, in order to develop a comprehensive multi-sectorial communication for development (C4D) plan for the programme's social mobilization, behaviour change communication (BCC), and accountability to affected populations (AAP) components – all with a view to translating community engagement and GRM commitments into action.

The programme supported the extension of the Independent Monitoring Unit's (IMU) jurisdiction and **Education Management Information System (EMIS)** activities to the Merged Districts. To this end, training on monitoring and Literacy and Numeracy Assessment Software (LITNUM) was delivered for 912 Data Collection and Management Assistants (DCMAs) (including 393 women), 34 District Monitoring Officers (DMOs) (including 12 women), and 73 computer operators. Moreover, 5,816 schools were surveyed as part of the monitoring of education institutions in the Merged Districts – a coverage rate of 99%. Data on these schools is now captured in the EMIS.

With the programme's support, 55 **lower secondary schools for girls** remained functional through the provision of teachers, benefitting 89 teachers and 8,915 girls who had dropped out after completing their primary education due to lack of local secondary schools. Ten pre-fabricated (prefab) schools were installed. Although the planned target of setting up 50 Alternative Learning Programme (ALP) centres was not achieved, sites for their establishment were identified, supplies and equipment procured, facilitators interviewed and approved by the Government, and out-of-school children mapped. Overall, 650 Parent Teacher Committees (PTCs), were reactivated with same terms and conditions as in the rest of the province of Khyber Pakhtunkhwa, including 157 PTCs comprised of women in girls' schools.

Due to frequent turnover of staff in directorate of health management, progress on **rehabilitating health facilities** stalled during the reporting period. A detailed secondary analysis of existing data on health facilities could not be completed, although a conflict sensitivity analysis (CSA) was conducted, as was field work for a rapid baseline assessment to measure gaps in existing physical and human resource requirements in primary health care. While no existing health care facilities were rehabilitated, a detailed needs assessment was undertaken, and its findings were endorsed by the Director of Health Services (DHS). Engineers were hired and completed a detailed physical assessment of health facilities for rehabilitation in the districts of Khyber, Kurram and Orakzai.

In terms of **improving the capacity of health and education workers**, no teachers were supported under the CPD programme, despite consultations with the Directorate of Curriculum and Teacher Education. Training for teachers could not proceed due to the on-going revision of the training manual by the Provincial Institute of Teachers Education (PITE). Very few health workers (29 health managers and 2 TPFM) were trained on project management – including planning, implementation and monitoring – against a target of 496 due to management turnover at the Directorate of Health.

Access to education services improved with 68,611 more children (including 33,850 girls) enrolled in five districts. The development of 400 village profiles improved knowledge of the number of out-of-school children (OOSC), the number of girls and boys in school, the number of educational institutions for girls and boys, the capacity of these education facilities, and the number of teachers (men/women). Supplies were procured to support the enrolment of the target 68,000 students, including schoolbags, school inbox kits, recreation kits and blackboards.

The Pillar 2 team capitalized on its human and relationship capital – including its consultants for planning and monitoring, and developing training packages, materials and plans – to reach out to children, women and others in the Merged Districts with **health and nutrition services**. With the programme's support, 30 Mobile Outreach Teams resumed services after a two month suspension and delivered outreach services across five districts – including maternal, neonatal and child health (MNCH), nutrition, education, and WASH services, based on the Mother and Child Weeks' integrated services package. As a result of their work to incentivize communities to vaccinate children, with a focus on eradicating polio, the coverage of the

Expanded Programme on Immunization (EPI) rose to 67%. A total of 12,901 pregnant and lactating women (PLW) received Clean Delivery and Newborn Baby Kits, in large part through mobile outreach services.

During the reporting period, 69,963 people (33,324 women and 36,639 men) were reached with **information** through health, nutrition and hygiene education sessions. Women of child-bearing age, fathers and local influencers were particularly targeted in the sessions which highlighted family planning, hygiene and nutrition practices. In Q5 alone, 2,566 sessions were delivered. Overall, 3,449 children (1,434 girls and 1,706 boys) between 6 and 59 months old were identified and treated for **severe acute malnutrition** (SAM) through the UNICEF-supported outpatient therapeutic programme (OTP), including through ready-to-use therapeutic food (RUTF). The OTP cure rate remained above 90%, with very few relapses. A total of 25,804 children under-5 (12,118 girls and 12,161 boys) received moderate malnutrition supplements to treat and prevent micronutrient deficiencies. Furthermore, 52,474 primary, secondary and higher secondary school students (17,365 girls and 35,109 boys) were reached with health and hygiene messages in schools, including on basic health, nutrition and hygiene concepts, such as hand washing techniques. The programme placed LHVs in selected Tehsil Head Quarters' Hospital to bridge gap of missing trained gynaecologists.

Under **Outcome 4 (Pillar 3)** on '**governance and economic growth**', various targets could not be reached as local government elections were postponed. To support **local governance** UNDP's FATA Governance Project (FGP) provided holistic support to Khyber Pakhtunkhwa's Local Government, Elections and Rural Development Department (LGE&RDD) by creating infrastructure and building official capacity. With this support, a PC-1 for the creation of model infrastructure was approved, and a PC-1 for a Local Government Reforms Unit finalized. UNDP implemented its **capacity building plan for elected representatives** and government functionaries. The Terms of Reference to develop a curriculum for the 'training of trainers/master trainers' were advertised, the recruitment process initiated, and candidates will be selected in the next quarter. Once master trainers are trained, they will train local government staff. A note for training 25 newly appointed Tehsil Municipal Officers (TMOs) and 7 Additional Directors at the local government level was submitted to UNDP's leadership. A Transition Plan was developed in consultation with the Local Government Department and its field formation, to track the actions that need to be taken before and after local elections. These include laying down institutional infrastructure, setting up offices, purchasing equipment, and providing human resources. The appointment of the 25 TMOs is a part of this initiative.

To assist the Government to successfully conduct elections, the programme collaborated with the Institute of Management Sciences in Peshawar on a **village council/neighbourhood council (VC/NC) profiling exercise** to identify the unique needs of each VC/NC, in order to inform development planning at the grassroots level. To facilitate government ownership of the exercise and the NOC process, the Pillar 3 team arranged for a Memorandum of Understanding between the institute and the Local Government Department.

A **Local Government Framework** was prepared and a **Local Government Reforms and Mainstreaming Cell** (LGRC) formed in the Local Government Department with UNDP's support, in order to aid local government reforms in the Merged Districts. Experts on management, communications and operations were deployed for the cell, which provided analytical inputs for the Government's revision of the Khyber Pakhtunkhwa Local Government Act (2013), in addition to serving as the de-facto secretariat for drafting the revised act. Passed by the Provincial Assembly, the revised act is being prepared for enforcement to create a two-tier system of local governance, consisting of 25 *tehsil* councils and 702 village/neighbourhood councils that will comprise over 3,500 elected representatives responsible for locally-driven planning and budgeting. The act is the first piece of legislation explicitly intended to create an enabling local government system in the Merged Districts' history. The cell also facilitated coordination between stakeholders, participated in the Working Group to develop the 'rules of business' (RoB) for local councils, and prepared a training plan to build the capacities of newly-elected local government officials and administrative staff on governance, guided by a capacity assessment to select a suitable institution to deliver training. The Local Government School was selected as the custodian for capacity building trainings for functionaries and elected representatives, so as to ensure that learning and knowledge sharing is housed in a public sector institution. To facilitate the training process – which ultimately seeks to build a cohort of skilled officials

capable of delivering and managing social services – a Training Implementation Plan (TIP) was finalized by integrating stakeholders' feedback.

Local government elections scheduled for December 2019 were postponed. Despite ongoing preparations, the Government was insufficiently prepared to conduct the elections on time and the approval of local government by-laws and rules of business were delayed. During the reporting period, no local government system was in place in the Merged Districts; instead, interim administrators were appointed to undertake routine activities. To mitigate the effects of such setbacks, UNDP's FATA Governance Project (FGP) advisers worked with the Prime Minister's Office and the provincial cabinet, advising on communications and public education needs in the Merged Districts. As a result, the **communications strategy** presented by the programme was approved by the Prime Minister – marking a change in policy, forestalling a direction which could have resulted in instability and loss of life. The strategy covers strategic communications, as well as public outreach and education.

Based on an understanding reached with the Local Government Department strategy, the programme assisted the department's development of a **voter registration and civic education campaign** to educate the people in the Merged Districts about the merger, revised structure /role of the local governments and to encourage them for wider participation in elections as and when are held. As part of the campaign, three campaign advisers, three monitoring and evaluation (M&E) specialists and 120 Youth Ambassadors (85 young men and 35 young women) were hired. The advisers are responsible for designing a comprehensive training manual and participatory orientation session on the new local government system, laws, and grievance redressal mechanisms. Extensive consultations with stakeholders were undertaken to ensure government ownership. In January 2020, the programme supported the launch of the Provincial Government's **Youth Ambassador Programme**, with the ambassadors' starting important conversations in their districts. By delivering long-overdue information, they are helping to bridge the trust deficit between citizens and the state, as well as to lay the foundation for voter registration. The programme supported training for the Youth Ambassadors, in collaboration with the Local Government Reforms Unit, by designing a civic education curriculum that could be easily understood by the Ambassadors and the people of the Merged Districts. The Ambassadors were taken through five days of simulations, mock sessions and coached on approaching press clubs and radio stations for mass information campaigns. Overall, 14,509 people were sensitized through this civic education campaign on the introduction of local government, reforms and the merger – including 591 community and household sessions held across all seven Merged Districts, 158 of which were household sessions for 4,270 women. Two district and civic education sessions in North and South Waziristan (with 75 and 77 participants) including tribal elders, religious leaders, political representatives and government officials, among others.

The Pillar 3 team also supported the Election Commission of Pakistan's (ECP) **voter verification process**, with co-funding from DFID, USAID and the Government of Japan. Guidebooks, one-page reference documents and informative posters were designed and printed to communicate information to the public. The ECP set up 24,000 display centres nationwide which to enable voters to update their details, of which 900 were established in the Merged Districts. Moreover, UNDP supported efforts to register women voters by partnering with the ECP, civil society and NADRA.

As the financial integration of the Merged Districts in Khyber Pakhtunkhwa's **budgetary framework** emerged as a key element of the merger/integration process, Terms of Reference were finalized for hiring PFC, and resource distribution criteria were endorsed by the Finance Minister. The recruitment process began and stakeholder consultations were planned. The programme worked with line departments to facilitate the course correction of low administrative capacity, including by undertaking diagnostics and consultations on the criteria for distributing funds to the Merged Districts. To disincentivize the misallocation of resources, promote transparency and public confidence, the programme launched an **online dashboard** on the Merged Districts' Budget Execution reporting (<http://www.finance.gkp.pk/current-budget-utilization>) and the extension of the Financial Management Information Unit's functionality to the districts. Embedded in the Government's website, the dashboard is updated with a lag time of one week – thus, budget allocations are fully visible to the public.

With the programme's technical assistance, the Finance Department **orientated district administrations** in the Merged Districts on expenditure and protocols, an overview of the 2019-20 budget, reallocation of funds, the funds' release policy, and access to the online budget, reporting, training and accounting integration dashboard to begin preparing the 2020-21 budget. UNDP's FATA Governance Project was mandated by the Finance Department to design a comprehensive capacity building programme to support budget creation for the Merged Districts, covering issues linked to finance, planning and administration, legislative and regulatory frameworks, budgeting and financial management, education, health, social welfare, agriculture and livestock. Overall, 160 officials were trained and provided with learning materials.

A Finance Delivery Unit was established and, with the programme's technical assistance, the Provincial Government unveiled its first strategy for the Merged Districts that includes the extension of pro-poor, microfinance and banking facilities. A critical component of the plan is the 2019-20 budget approved through the programme's collaboration with the provincial Minister and Secretary of Finance, whereby the Government committed PKR 162 billion (9% of the provincial budget) to the Merged Districts. Thus, the financial needs of the districts were identified and budgeted for, enabling the development of a **Financial Integration Plan**. The programme supported the plan's finalization and implementation. In this regard, the Accelerated Implementation Plan (AIP)-focused Release Policy for the 2019/20 fiscal year was approved by the Provincial Cabinet. Salient features include the upfront release of 50% of funds for all sectoral schemes with relevant administrative approval, as well as full funding for schemes on land acquisition, land compensation and compensation in North Waziristan. A generous release policy for the Annual Development Plan (ADP) evolved across Khyber Pakhtunkhwa following integrated cash flow modelling supported by the PFM Advisory in the Finance Department. As such, 100% of funds will be released up front to three sectors – public health, roads, and irrigation/water. Ahead of the budget preparation cycle for 2020-21, the programme also developed a policy brief to guide a more credible, results-oriented process.

The extension of the Khyber Pakhtunkhwa **Financial Management Information System (FMIS)** to the Merged Districts began during the reporting period. The system was configured to meet the districts' accounting needs, IT equipment was procured, and a review paper finalized. In terms of integration, the KPIFMIS' extension facilitated the payroll integration of 90,000 employees, as well as the administrative regularization of Levies and *Khasadars* in the ranks of the provincial police. Moreover, the capacity of 120 officials was built on digitalized pensions reforms. Pension records were digitalized to minimize fraud and the retirement age was raised from 60 to 63 to generate annual savings of an estimated PKR 20 billion.

During the reporting period, the **Accelerated Implementation Plan (AIP)** was finalized and the Annual Development Plan (ADP) approved. In this context, the programme arranged large-scale consultations with *maliks* (local landowners), civil society, over 2,000 other stakeholders and 34 government departments. These successes built on the programme's finalization of the **Tribal Decade Strategy (TDS)**, informed by 52 consultations in 26 sub-divisions with more than 3,000 elders, youth, academic, media stakeholders and political activists, as well as outreach to elicit the inputs of 480,000 members of the public. The scale of the consultations was a first for the region, and the diversity of participants' feedback was vital as the strategy will guide spending worth PKR 1 trillion (equivalent to GBP 5.2 billion). Approved by the Provincial Government, the TDS is only development strategy of its kind in the Merged Districts, with a focus on enhancing human potential, generating economic opportunities, improving livelihoods, and mainstreaming tribal communities. Sectors prioritized in the strategy form the basis of all AIP planning, since the AIP translates the strategy into actionable initiatives over the next three years. Moreover, an Accelerated Implementation Mechanism (AIM) to guide the execution of the AIP was submitted to the Chief Minister's Office. This mechanism will outline the quality assurance process that all AIP projects will go through. As such, it will institutionalize project evaluation, appraisal, planning and budgeting in order to optimize departmental work, make AIP targets more salient, guide the pace of implementation and quality parameters, generate demand for performance accountability, and elevate the content and quality of policy discussions. By the end of Q4, PC-1s were prepared for 41% of all AIP schemes, with 63 PC-1s approved and 36 deferred, and PKR 25 billion of PKR 58.99 billion (i.e. 44% of the AIP) '**projectized**'. The programme undertook technical evaluations of over 300 departmental project proposals, based on which the

Government earmarked 38 projects prioritized by UNDP for implementation. By the end of Q5, 69 PC-1s were submitted for approval (41 with the programme's support), representing 43% of the total AIP budget.

A team of statisticians were deployed and a Lead Economic Advisor appointed to support the case for the Merged Districts' 3% share in the **National Finance Commission (NFC) Award**, preparing a position paper analysing 20 years' worth of data on revenue and expenditure. However, work stalled due to a deadlock on NFC negotiations.

Although a broad **baseline survey on TDS indicators** was not conducted, the programme assisted the national and provincial Bureau of Statistics to design systems for evidence-based decision-making to inform future project planning, including through surveys to gather social and economic data not covered by other government surveys. Sector programming analytics were undertaken, and support provided for the Government's development of matrices (logframes) for the coming fiscal year. Departments supported included: Social Welfare, Education, Health, Home, Industries, Communications and Works, Agriculture, Irrigation, Water and Sanitation, Mines and Minerals, and Special Education.

The programme coordinated to bolster the preparedness of the Pakistan Bureau of Statistics (PBS) and the Khyber Pakhtunkhwa Industries and Commerce Department to conduct an **investment climate assessment** of the Merged Districts. Its findings will inform policies, programmes and necessary regulatory reforms to promote private sector development in the districts. As an agreement was not reached on its budget, the assessment was not conducted during the reporting period.

Progress under Pillar 3 also included the extension of **district-level Committees on the Status of Women** to three pilot districts (Khyber, Kurram, and Mohmand), thereby creating foundational local structures to advance women's empowerment. The programme also conducted a broad women-specific consultation on development priorities to inform the Tribal Districts Strategy.

DELAYS IN IMPLEMENTATION, CHALLENGES AND LESSONS LEARNED

Several challenges were faced during the reporting period:

- The programme does not exist in a vacuum; it is vulnerable to fluctuations in the political economy. The **Merged Districts' context** is among the most challenging and highly risky in Pakistan, encompassing a volatile security situation; rising violence in some districts; militant campaigns that undermine local trust in development work; the fencing off of the Afghanistan-Pakistan border; tensions between the Pashtun Tahafuz Movement (PTM) and the army; high rates of poverty and gender inequality; mobility constraints, especially for women and religious minorities; the links between vulnerability/exclusion and gender, disability and age; the lingering physical and psychological effects of mass displacement; limited access to electricity and water; continued reliance on local *jirgas* in the absence of effective channels for resolving disputes; resistance to formal law enforcement and court systems; and slow progress on merger plans and the rule of law, which bred fear and uncertainty. Community dissatisfaction grew as a result of delays in AIP implementation, the delayed operationalization of ALP Centres at the district level, the under-utilization of the 2019-2020 budget, and the delay in local government elections together with slow moving bureaucratic system which limited the implementation of Pillar 3 activities. A number of contextual challenges influenced the programme. For instance, unannounced curfews made it difficult for project teams to move around the districts, severe winter weather affected construction timelines, and field staff often spent hours seeking clearance at security check points (particularly in North Waziristan, South Waziristan, and Orakzai) which reduced their field work hours and caused delays. Delays were also caused by a lack of reliable transportation and communications infrastructure (roads, poor mobile/cellular and internet connections, etc.), which hindered implementation and real-time reporting.
- **Access** challenges exist in terms of securing timely travel and project clearance from authorities, particularly No Objection Certificates (NOCs) for international staff and implementing partners, as a result of cumbersome, time-consuming, often unsynchronized and unpredictable parallel processes. This has been mitigated to a large extent by UNRCO and partner agencies engaging with the Government.

The modality used by FAO – whereby one NOC is issued for both projects and staff members – is a good practice that could be used by other agencies.

- **Engaging women** in the Merged Districts is a huge challenge both in terms of beneficiary participation and the lack of women staff members able to reach out to women on the ground. These include women monitors, social mobilizers, Lady Health Workers/Visitors, health promoters and outreach workers, among others. Institutional hurdles and vacant senior leadership positions within the Provincial Committee on the Status of Women (PCSW) are also major challenges. UN Women's implemented partner (CERD) faced community resistance to CNIC registration support for women, with locals demanding to know why support is "only provided to women", in addition to resistances to raising women's awareness or securing documentation. Mitigation strategies included awareness raising sessions with male community members to explain the need for women's registration and how this ultimately benefits families. CERD made increased efforts to sensitize communities through various channels, practically demonstrate the benefits of CNICs for women, and develop a level of trust. Community activists and volunteers from the communities were oriented on the project's objectives and implementation methodologies and asked to mobilize their communities on CNIC registration. As communities witnessed the systematic, transparent and supportive CNIC process, coupled with information dissemination, levels of trust grew, as did demand. Men were encouraged to accompany their female relatives to NADRA's offices to witness the registration process, and IEC materials (brochures, radio messages) to sensitize men were used. Measures also had to be taken to gain NADRA's trust, such as by sharing a list of identified women with NADRA in advance and UNICEF advocating with NADRA at the provincial level.
- **Weak coordination** structures between vertical and horizontal government bodies, and the disconnect between the military and civil bureaucracy, led to coordination gaps. Government entities and line departments have **weak operational and implementation capacity** in the Merged Districts. Many are under-staffed and have few staff members at the district level. Risks posed by delays in hiring local government staff at the village and neighbourhood council level were mitigated to an extent through seconded staff. Although line departments are forthcoming about the AIP, they lack the capacity to articulate their needs and implement projects, while local administrations are overburdened and juggling multiple assignments. It is hoped that engagement with the Chief Minister's AIP Focal Point and the Director General of Projects will enable the programme to troubleshoot this issue.
- Frequent large-scale **staff turnover** in government departments caused major setbacks. For instance, health outreach activities were halted due to major changes in the Health Directorate's management team, as well as in the provincial Ministry of Health. As a result, several Outcome 3/Pillar 2 health activities could not precede, and UNICEF was obliged to repeatedly reorient government health teams on the programme.
- The Government's **slow prioritization** of activities poses a major challenge.
- The challenge of **ghost and/or proxy health workers and teachers** is a risk that can lead to setbacks. A **lack of skilled labour** in all targeted districts poses challenges for construction and rehabilitation. On-the-job training through the engagement of vendors and NGOs may help mitigate this challenge, alongside training community committees on issues such as water system maintenance.
- **Effective targeting** remains a challenge. For example, households in certain areas are highly susceptible to exclusion such as the vast numbers of temporarily displaced persons (TDPs) in Upper and Central Orakzai who have not returned, as they have not been paid the compensation they were promised to rebuild their homes. The distribution of resources and assistance remains uneven – for instance, while returnees can access aid, those who remain displaced are not.
- There are challenges in terms of **available data**, causing knowledge gaps on local needs and developments. For example, UN Women identified a lack of up-to-date data on social services for women. Through its support to for the Social Welfare, Special Education and Women's Empowerment

Department, UN Women's efforts to develop a data collection tool to map these services will offer an effective planning and advocacy tool.

- **Structural communication** can prove challenging, in terms of pillar leads' expectations compared to what agencies are able to report on. Agencies felt 'out of their comfort zone' when using new management tools such as Yammer for communications and Wrike for programme management.
- Planning has been affected by the programme team's availability during **seasonal recess periods**, such as the monsoon season, Ramadan, etc.
- **Agencies' buy-in** has proven challenging. For instance, during Q5 the RC-led code of conduct – designed to encourage ethical behaviour among field staff and protect against safeguarding concerns – did not attain sufficient buy-in across agencies. Agreements were sought from FAO and UN Women to pilot the code of conduct on a trial basis going forward.

Other notable lessons learned include:

- Creating **synergies**, interacting regularly, and combining efforts are all vital for ensuring strong results. Streamlining coordination between UNRCO, pillar agencies and government partners is vital, as is engaging with the Provincial Government for the programme's timely implementation, especially the Additional Chief Commissioner and the Director General of Projects for the Merged Districts. Engaging closely with counterparts at district level is especially important given poor vertical coordination within government structures. Thus, for instance, the Pillar 3 team advocated for greater executive flexibility for project managers to facilitate spending and service delivery. Furthermore, structured coordination with DFID is key, especially in terms of expectations around documentation and deliverables.
- **Gender inclusion** is vital for the programme's success, both to ensure that women beneficiaries are not left behind, and to enable successful implementation of activities. For example, women staff members were hired to work closely with women and children in communities, schools and *madrassas*, to ensure that girls' births are also registered. Facilitating the issuance of urgent birth registration certificates eased household access to health and education services – thus, the interconnected nature of all of these elements highlights the importance of women staff on the ground.
- **Targeting criteria** – especially for Outcome 2/Pillar 1, which involves the most number of community-facing interventions – need to be more effectively communicated to communities. An effective communication strategy must be implemented to raise community level awareness.
- Close **follow up and monitoring** of the activities of key stakeholders is essential for the effective and timely implementation of activities, including infrastructure projects.
- There is a need for more **realistic planning**, as evidenced by challenges related to agencies' forecasting abilities. For example, during Q2 the programme only achieved 60% implementation against its first disbursement of USD 3.6 million (GBP 2.86 million pounds) from a tranche of GBP 7 million provided by DFID.
- The programme must continue to **engage with community elders** and influencers to enable women's participation in activities. Raising community awareness, including by reaching out to both women and men, is important for securing beneficiaries' buy-in, evoking changes in knowledge, attitudes and practices, and building trust in the programme. In particular, continued efforts must be made to raise awareness and disseminate the GRM among beneficiaries, especially women.
- It is important to arrange **capacity building for implementing partners** and programme staff, especially those that are not trained on cross-cutting issues such as safeguarding, Value for Money (VfM) and conflict sensitivity.
- Strong, **gender-sensitive social mobilization** is needed to evoke behaviour change in the districts. For instance, social mobilization proved essential to convince potato farmers to adopt new sustainable

agricultural techniques. Hiring women social mobilizers enabled the programme to engage effectively with women farmers.

- Staff hiring must bear in mind local **ethnic and sectarian sensitivities**, to ensure access to and acceptance by communities. This was particularly relevant for 223 outreach staff, who were rehired after a change in the contract modality following the resumption of outreach services. To ensure the inclusivity of targeting through the Youth Ambassador programme, all candidates were recruited according to rigorous criteria that paid special attention to confirming that candidates are local residents.
- The **limitations of operating space** require mitigation measures. For example, due to security concerns, birth registration activities were delayed in some areas. To address this challenge, birth registration staff were moved to other districts. Similarly, to address the difficulties of following up on malnourished children across the Merged Districts' scattered population, the programme provided them with a one-month ration of ready-to-use therapeutic food (RUTF) in advance
- The presence of technical teams on the ground is important for overseeing the quality and delivery of activities. For example, the presence of FAO's technical team at a warehouse during the validation of *Rabbi* season seeds enabled the team to identify a fungus and take remedial actions.

QUALITATIVE ASSESSMENT

The programme's successes have been built upon partnerships, inter-pillar synergies, close collaboration and coordination between pillar agencies, UNRCO and government counterparts. Since its inception, all three pillar agencies participated in meetings organized by UNRCO and DFID and contributed to developing programme and project implementation modalities, planning and reviews, as well as finalizing the results framework and the online financial reporting system, and designing key tools and mechanisms to facilitate implementation. Synergies between agencies have enabled the integration of humanitarian and development work, so much so that the programme was recognized as a global good practice on the humanitarian-development-peace nexus at the Humanitarian Coordinator's retreat in Geneva in May 2019.

Throughout the reporting period, UNRCO played an important role in facilitating inter-pillar synergies, as well as harmonizing practices, such as grievance redressal and safeguarding. This has helped to avoid the duplication of work and to promote complementarity – both important considerations for VfM. A focus on safeguarding was prompted by a DFID-led due diligence exercise, which identified that all agencies have gaps in their safeguarding approaches. In response, UNRCO and the heads of the programme's partner agencies provided strong leadership to ensure that programme teams were trained on safeguarding. Several training sessions and seminars were organized that covered UN staff, seconded government staff, social mobilizers and field teams. In order to increase the visibility of the programme's GRM, agencies have taken a number of steps. For instance, FAO staff ensured the dissemination of GRM material to all key partners – including beneficiaries – during field visits, including beneficiaries, while UN Women made it compulsory for its implementing partner to publicize GRM numbers in all branded IEC materials.

Regular and effective coordination with government counterparts facilitated the programme's ownership by public authorities, district administrations and communities. All of the programme partners have focused on developing and strengthening linkages with strategic government partners, while ensuring that initiatives are aligned with government priorities and respond to local needs. Interaction with beneficiaries and social mobilization proved especially important in the Merged Districts' context, especially for raising awareness in a largely remote, isolated region still recovering from an extended period of crisis.

Trainings, such as those organized by FAO for all new field staff, are an example of joint programming where UN Women and UNICEF's Birth Registration and WASH teams presented on programme activities, and UNRCO briefed participants on safeguarding, risks, conflict sensitivity and GRM. UN Women's lead role on gender equality issues within the programme identified potential entry points for greater inclusion and gender mainstreaming. In the context of UN Women's cross-cutting technical support, two products are being developed in consultation with the programme partners to improve targeting and implementation: (i) district level gender profiles, and (ii) a gender and inclusion strategy for the programme. Strategic direction

vis-à-vis joint work on gender promotes the principle of leaving no one behind and helps inform strategy building in response to the challenges and opportunities within the programme's architecture.

It is clear that integrated efforts on the ground have stronger results. For example, integrating awareness raising on birth registration in community-based health outreach services resulted in better coverage through cross-referrals and the cross-fertilization of collaborative efforts at the community level. Taking the advantage of newly trained mid-level district health managers, UNICEF's Health (Outcome 3/Pillar 2) and Child Protection teams (Outcome 2/Pillar 1) built momentum and maximized efforts for 'registering every child' under the Birth Registration Initiative. The programme has also benefitted from a strong evidence base. Analyses by the programme informed strategies and plans, while these, in turn, informed implementation. For instance, the Conflict Sensitivity Analysis informed the Targeting Strategy/Inclusion Plan which, in turn, guided the selection of *tehsils* and villages for field implementation.

II) INDICATOR BASED PERFORMANCE ASSESSMENT

	<u>Achieved</u> indicator targets	Reasons for variance with target(s)	Source of verification
Outcome 1. Enhanced leadership of the RC to foster stronger collaboration and joint work of UN agencies to achieve common results			
Indicator: KPMD programme team under the RCO provides a strong platform to the UN agencies to facilitate the delivery of joint results, demonstrates leadership in facilitating the embedding of stronger safeguarding, conflict sensitivity, and community involvement approaches in the partner UN agencies			
Output 1.1 Strengthened partnership, performance and accountability of DFID, RCO and UN agencies			
Indicator 1.1.1 New ways of operating embedded in the activities and interactions within and between UN agencies and the RCO Baseline: N/A; Planned target: N/A	Target achieved. A Programme Steering Committee and department Working Group were formed, the NOC process simplified and government counterparts engaged. UNRCO took the lead on safeguarding and encouraged agencies to train staff on safeguarding issues , GRM and community involvement, including by visiting communities to disseminate GRM leaflets to the general public and district administrations, in addition to recording complaints. Complaint resolution improved, RAG rating criteria was refined, quarterly reporting simplified, and communication tools and coordination structures established (including the M&E Working Group, the Finance Working Group, GRM Working Group, Reflection and Lesson Learned sessions, and regular inter-pillar meetings on progress, risks and conflict sensitivity). Conflict sensitivity was operationalized using an inclusive targeting approach, which was also communicated to beneficiaries.		Quarterly narrative reports and GRM system
Indicator 1.1.2 Number of project reflections where evidence is fed back into decision-making/adaptation (including examples of what has not worked, especially relating to 'do no harm'). Baseline: N/A; Planned target: N/A	UNRCO led on several mechanisms through which evidence/reflections were fed back into the design and implementation of the programme, including quarterly reflection sessions and UNRCO-led field monitoring missions to five districts (Kurram, Khyber, Orakzai, and North and South Waziristan). Reflection sessions reviewed progress to date, identified lessons learned and best practices to consider/take forward during phase II. For example, the agencies considered seeking help from UN Women's five District Gender Focal Persons to monitor the gender sensitivity of activities, and UNRCO secured the agencies' buy in regarding the added value of its field visits (e.g. identification of complaints, unreached pockets, etc.). IMU shared information on a pool of women candidates for agencies to recruit.		Reflection session reports
Indicator 1.1.3 Number of policy and value-for-money collaborations identified and actioned across the three programme pillars Baseline: N/A; Planned target: N/A	The programme shifted gears from joint planning to integrated planning reflecting the 'New Way of Working'. Examples of inter-pillar collaboration facilitated by UNRCO included: UNICEF and FAO's identification of 59 common villages to deliver WASH, birth registration and agriculture activities; UNICEF sharing data on mothers without CNICs; UN Women's cross-cutting support for gender mainstreaming; and UNDP's consultations to help agencies engage with the Government and address governance challenges and administrative bottlenecks. UN Women drew on UNICEF's mass mobilization community structures for		Joint intervention reports

	birth registration, while UNICEF's mass awareness drives on birth registration, and health and hygiene were conducted together.		
Outcome 2 (Pillar 1) Communities are better prepared to cope with shocks			
Indicator 2.1.a Proportion of the population in targeted communities reporting benefits from enhanced livelihoods, water, sanitation, hygiene and protection support Baseline: N/A; Planned target: N/A	See details under the relevant output indicators below. Data collection is planned for Q6.		
Indicator 2.1.b Percentage of the targeted population who perceive they are better prepared to cope with shocks (FAO) Baseline: N/A; Planned target: N/A	See details under the relevant output indicators below. Data collection is planned for Q6.		
Indicator 2.1.c Percentage of women that availed government services (subject to the availability of services) (UN Women) Baseline: 0; Planned target: 3,000 women (20% of 15,000 women)	See details under the relevant output indicators below. UNWomen has carried out an assessment with a sample of 100 women in three districts(Orakzai, Kurram and Khyber), who have got CNIC through programme in Jan 2020. Results depicts that about 18% of women getting CNIC have been able to avail allied services. For detailed investigation, DIFD has commissioned an independent third party monitoring consortium (Coffee International and Glow Pakistan) to undertake a study to determine the number of women who have availed themselves of CNIC-related services associated. While the study was due to begin in March 2020, it may be delayed due to the ongoing Covid 19 crisis.		
Output 2.1 Capacity of communities and individuals strengthened			
Indicator 2.1.1 Number of government officials with enhanced skills and broader understanding about gender-sensitive policy making, planning and service delivery processes (disaggregated by sex, office) (UN Women) Baseline: 0; Planned target: 20	Target achieved/surpassed. 71 government officials were trained on gender-sensitive policy-making and gender mainstreaming, gender analysis and tools.		Progress reports, evaluation forms
Indicator 2.1.2 Number of women and girls with increased awareness and knowledge about their basic rights through sessions (disaggregated by age, sex, disability, location) (UN Women) Baseline: 0; Planned target: 700	Target achieved. 700 women and girls were engaged through sessions on health, hygiene, social services and basic rights – including property, education and CNICs (350 from Khyber, 200 from Kurram, and 150 from Orakzai).		Progress reports, evaluation forms
Indicator 2.1.3 Number 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) Baseline: 0; Planned target: 140,000	Target achieved. 147,878 women and men were sensitized through orientation sessions, community dialogue and billboards featuring public service announcements developed with government partners.		Partner progress updates
Indicator 2.1.4 Number of individuals trained in climate resilient agriculture and water management techniques Baseline: 0; Planned target: 150	Target achieved/surpassed. 576 people (306 men and 269 women) were trained on climate resilient agriculture and water management. Among their ranks were 25 women potato growers who participated in an exposure visit and 30 male forest owners, taken on an exposure visit to learn about forest management. Moreover, 520 farmers including 244 women, were trained on intercropping.		

Indicator 2.1.5 Number of government staff (agriculture, livestock etc.) trained in climate resilient agriculture and water management practices (disaggregated by sex, training topics, district, department) (FAO) Baseline: 0; Planned target: 100	Target not achieved. 75 government staff members (68 men and 7 women) were trained, including 25 trained on livestock emergency guidelines, 24 on developing project proposals (PC-1s) with a particular focus on gender mainstreaming, and 19 on project management and budgeting.	25 Forest Department officials skipped the training due to inter-departmental activities	Beneficiary database, training and monitoring reports
Indicator 2.1.6 Number of Disaster Risk Reduction/Climate Change (DRR/CC) studies (FAO) Baseline: 0; Planned target: 4	Target not achieved. No studies were finalized; however, ToRs for the studies were published and contracts awarded to the International Centre for Tropical Agriculture (CIAT), and the Department of Horticulture of the Agriculture University of Peshawar. Data collection began in targeted fields and a Letter of Agreement was signed with the University of Peshawar to take the studies forward.		Technical and monitoring reports
Output 2.2 Improved access of communities to services			
Indicator 2.2.1 Number of women and girls made aware of the available services through methods of mobilization particularly around CNIC, dissemination of material, etc.) (disaggregated by district) (UN Women) Baseline: 0; Planned target: 8,000	Target achieved/surpassed. 8,143 women and girls were sensitized on available services, including the importance of CNICs and processes for obtaining identity documents. 18 women were linked with basic services.		Progress and monitoring reports
Indicator 2.2.2 Number of women and girls registered for CNIC cards (UN Women) Baseline: 2,200; Planned target: 6,000	Target not achieved. 3,253 women and girls (including 9 with disabilities) were supported to register for CNICs and obtain related legal documents (e.g. domicile, marriage and divorce certificates).	12-week wait for CERD's NOC; NOC for North and South Waziristan issued in March 2020	Progress and monitoring reports, tokens
Indicator 2.2.3 Number of merged districts with operational birth registration services (UNICEF) Baseline: 0; Planned target: 7	Target achieved. 7 Birth Registration Centres were established in all Merged Districts and remained functional with dedicated staff.		Monthly government reports
Indicator 2.2.4 Number of birth registration completed for (boys and girls) in the 7 Merged Districts (disaggregated by district and sex) (UNICEF) Baseline: 76,786; Planned target: 96,412 reported, 159,786 registered	Target achieved/surpassed. Of a total of 291,206 births reported, 192,906 births were registered (161,699 boys and 129,507 girls).		Monthly government reports
Indicator 2.2.5 Number of people who have access to safe drinking water (UNICEF) Baseline: 1,603,327; Planned target: 20,000	Target achieved/surpassed. 29,092 people gained access to safe drinking water with the programme's support, as 13 district water supply schemes (DWSS) were rehabilitated.		Partners progress, government and third party reports

Indicator 2.2.6 Number of schools with access to basic water, sanitation and hygiene (WASH) services (UNICEF) Baseline: 657; Planned target: 20	Target achieved/surpassed. 33 schools were provided with WASH services, benefitting 8,494 students (5,373 boys and 3,121 girls). This was paired with three training of trainers (TOTs) sessions for 32 teachers, 18 community health workers and LHWs on MHM in Kurram, Orakzai and Khyber. 100 schools now have WASH clubs, and 60 WASH club packages were distributed in Khyber.		Partners database; government, third party and monitoring reports
Indicator 2.2.7 Number of health facilities with improved WASH services (UNICEF) Baseline: 0; Planned target: 3	Target achieved/surpassed. 5 health facilities were provided with WASH services, benefitting 2,640 people (1,294 men and 1,346 women) including 132 people with disabilities.		Partners database; government, third party and monitoring reports
Indicator 2.2.8 Number of people living in ODF certified communities (UNICEF) Baseline: 36,000; Planned target: N/A	The milestone against this indicator (of 270,000 people) is due for completion in Q7. During the reporting period, 325 Village Wash Committee were formed, 325 CRPs identified (149 women and 176 men), and rural appraisal undertaken.		Partners database, third party and monitoring reports
Indicator 2.2.9 Number of people reached with basic sanitation services living in non-ODF communities (UNICEF) Baseline: 87,000; Planned target: 5,000	Target achieved/surpassed. 37,058 people (18,158 men and 18,900 women) were reached with basic sanitation services in non-ODF communities.		Partners database, third party and monitoring reports
Indicator 2.2.10 Number of Farm Services Centres (FSCs) strengthened (FAO) Baseline: 0; Planned target: 1	Target achieved/surpassed. Training was completed for 195 farmers on the role of FSCs, and a Letter of Agreement for the registration of 4,000 famers was in its final signing stage. Procurement for the rehabilitation of 8 FCSs was completed.		FSC assessment, monitoring reports and visits, interviews
Indicator 2.2.11 Number of livestock facilities (hospitals) supported (FAO) (disaggregated by district) Baseline: 0; Planned target: 14	Target (partially) achieved. 50 motorcycles were provided/handed over to the Livestock Department for the targeted veterinary centres and a Letter of Agreement was signed with the department for the administration of vaccines. The procurement of vaccines was completed and imports were being process. The provision of diagnostic tools and solarization was in progress. The target for Q5 was 90% complete by the end of the reporting period.		Facilities' assessment report, technical and monitoring reports
Output 2.3 Asset-building promoted			
Indicator 2.3.1 Number of hectares of land reclaimed (FAO) Baseline: 0; Planned target: 0	Milestones are set for Q6. During the reporting period, Terms of Reference and technical specifications were finalized on land reclamation, beneficiary identification and coordination was undertaken with line department and farming communities.		Technical and monitoring reports
Indicator 2.3.2 Number of water management structures rehabilitated (FAO) Baseline: 0; Planned target: 10	Target not achieved. No physical progress was made. However, time-consuming processes were completed, including site identification, design, approval, and the selection of a contractor. Work is due to begin in April 2020.		Technical and monitoring reports
Indicator 2.3.3 Number of climate smart agriculture villages	Target achieved. 8 climate smart agriculture (CSA) demonstration plots		Technical and

established (FAO) Baseline: 0; Planned target: 6	were developed in 4 districts, land levelling and line sowing undertaken, improved quality seeds provided, and farmers sensitized on intercropping.		monitoring reports, CSA profiles
Indicator 2.3.4 Number of hectares of land cultivated with improved variety of crops (FAO) Baseline: 0; Planned target: 4,780	Target achieved/surpassed. 4,856 hectares of land were cultivated with an improved variety of crops, including through the provision of high quality wheat and peas.		Technical, monitoring and post-distribution reports
Indicator 2.3.5 Number of women supported in livestock re-stocking (FAO) (disaggregated by district) (FAO) Baseline: 0; Planned target: 90	Target not achieved. 50 women were supported through the distribution of 500 turkeys, with a view to developing value chains of poultry meat and eggs.	Cold weather delayed distribution	Women farmers' database; technical, monitoring and post-distribution reports
Indicator 2.3.6 Number of INRM plans implemented (FAO) Baseline: 0; Planned target: 2	Target (partially) achieved. 2 INRM plans were partially implemented in Kurram, of the 8 INRM plans developed by USAID and JICA.		Beneficiary database, technical and monitoring reports
Output 2.4 Sustainable agricultural value chains developed, and farmer-market linkages strengthened			
Indicator 2.4.1 Number of small agri-business entrepreneurs supported (FAO) Baseline: 0; Planned target: 821	Target achieved/surpassed. 823 small business entrepreneurs were supported in Q5, 28 nurseries were established, and 250 small vegetable producer enterprises were developed for the production of tomatoes. (The tomato seed season will start from mid-February and will be reported on in Q6). 520 feedlot fattening unit beneficiaries were provided with chopping machines; however, animals will only be supplied after the harsh winter ends and will be reported on in Q6. Moreover, 25 orchard layouts were completed.		Beneficiary database, technical and monitoring reports
Indicator 2.4.2 Number of livestock and horticultural value chains established in different target districts (FAO) Baseline: 0; Planned target: 2	Target achieved. 5 farmers' production techniques and market linkages were strengthened, representing 5 clusters/groups. Tomato production will start in May through to October 2020, while potato crops will be harvested in August. 12,200 sexed semen samples were handed over to the Livestock Department for the breed improvement of large ruminants in the livestock value chain.		Beneficiary database, technical and monitoring reports, value chain study
Outcome 3 (Pillar 2) Access to education and health improves and system strengthened and basis for improved quality			
Indicator 3. Percentage increase in education and health facilities which are equitably and easily accessible to the most in need (UNICEF) Baseline: 50 ALPs, 0 health facilities; Planned target: 50 ALPs, 8 health	Programme plans to collect data at outcome level by the end of programme		
Indicator 3.b Ratio of school going children achieved at par with the rest of KP (disaggregated by district, sex) Baseline: 31% OOSC in primary education vs 13% in KP and			

OOSC in secondary education 57% vs 34% in KP; Planned target: N/A			
Indicator 3.c Percentage of ante-natal care first visits in target agencies Baseline: 26%; Planned target: 35%			
Indicator 3.d Percentage measles immunisation coverage in districts Baseline: 39%; Planned target: 49%			
Indicator 3.e Proportion of safe deliveries in target districts Baseline: 26%; Planned target: 29%			
Output 3.1 Improved health and education infrastructure			
Indicator 3.1.1 Independent Monitoring Unit's (IMU) jurisdiction and Education Management Information System (EMIS) activities extended to districts and KP EMIS incorporates data on Merged Districts (UNICEF) Baseline: 0; Planned target: 600 DCMs trained, 24 DMOs trained, 60 computer operators trained, 5,816 schools in NMDs surveyed	Target achieved/surpassed. 668 Data Collection and Monitoring Assistants, 24 District Monitoring Officers and 73 computer operators were trained on monitoring and Literacy and Numeracy Assessment Software (LITNUM). 5,816 schools were surveyed, and their data was captured under the EMIS.		EMIS report, IMU progress report
Indicator 3.1.2 Number of ALP Centres and lower secondary schools for girls established for out-of-school children and prefabricated schools installed (UNICEF) Baseline: 0; Planned target: 55 lower secondary schools functional, 10 prefab schools installed, 50 ALPs established	Target (partially) achieved. 55 lower secondary schools for girls were made and remained functional, benefitting 89 teachers and 8,915 girls who had dropped out after completing primary level education due to a lack of schools in their areas. 10 prefabricated schools were set up (three of which were handed over, while five are 98% complete and two are 60-65% complete). The establishment of 50 ALPs was delayed, although sites to set up ALP Centres were identified, supplies and equipment procured, facilitators approved by the Government, and OOSC mapped.		Partners' reports
Indicator 3.1.3 PTCs activated (TIJs to be replaced with PTCs with same terms and conditions which exist in KP) and 50 PTCs trained (UNICEF) Baseline: 0; Planned target: 650 PTCs reactivated and 200 trained	Target (partially) achieved. 650 PTCs were reactivated, surpassing the target; however, the training of PTCs was delayed.	Delayed finalization of training plan and manual	Monthly progress updates, SMCs/TIJs meeting minutes, E&SED notification
Indicator 3.1.4 Conduct detailed secondary analysis of existing data to set baseline and identify gaps for determining health interventions (UNICEF) Baseline: 0; Planned target: 1	Target not achieved. While field work was completed for conducting the baseline assessment to measure gaps in existing physical and human resource requirements for primary health care, the assessment was delayed by a change in the approved modality for executing activities with government departments, coupled with transfer of the Director of Health.	Change in modality for executing activities/staff turnover	Primary and secondary data collection, secondary analysis report
Indicator 3.1.5 Number of existing health care facilities rehabilitated (UNICEF) Baseline: 0; Planned target: 6	Target not achieved. No health facilities were rehabilitated; however, a needs assessment was conducted, a list of health facilities was finalized in consultation with the Directorate of Health Services of the Merged Districts, and a detailed physical assessment of the facilities was undertaken in Khyber, Kurram and Orakzai.	Frequent changes (3 times) in the Directorate of Health	Partner and contractor reports
Output 3.2 Improved capacity of health and education workers			
Indicator 3.2.1 Number of teachers supported under the Continuous Professional Development (CPD) Programme in 5 Merged Districts	Target not achieved. No head teachers or facilitators were trained. A project document was developed with the Provincial Institute of Teachers	Ongoing revision of	Partner and training

(UNICEF) Baseline: 0; Planned target: 1,200 head teachers and 234 facilitators trained	Education (PITE) for rolling out training activities, and consultations were held with the Directorate of Curriculum and Teacher Education to launch the CPD programme.	the training manual with PITE	reports
Indicator 3.2.2 Number of health workers trained (UNICEF) Baseline: 0; Planned target: 496	Target not achieved. 29 health managers and 2 TPFM were trained on project planning, management, implementation and monitoring. A training curriculum was developed; however, the training of trainers and frontline health workers was delayed due to staff turnover at the Directorate of Health and the delayed resumption of health outreach services.	DHS changes, delayed outreach activities	Partner and training reports
Output 3.3 Improved access to health and education services			
Indicator 3.3.1 Number of children (60% girls) enrolled in 5 new districts (UNICEF) Baseline: 249,972 (42% girls) FATA EMIS 2016/2017 data in 5 districts; Planned target: Orientation of PTCs; 400 village profiles; School supplies for 68,000 children	Target achieved/surpassed. Overall, 68,611 including 33,850 girls were enrolled, 400 village profiles developed, and supplies procured to support the enrolment of 68,000 children. In Q3, 113 PTCs and education managers were oriented on their role in identifying and bringing OOSC into school.		Partner progress reports, government enrolment data
Indicator 3.3.2 Number of complete Mobile Outreach Teams constituted and delivering outreach services to target population as per agreed plan Baseline: 0; Planned target: 30	Target achieved. 30 mobile outreach teams resumed operations after a 2-month suspension and delivered MNCH services, including incentivizing vaccinations with a focus on polio, as well as other nutrition, education and WASH services. As a result, EPI coverage rose to 67%.		Partner progress reports
Indicator 3.3.3 Number of pregnant and lactating women provided with Clean Delivery and Newborn Baby Kits (UNICEF) Baseline: 0; Planned target: 9,906	Target achieved. 12,901 pregnant and lactating women received Clean Delivery Kits (CDKs) Newborn Baby Kits (NBKs).	services	Partner progress reports
Indicator 3.3.4 Number of women and men reached with health, nutrition and hygiene education sessions (disaggregated by sex, district) Baseline: 0; Planned target: 71,036	Target not achieved. 69,963 women and men were reached, slightly fewer than the projected target, including women of child-bearing age, fathers and local influencers These sessions discussed family planning, hygiene and nutrition.	Delayed resumption of outreach services	Partner progress reports
Indicator 3.3.5 Number of children 6-59 months of age treated for severe acute malnutrition (UNICEF) Baseline: 0; Planned target: 2,682	Target achieved/surpassed. 3,449 children were treated for severe acute malnutrition, registered in outpatient therapeutic program and provided ready-to-use therapeutic food (RUTF). The programme cure rate remained above 90%, with very few relapses.		Partner progress reports
Indicator 3.3.6 Number of girls and boys (6-59 months) receiving MM supplements as per guidelines (UNICEF) Baseline: 0 Planned target: 26,650	Target not achieved. 25,804 children received moderate malnutrition supplements, slightly fewer than the overall projected target. Once outreach services resumed, however, quarterly targets were surpassed. For example, in Q5, 15,334 children received supplements against a quarterly target of 12,800 (7,555 boys and 7,779 girls).	Delayed resumption of outreach services	Partner progress reports
Indicator 3.3.7 Number of pregnant and lactating women (PLWs) receiving MM supplements as per guidelines (UNICEF) Baseline: 0; Planned target: 16,192	Target achieved/surpassed. 31,110 pregnant and lactating women received moderate malnutrition supplements (iron and folic acid) to prevent and treat malnutrition, thereby improving breastmilk composition and facilitating the development and nutrition of breastfeeding infants.		Partner progress reports
Indicator 3.3.8 Number of children 4-16 years, in school, reached for school health and hygiene service messages (UNICEF) Baseline: 0; Planned target: 42,750	Target achieved/surpassed. 57,455 children of primary, secondary and higher secondary school attended school health education sessions, where they were oriented on basic health, nutrition and hygiene concepts and hand washing techniques.		Partner progress reports
Outcome 4 (Pillar 3). Improved institutions and legislation to bring NMDs in line with KP, including an enabling environment for economic growth			
Indicator 4.a Number of Newly Merged Areas where local	The Government of Khyber Pakhtunkhwa did not hold local government		

governments are established (disaggregated by location) (UNDP) Baseline: No legal framework (scale ² '1' in the monitoring plan); Planned target: N/A	elections during the reporting period, and it is unlikely elections will take place in the near future.		
Indicator 4.b Improved Government of Khyber Pakhtunkhwa planning and resourcing of development activities in NMDs Baseline: Plan not approved (scale ³ '1'); Planned target: N/A			
Output 4.1 Elected local governments established in newly merged areas			
Indicator 4.1.1a Number of Newly Merged Districts where local governments are established Baseline: 0; Target: N/A	Target not achieved. No local governments were formed. Terms of Reference were advertised for the training of master trainers who, in turn, will train local government staff. VC/NC profiling and a civic education campaign were finalized. The Local Government Reforms Cell (LGRC) was finalized and developed a capacity building plan for elected representatives and government functionaries with the Local Government Department. A Transition Plan was developed to track actions to be taken before and after local elections.	Local elections postponed	Attendance records for trainings, pre- and post-training surveys
Indicator 4.1.1.b Percentage of registered voters in NMDs who participate in local government voting (disaggregated by location, sex, tribe, ethnic group) (UNDP) Baseline: 35% estimate of voter turnout for provincial assembly 2018; Planned target: N/A	Target achieved. No registered voters participated in local voting as local government elections were not held. The programme supported efforts to register women voters by partnering with the ECP, civil society and NADRA. Partner organizations were identified, recruited and planning began. The recruitment process was undertaken for a consultant to develop training modules and carry out a training needs assessment.	Delayed by- laws and rules of business	Attendance records for trainings, pre- and post-training surveys
Output 4.2 Merged Districts' population and civil society engaged with reform/integration process and local government			
Indicator 4.2.1 Number of people reached through civic education campaign on introduction of local government and reforms/merger (UNDP) Baseline: 0; Planned target: 35,000	Target not achieved. 14,509 people were sensitized on civic education through the Youth Ambassador Programme. A communications strategy was approved by the Prime Minister, and 3 campaign advisers, 3 M&E specialists, and 120 youth ambassadors were hired. The latter held 591 community sessions across all districts and sub-divisions, including 158 household sessions for women that engaged 4,270 participants.		Partner interviews and reports, attendance sheets, media/social media/ radio estimates of attendance
Output 4.3 Improved planning, budgeting, accounting and auditing at the district level			
Indicator 4.3.1a Percentage of development funds that are allocated to NMDs on the basis of an agreed formula Baseline: N/A; Planned target: N/A	Target achieved. ToRs for hiring PFC resources were finalized, and resource distribution criteria endorsed by the Finance Minister. The recruitment process was initiated, and stakeholder consultations planned. The programme worked with Finance, Planning and Accounts at the provincial level to facilitate course correction of low administrative capacity. The team undertook diagnostics/consultations on fund distribution criteria and supported the development and implementation of the Financial Integration Plan.		Desk review of secondary data
Indicator 4.3.1b Number of NMDs where KPIFMIS is extended	Target achieved. An online/real-time dashboard on budget execution		Analysis of

² Scale: 1= no legal framework. 2 = legal framework established, 3 = elections held, results notified, permanent staff hired, 4 = councillors and staff oriented and trained).

³ Scale: 1 = Plan not approved, Resources < PKR 50b. 2 = Plan & M&E framework Approved. Resources < PKR 50b. 3 = Plan & M&E framework Approved. Resources >PKR 50b. 4= Resources >PKR50b. Provincial Financial Commission Mechanism Extended. Monitoring data collection mechanism in place

and audit-trail established Baseline: 0; Planned target: 7	reporting for the Merged Districts was developed and launched in August 2020. The extension of the FMIU to the Merged Districts was underway, as was the procurement of IT equipment. A review paper was finalized on three possible scenarios for the extension. In Q2, 160 people were trained.		key informant interviews, verification missions to the Finance Department
4.3.1.c Extent to which NMDs are financially integrated with KP Baseline: Financial integration plan drafted (scale ⁴ ‘1’ in the monitoring plan); Planned target: N/A	Target achieved. The fiscal needs of the Merged Districts (PKR 162 billion) were identified and budgeted for. The Financial Integration Plan was developed based on these needs and implemented during the reporting period. The Finance Delivery Unit based in the provincial Finance Department supported its implementation. 120 officials were trained on digitalized pension reforms.		Budget analysis, process tracking, key informant interviews (PFM team, Finance Department)
Output 4.4 Improved environment for economic growth			
Indicator 4.4.1a Multi-year NMD development plan finalized, approved, and reflected in annual development plan (UNDP) Baseline: N/A; Planned target: Finalized and approved NMD development plan is reflected in ADP	Target achieved. The Accelerated Implementation Plan was finalized and approved, and the Accelerated Implementation Mechanism submitted to the Chief Minister. The Tribal Decade Strategy (TDS) was approved following a consultation process unprecedented in scale for the Merged Districts. The Accelerated Development Unit’s workplan was approved; however, UNDP’s technical assistance is now limited to PC-1 appraisal and design support.		Meeting minutes, ADP and TDS review by the economic team
Indicator 4.4.1b Percentage of the Accelerated Implementation Plan (AIO) projectized (UNDP) Baseline: 0; Planned target: N/A (15% by April 2020)	Target achieved. PC-1s were prepared for 41% of AIP schemes. 63 PC-1s were approved and 36 deferred. Of the PC-1s submitted for approval, UNDP supported 41, representing 43% of the overall AIP budget. PKR 25 billion of PKR 58.99 billion (44% of the AIP) was ‘projectized’.		Review of government PC-1 documents
Indicator 4.4.2 KP Government’s position on NFC reflects UNDP’s analytical support Baseline: No; Planned target: Yes	Target not achieved. Work was halted due to the deadlock on NFC negotiations. A position paper and analysis covering 20 years of revenue and expenditure data was prepared to support the Merged Districts’ case for a 3% share in the NFC.	Deadlock on NFC negotiations	Analysis of key informant interviews, secondary data, process tracking
Indicator 4.4.3 Baseline survey conducted on select indicators from the Tribal Decade Strategy Baseline: No; Planned target: Yes	Target not achieved. An agreement has yet to be reached with the Khyber Pakhtunkhwa Bureau of Statistics on the survey’s budget. The economic team provided technical assistance to the bureau to design systems for evidence-based decision-making, including surveys.	Delayed due to inflated budget received	Baseline report, primary and secondary data collection
Output 4.5 Incentivize investment in newly merged areas			
Indicator 4.5.1 Investment climate assessment carried out and action plans developed for increasing private sector development for inclusive economic growth (disaggregated by location) (UNDP) Baseline: No; Planned target: Yes	Target not achieved. Nevertheless, Terms of Reference were developed for an investment climate assessment (ICA) of the Merged Districts.		Survey report, primary and secondary data collection

⁴ Scale 1 = Financial integration plan drafted, Scale 2 = Financial integration plan approved, Scale 3 = Financial integration plan implemented, Scale 4 = Financial integration plan evaluated

III. OTHER ASSESSMENTS OR EVALUATIONS

Two annual reviews of the KPMD Support programme have been conducted to date: the first in May 2019 and the second in March 2020.

IV Picture Gallery

Available upon request.