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International Labour Organization

FINAL REPORT

Final Independent Evaluation of
**Livelihood Restoration and Protection and Sustainable Empowerment of Vulnerable
Peasant Communities in Sindh Province**
(OSRO/PAK/206/UNO)

Type of Evaluation: Final Independent
Administrative Unit: ILO Country Office for Pakistan
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Evaluation Manager: Rakawin Leechanavanichpan
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Table of Contents

1. EXECUTIVE SUMMARY	6
2. BACKGROUND AND PROJECT DESCRIPTION	12
2.1 Background	12
2.2 The Project	13
3. RATIONALE, OBJECTIVES OF THE EVALUATION AND METHODOLOGICAL FRAMEWORKS	16
3.1 Evaluation principles	16
3.2 Evaluation criteria	16
3.3 Evaluation methodology	16
3.4 Limitations of the evaluation	18
4. FINDINGS OF THE EVALUATION	19
4.1 Changes in context and review of assumptions (relevance)	19
4.2 Project Validity	21
4.3 Results in terms of outputs achieved (effectiveness)	25
4.4 Assessment of outcomes/impact (impact)	31
4.5 Achievement of project performance indicators and targets (efficiency)	39
4.6 Sustainability	41
5. CONCLUSIONS	46
6. LESSONS LEARNT AND EMERGING BEST PRACTICES	47
6.1 Lessons learnt	47
6.2 Emerging best practices	50
7. RECOMMENDATIONS	53
ANNEXES	56
I Terms of reference	56
II Inception report	66
III Itinerary and persons met	87
IV Approaches to transparent tenancy agreements and relevant legal frameworks	90
V Progress / achievements against outputs	92

Acronyms and Abbreviations

AC	Assistant Commissioner
ADC	Additional Deputy Commissioner
BISP	Benazir Income Support Program
CNIC	Computerized National Identity Card
DC	Deputy Commissioner
DMG	District Management Group
DoA	Sindh Provincial Department of Agriculture
DCC	District Coordinating Committee
Dol	Department of Irrigation
DoL	Department of Labour
DRR	Disaster Risk Reduction
EOBI	Sindh Employees Old-Age Benefits Institute
FAO	Food and Agriculture Organization
FFS	Farmer Field School
FMWC	Farmer Managed Water Courses
FGD	Focus Group Discussion
hari	A tenant farmer, including sharecroppers.
HBW	Hone Based Worker
HHs	Households
ILO	International Labourer Organization
IP	Implementing Partner
MOVs	Means of Verification
NADRA	National Database and Registration Authority
OVI	Objectively verifiable indicators
PDMA	Provincial Disaster Management Authority
PKR	Pakistani Rupee
PMG	Production Marketing Group
PO	Peasant Organization
PSC	Project Steering Committee
SESSI	Sindh Employees Social Security Institution
SSI	Semi Structured Interview
SIRA	Sind Industrial Relation Act
TEVTA	Sindh Technical Education and Vocational Training Authority
TOT	Training of Trainers
TW	tube-wells
UN	United Nation
UNHTF	United Nation Trust Fund for Human Security
VDMC	Village Disaster Management Plan
WOS	Women's Open School

1. EXECUTIVE SUMMARY

The project was implemented in the wake of the super-floods of 2010 and 2011 using the Human Security framework. This provided an excellent framework to address immediate issues of rehabilitation and improved livelihoods, and to then address a range of structural factors that potentially could undermine these and prevent vulnerable hari¹ farmers from moving on: gender imbalance, uncertain tenancy and disaster risk. As well as the Human Security framework, several of the interventions employed under the project provide models which could be replicated widely.

The agriculture interventions included irrigation rehabilitation accompanied by the introduction of improved practices which at the same time employ conservation agriculture approaches. These had very significant results with crop yield increasing by typically 50% and as much as 100% above previous low levels. Off-farm activities, such as vocational training, has seen over 90% of the graduates earning income from their new skills, rural enterprises leading to economic development particularly for women, along with micro-finance that has been effective in further supporting off-farm and value-adding activities.

The project activities addressing the entrenched social imbalances have similarly been impressive. Women have achieved national identity registration, and begun to access health and social security. They have begun to participate in activities previously not open to them; traveling to markets, bargaining collectively to gain higher prices (30%) and participating in village committees. A landmark achievement for the project has been enabling written tenancy agreements between landlords/owners and men and women hari. Moreover a social dialogue has begun between the agriculture employers and the workers. And finally the disaster risk reduction activities have enhanced understanding of communities, established Village Disaster Management Committees and introduced practical mitigation measures.

Altogether the project has had significant and in some cases profound impacts on the hari livelihoods and opportunities. The results with the hari can be best described through the words of farmers in one village visited, *“our lives have changed from making do, to one of prosperity, where we can begin to think of new opportunities”* (trans). They also explained *“the real way that we have changed and gained benefits, is through learning to plan and work together in various ways”*.

This independent evaluation was managed by ILO Regional Office for Asia and the Pacific (ROAP) and carried out 24 May – 02 June.

1.1 Background

In **July, 2010**, monsoon rains caused flooding affecting the length of Pakistan. **Sindh** was the most severely affected province, with **Dadu** one of the Districts suffering highest losses. Widespread heavy rains in **August 2011** again resulted in devastating flooding across Sindh and Baluchistan Provinces. Districts that suffered the highest losses in Sindh Province included **Mirpur Khas**. Thirty-five percent of the population affected by the 2011 floods had been affected also by the 2010 floods².

The project was designed to avert the above said challenges in the socio-economic fabric of Sindh. In response to the aforementioned devastation caused by the flood, the International Labour Organization (ILO) in collaboration with the Food and Agriculture Organization (FAO) and the United Nations Entity for Gender Equality and the Empowerment of Women (UN-WOMEN) launched a three year project (2013-2016) titled “Livelihood Restoration,

¹ ‘Hari’ as defined in the Sindh Tenancy Agreement 1950 and its amendments, means a ‘tenant’ farmer, or one who tills the land of another, but who has occupancy rights and thus has control over how the land use cropped. This is distinct from ‘sharecroppers’ who are employed to till the land according to the land-owners direction. The prodoc noted that it employs ‘hari’ to mean both tenants and sharecroppers, so both can be considered beneficiaries under the project log frame. Further implications of the use of the term hari are provided in annex 4.

² Project document

Protection and Sustainable Empowerment of Vulnerable Peasant Communities in Sindh Province” in selected areas within Dadu and Mirpurkhas Districts. The project was worth USD 4,698,544.37 (FAO getting 2,863,400.88, ILO getting 1,056,617.55 and the UN Women getting 777,525.94). The United Nations Trust Fund for Human Security (UNTFHS) funded the project. Having gone into an extension phase of 6 months, the project is ending on 30 June, 2016.

1.2 Evaluation Findings

1.2.1 Relevance and validity of design.

The Human Security framework enabled the project to address a broad set objectives; (a) the immediate and practical issues of livelihood restoration, (b) enabling off-farm and alternative income generation, and (c) resetting social underpinnings that constrain peasant farmers: poor access to services; gender imbalances; tenancy and disaster risk reduction. In this is was most effective. This requires various skill sets and expertise and this was well provided by the FAO, ILO and UNWOMEN under the One-UN approach.

At the same time, this framework requires activities to reinforce each other. As a result, activities may target the same beneficiaries. This overlap adds a complication to log frame and indicators. This requires a new approach to Monitoring & Evaluation (M&E) to capture the reinforcement implicit within the Human Security framework for project implementation.

In its ground breaking initiative to resolve oppressive tenancy conditions, the projects use the Sindh Tenancy Agreement (STA) 1950 and its amendments. This was a challenging initiative, working against entrenched interests, but has already has provided hari with increase security. At the same time the project engaged with the passing of the Sindh Industrial Relations Act 2013 (SIRA) to ensure the hari were specifically included as workers. This has opened the door for better legal status and formation of Trade Unions for agricultural workers. Here the project used its presence to influence the law making which could have profound long term implications for hari farmers.

1.2.2 Project effectiveness

The project reached all 120 target villages across Mirpur Khas and Dadu districts. The project outputs and activities generally achieved or slightly exceeded the expected number of target beneficiaries. However when the overlap of activities is taken into account, these are slightly less. In addition some activities also included non-hari peasants (i.e. land owners). By making a number of assumptions it was estimated that the project beneficiaries were: 12,200 rural families (103%) and within this number, 7,838 hari families (89%).

The overall numbers were considered acceptable given the implicit overlap within the Human Security framework, and due to the high impact many activities had. However it must still be recognized that there was some weakness in targeting the hari. It is accepted that in practice it is necessary to include landlords/owners in project activities, and this is explicitly recognized in project documents. In addition to this the M&E was not discriminating enough to identify hari beneficiaries, and so allowed this targeting issue to be less obvious.

1.2.3 Project impact

The project has a wide range of outputs and activities, of quite different nature and these are commented on specifically. Overall the impact was considered to be high and in many cases transformational.

The agriculture interventions, implemented by FAO, included infrastructure, extension and provision of inputs. The irrigation systems were well repaired, and delivering an estimated 20-30% more water. When combined with improved practices (introduced through Farmer Field School (FFS) extension approaches) crop yields increased very significantly by 50-100%. Such changes are transformational, as they allow the farmers to pay off debts, to market their crops and to begin to move beyond ‘getting by’ and think about what else they might do. Within a year there is a doubling in the number of farmers applying the practices, confirming that the results are compelling and the practices viable. Application of these improved practices has the potential to impact on agriculture throughout the province.

Production Marketing Groups (PMG), implemented by FAO, were not fully operational at the time of the evaluation, with the processing equipment just being installed. As a result the project will end before being able to mentor them on engaging with markets and internal management. The project achieved 40 PMG with 1,033 beneficiaries, of which an estimated 773 were hari. This type of activity requires substantial resources to be invested in a relatively small group. Alternatively working with value-chain development has the potential to benefit all farmers growing a particular crop. This can lead to farmers becoming real actors within the value chain, negotiating their own terms. Targeting participants for PMG appeared to favour a relatively small number and better of farmers within a community. Alternatively a value-chain approach could potentially affect all producers, not only the direct beneficiaries and those in the target villages.

Micro-finance, implemented by ILO, exceeded its target of beneficiaries and operated effectively with 100% funds returned. In its attempt to ensure efficient returns, only 40% of beneficiaries were hari.

Vocational Training and enterprise development , implemented by ILO, was effective with most graduates finding work using their new skills. Targeting here did appear to capture the unemployed and youth. Some went further and opened their own shop or began a new business that then employed or trained others. This also included 'green' enterprises, which for instance constructed flood resistant housing, thus improving resilience to disaster of other households (HHs). These enterprises thus have had considerable trickle-down effect.

Addressing Gender imbalances, implemented by UN WOMEN, was one of the most effective instances of this type of work the Evaluation Team has encountered. The sessions were iterative and integrated with other pragmatic activities (i.e. FFS), ensuring 'gender' was not 'a thing apart'. Women had gained registration for national identity cards, and for health and social services and begun to access these. They were better seen as contributing to the HH economy, and so engaging in new activities such as marketing and joining village committees.

Tenancy was regarded as an intractable issue. The FAO and UN WOMEN both worked equally on this issue, and together overall had enabled 2,414 men and women hari (FAO – 1,200 and UN WOMEN – 1,214) to gain written agreements with landlords/owners. The conditions or details of the existing agreements had not changed, but now were transparent and with some security, thus providing immediate benefits. More importantly such transparent agreements pave the way for more significant changes later. As noted above the template for these agreements might need to be shift from the STA to a more general contract format.

Disaster risk reduction: this has introduced some practical measures, such as consolidating dwellings through adding lime, brick dust, and crop/animal waste to the typical earth construction and raising the levels. More important is the awareness of the early warning system and development of village disaster plans so that the village can work together in the event of a disaster approaching.

Overall, all these activities have directly introduced very significant changes and improved livelihoods beyond what they were before the floods. Many are models that can be expanded more widely within the district and Sindh province. These would include the programmatic approach to human security, and in particular the technical models for improved agriculture production raising outputs by 50-100%, models for achieving more gender- balanced relationships, and models for transparent tenancy agreements.

1.2.4 Project efficiency

The project given the late start had operated quite efficiently to achieve its outputs within a time somewhat less than the planned 3 year. Administration costs were high 42% of total budget but the project is mainly software, with few material inputs.

The project conducted a wide range of activities. The typical cost per beneficiary was about \$120/beneficiary, with some activities costing less. Two however, also because of the nature of the interventions, were quite high: vocational

training (\$460/beneficiary) and small businesses (\$590/beneficiary), due to provision of vocational and enterprise start-up kits.

In terms of economic impact, the agriculture activities together were having the more effect and already being scaled-out. As noted above they could be applied widely and have a province wide impact through the introduction by the project. However the changes being gained with gender, social security, social dialogue and tenancy have the potential to have more profound effects over time.

1.2.5 Sustainability

As already observed the agriculture interventions are experiencing uptake by new farmers and so can be expected to persist. Two issues might put this at risk (a) declining soil fertility due to more intensive cropping and (b) capacity of the Water User Associations (WUA) to have funds and repair the Farmer Managed Water Courses (FMWC) as required.

The women's new access to services should continue and they appear to generally be prepared to continue to pay premiums for their health insurance in the future. This, with the interventions for transparent tenancy agreements and disaster risk reduction, are among the new models established by the project. However they exist as islands of excellence, and so are vulnerable to being eroded under pressure from old ideas and vested interests.

While the project has had impressive results, the evaluation team felt that there are ways in which interventions could be improved for follow-on phases, or new disaster recovery projects. These include:

- (a) Increase FMWC and Tube-well sites or command areas: these were a core intervention upon which a further 5 outputs/interventions were based. These could have been targeted differently to capture a larger number of HHs, e.g. through contractors bidding to identify possible area that could be worked on for the budget amount.
- (b) Design more effective M&E, sensitive to hari HHs: This would include a master data base, distinguish hari HHs and individual beneficiaries by HHs. This would enable better targeting for hari HHs.
- (c) PMG be demand based: The PMG was based on added-value of existing product, where clear market demand should have determined which products would be supported, and at the same time provided incentive for the beneficiaries.
- (d) Reframe document for transparent tenancy to refer to Contract Act: as most farmers in the area are sharecroppers and not tenants, the proforma document for the agreements should not be based on the Sind Tenancy Act 1950, but on Contract Act. Use of terms such as hari, tenant and sharecropper need to be used more carefully within project documentation due to possible later legal implications.
- (e) Networking to reinforce learning and solidarity: within villages a promising degree of cooperative action has been engendered by the project. This could be extended to cross-village networks, and so increase sharing of lessons and provide a basis for formation of Agriculture worker unions in the future.
- (f) Additional activities; these could include literacy so that villages can access various documents that increasingly become part of their lives. And support for clean water resources that lie at the basis of daily existence.

1.3 Conclusions

1. The Human Security model was effective in addressing both pragmatic issues and structural issues to threaten sustainable change. As such it is a model for future program delivery where sustainable change and empowerment of vulnerable people is sought, but with the details designed according to local conditions.
2. The multi-UN agency model for the HSF project delivery was most effective in bringing various skills and working approaches to the project. This was more than in their responsibility for specific outputs, but in their reinforcement to each other across activities. There were many examples of value added by the participating organisations, such as the integration of gender awareness with technical activities (UN WOMEN and FAO).

3. Results and impacts were impressive and could provide both technical and intervention models to be widely replicated and applied throughout the districts and province. These include in particular the agriculture interventions, resulting in 50-100% increase in production. The improved practices had rapid uptake by large numbers of farmers (x 1.5-2.0), confirming their validity and sustainability. Other interventions that were notable were those addressing the issues of gender and tenancy.
4. The project did reach the target 120 communities. But due to M&E issues, such as the overlapping of beneficiaries from multiple activities, the final number of beneficiaries is not clear. Through a process of careful estimation the evaluation team estimated the project reached 12,200 rural HH (103%) and within this 7,838 hari HH (86%) somewhat below target but still considered a good achievement. Degree of benefits for individual families would vary depending on which interventions were delivered in that village.
5. Management and coordination issues that did affect the effectiveness of delivery:
 - While there were benefits from the multi-agency delivery, there was not an overall manager to ensure coordination throughout. This did allow unnecessary confusion on occasions.
 - The M&E was a major weakness in project management. It did not track hari beneficiaries for each activity and did not have a centralised or common format for all activities and agencies. As such definite beneficiaries either as rural families or hari families could not be tallied exactly.
6. Implementation of some activities while effective in themselves, risk focussing on the less vulnerable in order to achieve successful outcomes; i.e. PMG and Microfinance. It is questioned whether PMG or similar value-added type activities are valid (unless they serve the bulk of farmers by providing an accessible market for their products). Microfinance should have a role, but needs to be carefully structured and implemented to enable the vulnerable to access.
7. With the significant increases in agriculture production achieved, marketing becomes an issue, with some beneficiaries already working to trade their products as a group. Value-chain and cooperative development initiatives should be included in future programs. This would aim to support farmers to negotiate and sell as groups to gain better returns. This would in the longer term work for farmers' empowerment and nurture active groups that may later attempt to address more challenging issues, such as tenancy conditions.

1.4 Lessons Learnt

1. The use of a range of FFS and Women's Open Schools (WOS) have been very effective in introduction of new agricultural practices and engaging farmers in ongoing application and development
2. The repeated use of group learning, conducted in an iterative manner, gave participants a new sense of familiarity, and has led them to continue to work as groups in new initiatives of their own, particularly in marketing of their products g (both men and women)
3. There is a danger for some activities (PMG, micro-finance) to select those participants who provide security for success, thus missing the most vulnerable.

1.4 Emerging Best Practices

1. Embed software issues, gender and disaster risk reduction (DRR) as part of other practical or technical activities. This will enable beneficiaries to see these not as separate issues but as integral to the other immediate tasks.
2. The project has made a start on addressing an untouchable issue such as sharecropper tenancy by (a) including activities that will engage the landlords/owner constructively (FMWC, FFS, etc.) thus gaining their inclusion, and (b) not confronting the unfavourable conditions directly, but working on the framework conditions (written tenancy agreements) that create transparency and later a framework for further dialogue.

1.5 Recommendations

Project Design

1. Continue to use the Human Security framework for project design, and using the One-UN approach, employing FAO, ILO and UN WOMEN.
2. The project has provided various models that should be widely applied within the district and Sindh province, such as transparent tenancy agreement and gender equality. Design of a follow-up phase was being considered at the time of the Evaluation. This if it comes to be it should not simply replicate the current project activities but nd deliver the models in more cost effective ways, and ways that build capacity of local government agencies. This can be done through
 - design activities so that government agencies are progressively responsible for management and delivery
 - delivery mechanism such as FFS and WOS were effective to introduce new practices, but broader application can build on the now existing example and use other methods such as farmer2farmer approaches, which will build networks between communities at the same time

Project efficiency

3. Where the One-UN or multi-agency approach is used, it should be structured that; (a) there is overall project manager to coordinate all activities, and (b) a consolidated monitoring and evaluation system is used to track outputs and for reporting from all activities; and (c) the M&E system should include a family based tracking system to indicate the overall number of HHs and what activities each HH is engaged in.

Sustainability

4. The interventions that challenge the status quo, such as gender equality and transparent tenancy agreements, should be supported by studies that show the longer term macro-economic benefits to influence local decision makers.
5. To clarify the legal options for transparent tenancy agreements that will be manageable by farmers in case of conflict, the One-UN agencies responsible for this activity (FAO and UN WOMEN) should conduct a study that examines the legal options and the best pathways to deliver this in practice.

2. BACKGROUND AND PROJECT DESCRIPTION

2.1 Background

In **July, 2010**, unexpected monsoon rains caused flooding of a significant magnitude affecting the entire length of Pakistan. More than 20 million people were affected and the death toll reached 1,980. The flood waters covered in excess of 100,000 square kilometres and infrastructure was also severely damaged and 1.6 million houses destroyed. **Sindh** was the most severely affected province of the 2010 floods with some 970,000 households suffering agricultural losses estimated at USD 2,301.6 million. Districts that suffered the highest losses in Sindh Province included Qambar Shahdad Kot, Jacobabad, **Dadu** and Jamshoro.

Widespread heavy rains in **August 2011** resulted in devastating flooding across Sindh and Baluchistan Provinces, affecting nearly six million people. Housing and standing crops suffered the most, with over 800,000 hectares of cotton, sugar cane, pulses, rice, maize crops severely damaged and productive assets lost, including poultry, livestock, feed and seed stocks, and fishing gear. Districts that suffered the highest losses in Sindh Province included **Mirpur Khas**, Tharparkhar, Umerkot, Sanghar, Badin and Khairpur. Thirty-five percent of the affected population were also affected by the 2010 floods (including Dadu, Jacobabad and Jamshoro Districts of Sindh Province).

Poverty in rural parts of Sindh Province is predominantly a result of the structural rigidities, imbalance in access to resources, weak governance and a lack of empowerment, all centred on the deep-rooted and feudal land tenure system, which has now been exacerbated by the 2010 floods. The denial of people's basic rights by public officials, non-implementation of protective measures and legislation, sub-standard service delivery, and a lack of access to fair and affordable grievance-settlement mechanisms, including courts, all further exacerbate feelings of vulnerability.

Nearly three-quarters of Pakistan's labour force works in the informal sector and their contribution to GNP is estimated at a significant 37 percent³. Moreover, 90 percent of the rural population in Sindh Province are engaged in crop production and animal husbandry as their primary occupation. Most of them are sharecroppers and agricultural wage labourers. Other job opportunities are limited to few trades such as blacksmiths, carpenters, water carriers, weavers, barbers and other services. The population in rural parts of Sindh Province with national identity cards⁴ ranges from two-thirds for males and one-third for females. This means that access to formal credit is impossible, ownership of land cannot be granted and the right to vote cannot be exercised.

Women in the informal sector are usually atomised as home-based piece-rate workers. Having no control over production processes, informal women workers are vulnerable and dependent on those supplying them with work, often middlemen. Low levels of remuneration do not contribute to women's empowerment; in fact, this kind of work is often the cause of additional burdening and oppression for them. In Pakistan, 60 percent of home-based workers belong to households that are below the poverty line. Women's informal work is also one of the most used risk mitigating strategies of poor households. One of the major issues regarding the informal sector is the invisibility of women workers in the national statistics and in policy discourse. This is due to definitional problems and socio-cultural constraints as well as gender biases and flaws in sample sizes and data collection methods. As a result, activity patterns of women workers remain ignored, not because they are not working but their work does not get

³ Iffat Idris (2008) 'Legal Empowerment in Pakistan' United Nations Development Programme, Pakistan.

⁴ Issued by the National Database and Registration Authority (NADRA).

counted or recognised. Moreover, Pakistan is not a signatory to the ILO Convention No. 177 that accords recognition to home-based workers.

The access and control over productive resources by women are extremely limited. The female labour force participation rate is very low, but women play a significant role in the agriculture sector. Women are fully responsible for the livestock (predominantly household poultry and milk production) and homestead gardens, and manage the household and children.

In Sindh Province, 85 percent of the land is owned by less than two percent of the population – the vast majority of the rural population are peasants who are tenant farmers and sharecroppers. Most farm families lack clear and legally enforceable tenure over their farmland upon which their livelihoods depend, leaving them vulnerable to poverty and exploitation. The existing sharecropping tenancy system is historically deep-rooted and perpetuates the deeply entrenched poverty of tenants and farm labour through unbalanced revenue-sharing and cost-sharing arrangements and a complex system of dependencies. Contracts tend to be oral, with a minimum contract period of one year.

The relationship between the landlord and the *haris* is far more than an economic arrangement. It is a complex system, with advantages and disadvantages for both sides. However, it does provide ample opportunities for abuse, with ethnic, political, religious and gender dimensions increasing this likelihood. Moreover, the system breaks down in times of natural disaster and crop failure when *haris* are not able to repay loans to landlords and become increasingly indebted and “bonded”.

There are approximately 12 million women home-based workers (HBWs) in Pakistan with the majority operating in Sindh and Punjab Provinces. With the exception of traditional work in the farming sector, women were mostly engaged in employment inside of their homes, where as stated in the prodoc more than 90 percent of adult women are home-based workers, of which five percent also work as daily labour and peasants. They are not recognised as workers and, in most cases, are not registered with any social security institution and not protected under any law, which adds to their vulnerability. The 2010 and 2011 floods have devastated women’s livelihoods, whereby poorer women of landless households in Sindh Province have also undertaken home-based work such as stitching and sewing enterprises as one of their risk mitigating strategies. Women HBWs, particularly of *hari* families, therefore urgently need to enhance their access to social security institutions that exist within Sindh Province.

2.2 The Project

The project was designed to avert the above said challenges in the socio-economic fabric of Sindh. In response to the aforementioned devastation caused by the flood, the International Labour Organization (ILO) in collaboration with the Food and Agriculture Organization (FAO) and the United Nations Entity for Gender Equality and the Empowerment of Women (UN-WOMEN) launched a three year project (2013-2016) titled “Livelihood Restoration, Protection and Sustainable Empowerment of Vulnerable Peasant Communities in Sindh Province” in selected areas within Dadu and Mirpu Khas Districts. The project was worth USD 4,698,544.37 (FAO getting 2,863,400.88, ILO getting 1,056,617.55 and the UN Women getting 777,525.94). The United Nations Trust Fund funds the project for Human Security (UNTFHS). Having gone into an extension phase of 6 months, the project is ending on 30 June, 2016

Target beneficiaries and type of interventions

The Project aimed to benefit the human security of some 11,800 rural families (men, women, boys and girls) of 120 target villages located in the command areas of the Daulat Pur Minor-Jamrao and Gorki Minor- Mithrao Canal of Mirpurkhas District and “tail-end” of the command area of the Dadu “Rice Canal” of Dadu District, both in Sindh Province. This translates into an estimated 64,000 *haris* and 22,000 *non-haris* (men, women, boys and girls) benefiting from the Project’s overall social empowerment and capacity building interventions, notably through its third objective, “to empower peasant organisations, farmers organisations, WUAs, farmers and women groups, etc. to enhance their natural resource base while strengthening their resilience to future shocks”.

It is further anticipated that *non-hari* people of the same villages and the residents of neighbouring villages in Dadu and Mirpurkhas Districts will also benefit from the Project through reduced food insecurity and debt and increased resilience to future shocks because of increased crop production and employment opportunities brought about by the Project’s agricultural extension, off-farm employment, skills development and DRR interventions.

The overall goal of the project is ***“to restore and protect the livelihoods and empower the poor and vulnerable peasants (men, women, boys, and girls) dependent on feudal and tribal landholding and farming systems and affected by droughts, floods and insecurity”***. It is anticipated that this project goal be achieved through the following three objectives and 11 outputs:

(i) To improve the livelihoods and economic security of rural communities through in-kind support to restore and/or protect farm production capacities and off-farm income-generating activities of vulnerable peasant families and well-targeted progressive landlords, which would, in turn, have a positive impact on their resilience to disasters. Among the outputs would be the following:

- Water-efficient good agricultural practices (GAPs) are adopted by 6,300 men and women *hari* farmers in the target communities;
- On-farm capacities and income-generating opportunities created for 1,000 marginalized men and women *hari* farmers;
- Increased access to micro financing for 500 excluded men and women *hari* farmers; and Improved access of 2,000 women home-based workers from peasant families to social security schemes.

(ii) To enhance the skills and knowledge base of men and women peasant farmers, landless people, and unemployed youth through technical support in GAPs, post-harvest management, and vocational skills. Among the outputs would be the following:

- Improved quantity and quality of agricultural production by 3,000 men and women peasant farmers through the sustained practice of water-efficient GAPs, conservation agriculture, and integrated home-stead gardening;
- Improved post-harvest management and product-marketing skills of 1,000 men and women peasant farmers;
- Strengthened technical capacities and skills of 500 landless and unemployed men, women farm labourers, and youth in culturally sensitive occupations by identifying income-generating and employment opportunities, combined with appropriate vocational training; and
- Increased off-farm income-generating opportunities for 100 landless, unemployed, and marginalized men, women, and youth.

(iii) To empower peasant organizations, farmers’ organizations, water users associations (WUAs), farmers, women groups, their constituent hari members, and others to enhance their natural resource base (land,

water, vegetation, etc.) while strengthening their resilience to future shocks. Among the outputs would be the following:

- Improved landholding security of 2.400 men and women peasant farmers and *haris*;
- Enhanced capacity of 120 peasant organizations, two farmers' organizations, and 60 WUAs to manage natural resources and resolve conflicts over land and water use; and
- Strengthened existing community-based disaster risk reduction (DRR) and the introduction of new community-based DRR practices for demonstration and replication.

Moreover, some 120 government officials, managers, subject matter specialists/master trainers and extension workers from Provincial Government line agencies and 150 community-based mobilisers, facilitators and technicians would also benefit from on-the-job training packages.

Partners: FAO has been the lead United Nations organisation responsible for co-ordinating implementation of the Project – with ILO and UN WOMEN taking the role of executing partners. In this context, FAO, ILO and UN WOMEN signed separate financial agreements with the UNTFHS Office of the Controller under the “parallel fund management option”.

A Project Steering Committee (PSC) was established to provide overall guidance, co-ordination and facilitation to project implementation. This was responsible for overall project oversight and high-level policy guidance, as well as reviewing and approving annual project work plans and budgets and review the bi-annual progress reports. The Committee aimed to meet twice during each project year. The PSC would be chaired by the Secretary of the Federal Government of Pakistan's Ministry of Food Security and Research and consist of representatives of DoA, DoI, DoL and WDD of the provincial Government of Sindh, BISP, EOBI, NADRA, SESSI and TEVTA, a civil society organization (CSO(s)) representing the *haris* of Dadu and Mirpurkhas Districts, and FAO, ILO, UN WOMEN and the UN Trust Fund for Human Security (UNTFHS).

The Project established a small project coordination unit (PCU) in Hyderabad (the Divisional Headquarters of Southern Sindh Province) for the overall co-ordination, supervision, management and reporting of project activities and evaluation of project interventions – using development evaluation methods which encourage the adoptions of lessons learned over time. The Project also assisted the PCU to ensure that project partnerships are properly maintained to collect, analyse and provide FAO, ILO and UN WOMEN with sufficient information upon which to target, monitor and evaluate project outputs and activities. The PCU comprised international and national consultants employed by FAO, ILO and UN WOMEN and any technical staff that need to be seconded from counterpart agencies and contracted through implementing partners.

The respective Sindh Provincial Government line departments and social security organisations (listed above) were responsible for the implementation of project activities within their areas of expertise and coverage (e.g. agricultural extension, vocational training, social security and DRR) with the required technical support from PCU to ensure the timely and effective delivery of outputs. However, the more participatory and sensitive project were undertaken by specialist staff of PCU or specialist service providers (SSPs) contracted by FAO, ILO and UN WOMEN through PCU – in collaboration with those line departments and social security organisations listed above (through PSC).

3. RATIONALE, EVALUATION OBJECTIVES and METHODOLOGICAL FRAMEWORK

3.1 Evaluation Purpose and Principles

The purpose of the independent evaluation is fulfilling accountability to the donor, and to serve as internal organisational and for improvement of similar project in the future. In this the evaluation must assess the extent to which project objectives have been achieved as per the logical framework, the extent to which project partners and beneficiaries have benefited from the project, and the effectiveness and efficiency of implementation. The evaluation also aims to identify lessons learnt and possible good practices. The evaluation then will provide recommendations that can be followed up by key stakeholders and concerned UN Agencies. The scope of the evaluation covers all project components from its start-up February 2013, through and including, the no-cost extension ending June 2016. The evaluation itself was conducted over a 10 day period (24 May – 02 June 2016) and was thus contained within the final weeks of project implementation.

The clients of the evaluation are the country offices of ILO; FAO; and UN WOMEN and their project teams; the technical Specialist of ILO DWT-Bangkok; and the donor, the UN Trust Fund for Human Security (UNTFHS).

The ILO was charged with the responsibility for management of this Independent Final Evaluation. The evaluation was thus conducted according to the evaluation norms, standards and ethical safeguards specified in ILO's evaluation procedures. The ILO adheres to the United Nations system evaluation norms and standards as well as to the OECD/DAC Evaluation Quality Standards.

3.2 Evaluation Criteria

The evaluation addressed the concerns of the three project partners FAO, ILO and UN WOMEN. A set of criteria for the evaluation were included in the TOR (See annex 1). These were restructured and were presented for consideration at the De-briefing meeting (Karachi 02/06) and agreed to by the ILO evaluation manager ROAP Bangkok. The evaluation report is structured to follow the standard evaluation criteria and format, including; validity, relevance, effectiveness, efficiency, sustainability, and impact, as set forth under the ILO Guidelines for results-based evaluation. The criteria have their origin in the OECD/DAC Evaluation Guide for Humanitarian Agencies and are consistent with the emerging consensus on evaluation criteria amongst international development institutions.

The evaluation should also highlight; the working relationship between all stakeholders particularly the collaboration among the 3 UN agencies; including mutual support, leverage gained, and opportunities for improvement; gender equality and Human Security.

3.3 Evaluation Methodology

The evaluation included three main steps (a) desk study of relevant documents during the inception phase; (b) Field visits for interview with stakeholders and direct observation; (c) feed-back and consultation with stakeholders to confirm and reflect on findings.

Desk study: The desk study served to familiarize the Evaluation Team with the progress of the work to date and to identify key areas to be assessed during the field visit. A set of documents was requested but only a limited set was provided for the Inception Report: Project document; 2015 progress report; Decent Work Country Program⁵; Baseline study and the Mid-Term review.

Interviews and Meetings: Interviews with ILO staff (ILO-Country Office Islamabad; Project Units) was an important part of the evaluation methodology. This was a first stop and provided the over-view of the strategic role of the project and its lessons.

Field Visits: The total time in the field was 10 days, which included a country orientation at ILO Country Office and then meetings with project managers in Islamabad

Field visit were made to a) to conduct focus group discussions with beneficiaries as the key stakeholders in pre-identified project sites (see sampling); b) to validate and enrich initial findings and generate new information to further substantiate conclusions, lessons learnt and recommendations. Stakeholders are meant to include; direct beneficiaries; special service providers, local government agencies, landlords and traders, as well as members of the UN implementing agencies (see Table 1).

Project Beneficiaries: Project beneficiaries were fundamental to assess project results. Visits were made to 4 villages in Mirphu Khas and 2 villages in Dadu (see table 1). While this is a small number considering the 120 target villages for the project, this did allow the evaluation to observe most interventions, and assess their effectiveness and impact.

Villages were purposefully selected with the project team according to the evaluation team criteria:

- Each village have agriculture activity which is the core intervention for livelihood restoration
- Accessible by road, with the various agricultural production infrastructure, (i.e. fields, home gardens FMWC's and tube wells) are within 10-15 min walk from the village itself.
- at least one of the villages where the direct beneficiaries have participated well and there are substantial results, and at least one village where results have been weak-modest (not due to physical issues but due to mismatch with the community)
- sites where there has been uptake by non-direct beneficiaries, either in the same village as the direct beneficiaries, or by farmers in villages the project did not directly work in (out-scaling has been noted for CA and home gardens, rehabilitation of water infrastructure, etc.).
- provide a range of the various other interventions,

Within each site focus groups were assembled to cover the relevant activities of that village. The groups were for men and women separately.

Data collection and key questions: The Evaluation team has prepared a data collection plan and this is included in the Inception Report as Annex II. While this indicates data to be collected against each of the evaluation questions, in the operation of the evaluation itself, the team will be meeting various sets of stakeholders. The key questions to be used with each group of stakeholders have been operationalized and are included in the Inception Report as Annex IV.

Data sheets of the raw figures for all activities were sought and examined in some effort to confirm reported outputs and also to assess the degree of overlap between activities on a village basis. Following a special request by the

⁵ Country Program Review (August 2015)

Evaluation Team, FAO and UN WOMEN composed, for the six villages visited, lists of beneficiaries by HH to assess the degree of overlap on a HH basis.

Evaluation Team Composition, Timeline and Mission Schedule: The evaluation team is comprised of two evaluators – International consultant in this case team leader (Mr John Connell), and national consultant (Mr Raja Hasrat). The team reports to the evaluation manager (Ms. Rakawin Leechanavanichpan) based in ILO-ROAP in Bangkok.

The Evaluation Team was accompanied by several members of project team at sites level; these were for the whole trip: Mr Zaheer (ILO), Ms Mewish (UN WOMEN) Mr. Altaf (FAO) and then specifically their sites Mr. Ghulam (FAO/MPK) and Mr. Mumtaz Solangi (FAO/Dadu).

3.4 Limitations of the Evaluation

The evaluation had only delayed access to project documentation, some only until the end of the field mission, and most in the two to three weeks following the mission. As a result the evaluation team could make no appreciation of project procedures or formulate questions, prior to visiting a site. Even so much of the data was not in a collated form and estimates of beneficiaries had to be made from data sheets of participants in each activity.

The evaluation could clearly visit only a sample of sites out of the 120 target villages. These were selected to cover almost all specific activities. (The list of sites and key informants met is provided in Annex 3#). Through this the evaluation was well able to assess benefits gained, and project process. It then relied on the data sheets of participants for each activity to assess outputs.

The evaluation was conducted during the hottest time of the year, with temperatures for Dadu predicted to be hi40s -50 C. In the end, wind moderated temperatures to a max. of just 45 C, hot even so. However the team was still able to make the planned field visits and in no way was rushed in its evaluation process.

Security was an issue, and the evaluation team was accompanied by armed police at all times in the field. This was a new experience for the evaluator, but did not appear to interfere with the program or the interaction with beneficiaries and partners.

4. FINDINGS OF THE EVALUATION

4.1 Changes in context and review of assumptions (relevance):

4.1.1 Were the project objectives and design relevant given the political, economic and financial context?

As noted above Sindh province had suffered from super-floods in consecutive years, 2010 and 2011 which had devastated the infrastructure for their agriculture production upon which the people's livelihoods depended. In addition to this immediate problem, the area suffers chronic underdevelopment due to a range of structural problems. These included: limited resources (water and soil) and a harsh environment with recurrent natural disasters; poor technical knowledge for agriculture production, and low capacity for the poor to find alternative income opportunities; entrenched tenancy system which exploited hari farmers, and strong cultural suppression of women rights.

The "Pakistan: New Framework for Economic Growth (May 2011)", identifies five themes of growth as national priorities: (i) "the need for productivity" (particularly agriculture) through innovation, creation and commercialisation of knowledge, broader investment and encouraging private sector involvement; (ii) market, land and taxation reforms, including legal issues and regulatory environments (e.g. amendments to land transfer and land tenancy laws to protect small landowners and tenants) and auctioning off and providing government-held land to commercial interests and landless households respectively; (iii) promoting trade openness and competition, improving transport efficiency, storage facilities and packaging, and deregulating agriculture and rural markets; (iv) "creative cities"; and (v) "youth and community engagement".

The super-floods created havoc but at the same time provided 'shock' in which many agencies recognised business-as-usual will not be adequate for survival, let alone progress. Thus, within this environment it was possible for the project design to include activities to address various structural issues (below), while at the same time aligning with the broad country development objectives.

Labour: The project introduced the use of transparent (written) agreements between hari and landlords/owners. The process of negotiation of these in-itself opened the way for more constructive relationship between parties. As the project was beginning, the Provincial Government was in the process of provincializing labour laws under the Sindh Industrial Relations Act (SIRA) - 2013. The project took the opportunity to propose that 'agricultural workers' be specifically included. In this way the hari/sharecroppers can now be recognised as a legal entity. This should facilitate their position in various contractual agreements for sharecropping etc. that may be used in the future. Furthermore it directly opens the way for the hari to form unions, and to thus have a legitimate voice to negotiate the issues that affect their livelihoods.

Climate Change / disasters /resources: Flooding is an expected event due to the geography of the southern parts of Pakistan. However, these are increasing in intensity and damage, and this is highly likely to be due to Climate Change. To mitigate the effects of floods project interventions include a range of DRR activities, both at village and district levels. In regards to the broader issue of Climate Change the project used its position to generate social dialogue to raise this to prominence and so gain political commitment, through supporting high level meeting and seminars⁶. Finally, the natural resources of the project area are fragile and already under heavy pressure. Here the project

⁶ Seminars: "Climate change: issues, challenges and opportunities for landless peasants and farmer communities", Sept. 6, and, "Better water, better jobs", March 22.

Conservation Agriculture activities address this, through efficient use of water, seed and fertilizer, providing models for agriculture that are both productive and less demanding on resources.

Provincial Disaster Management Authority (PDMA) is keen in enabling disaster preparedness and mitigation and thus provides a committed partner for this work for the project.

Business and economy: Improved productivity of the staples crops, wheat and rice are a key focus of the project (through FMWC, tube-wells, GAP etc.). At the same time, Pakistan has achieved sufficiency for wheat depressing prices, so that the government has attempted to establish a floor price of 1,000 PKR/mund (40 kg), something which farmers themselves cannot always obtain. Productivity of rice and possibly sugar cane are also facing depressed prices. While markets are supplied and prices soft, this does not negate these initiatives. At the same time it does point to the need for farmers being supported through value-chain initiatives in the future.

Overall the local economy did appear to be relatively dynamic. Various macro-economic initiatives are likely to come into play to continue this. In particular, the China-Pakistan Economic Corridor as it proceeds will bring growth to the region. It is expected it will add 700,000 direct jobs in the period 2015-30⁷. The vocational training trainees will be well positioned to fill such jobs. This in turn may see some exodus from the land which will in turn give the remaining farmers opportunity to negotiate better conditions.

Security / development: Security in the project areas is still unsettled, not so much to terrorism, but to local banditry that thrives in conditions of under-development of all types. This inhibits development initiatives and investment. It will be through development initiatives that over time can improve livelihoods and generate equitable opportunities, that the conditions for banditry can be reduced, and lead to stability.

These are complex issues and require a coordinated response, which fits the current One-UN programme. The present "One-UN Programme (2008-2012)" was the result of joint planning by United Nations entities for their joint initiatives for human development in Pakistan. There was a conscious decision to shift from stapling different thematic components of agencies together to jointly developing programmes by all agencies. The five thematic areas of the One-UN Programme, which take into consideration national priorities, the Millennium Development Goals and international norms and conventions, are: (i) environment; (ii) education; (iii) agriculture, rural development and poverty reduction; (iv) disaster risk management; and (v) health and population.

4.1.2 To what extent did the project meet the need of the beneficiaries

The Project represents a key element of four priority areas, viz: (i) inclusive economic growth through the development of sustainable livelihoods; (ii) food and nutrition security for the most vulnerable groups; (iii) strengthening governance and social cohesion; and (iv) ensuring gender equality and social justice; while contributing to the remaining two priority areas, viz: (v) increased resilience to natural disasters, crises and external shocks; and (vi) vulnerable and marginalised populations have equitable access and use of quality (health and education) services. In this context, the Project is a good example of a "One-UN" project for Pakistan. The project design can be seen to address these specific needs in the following way

In the case of the first need, 'economic growth' multiple project interventions address this. At the same time, other needs, gender equity and governance, are addressed through embedded activities in the other outputs, (eg gender awareness is embedded in FFS and WOS activities of Output 1.1).

⁷ "Shah, Saeed. "[Big Chinese-Pakistani Project Tries to Overcome Jihadists, Droughts and Doubts](#)". *The Wall Street Journal*.

Beneficiary needs	Project intervention/activity	UN Agency responsible
1# Inclusive economic growth through sustainable livelihoods	<p>1.1 Water-efficient GAPs adopted by 6,300 men/women hari:</p> <ul style="list-style-type: none"> - rehabilitation of FMWCs and tube-wells; <p>1.2 On-farm capacities +income generating opportunities for 1,000 m/w hari by 40 Production Marketing Groups (PMGs)</p> <p>1.3 Increased access to micro-financing for excluded 500 m/w hari.</p> <p>2.1 Improved quantity + quality of agricultural production by 3,000 m/w hari use of water-efficient GAPs, (FFS and WOS).</p> <p>2.2 Improved post-harvest management and marketing skills of 1,000 m/w hari (under Output 1.2)</p> <p>2.3 Strengthen technical capacities/ skills of 500 m/w and youth through vocational training</p> <p>2.4 Increased off-farm opportunities for 100 men, women and youth through establishment of small business.</p>	<p>FAO</p> <p>FAO</p> <p>ILO</p> <p>FAO</p> <p>FAO</p> <p>ILO</p> <p>ILO</p>
2# Food and nutrition security	<p>1.1 Water-efficient GAPs adopted by 6,300 men/women hari:</p> <ul style="list-style-type: none"> - conservation agriculture; - homestead gardens 	FAO
3# Strengthening governance and social cohesion	<p>3.2 Enhanced capacity of 120 peasant organisations (PPO), two farmers organisations, and 60 WUAs</p> <p>3.1 Improved landholding security of 2,400 men and women hari through transparent tenancy agreements</p>	<p>ILO</p> <p>FAO / UN WOMEN</p>
4# Ensuring gender equity and social justice	1.4 Improved access of 2000 women (HBWs) to social security schemes, and est. 2 district coordination committees (DCC)	UN WOMEN
5# Increased resilience to natural disasters, crises and external shocks	3.3 Strengthened existing community-based disaster risk reduction (DRR) in 120 target communities, and training in coping mechanisms for 3,000 non-hari farm families as integral part of objectives 1 and 2	ILO
6# Vulnerable and marginalised populations have equitable access and use of quality health and education services	1.4 Improved access of 2000 women (HBWs) to social security schemes, and est. 2 district coordination committees (DCC)	UN WOMEN

Table 1. Beneficiary needs and corresponding project intervention (s).

4.2 Project validity

4.2.1 Was the project design realistic and adequate to meet the project objectives.

The project document in its description of the activities is clear and articulate and the activities are suitable to address the Human Security objective of the project. However, implementation of model does inherently carry with it some challenges for management of its implementation.. One challenge of a design with mutually reinforcing activities lies in the measurement of the outputs and activity OVIs. Here the project log-frame is confusing and may not be possible to comply with. This is dealt with here, not to quibble over the numbers, but in the belief that

reconsidering how to structure the indicators, will also bring added understanding of what is expected from a Human Security type project and how in practice activities can reinforce each other.

The project goal and objectives are expressed as hari families; “*would benefit the human security of 11,800 rural families*”, and later, “*would directly benefit a minimum of 8,800 hari families and another 3000 HHs (i.e. non-hari) from the same communities*”. However the outputs express their OVI’s in terms of “men and women hari farmers”. This allows for men and women, and youth, from the same HHs to be counted distinctly, even when they ‘overlap’ in the same HHs. As a result while achieving the outputs expressed as individual men, women, and youth, it may be possible for the project not to meet the target number of hari families for its objectives.

Furthermore, various activities are designed to be nested within each other. This is made the more difficult to grasp as the nested outputs are located across project objectives. A key example for this output 1.1 with a target of 6,300 men and women hari farmers as a ‘mother’ activity. This already includes a wide range of activities; repair of FMWC and Tube Wells, conservation agriculture plots, provision of homestead garden packages. Most of these (but not all) are delivered to the same group of HHs, as they should do to capitalise on the rehabilitation of FMWC and TW. Under Output 1.1 there are then several ‘daughter’ outputs. The beneficiaries of these are sub-sets of the beneficiaries for Output 1.1 and so cannot accrue additional HHs towards the overall project target.

To summarise there are two sets of clustered outputs, and one group unlinked (indicated by colour coding in Table 2. Achievements).

‘Mother output’ - Output 1.1 (FMWC and TW, etc.) – 6,300 men and women hari

- Output 1.2 (Producer Marketing Groups) – 1000 men/women hari
- Output 1.3 (Micro finance) – 500 men /women hari
- Output 2.1 (Improved production: FFS and WOS) – 3000 men/women hari
- Output 2.2 (Improved post-harvest and marketing) – 1000 men/women hari
- Output 3.3 (training: disaster coping mechanisms) – 120 villages and 3000 non-hari families

‘Mother output’ - Output 2.3 (vocational training) – 500 men/women/youth

- Output 2.4 (small business development) – 100 men/women/youth

There are then 3 outputs which are not linked to the above, which should thus be able to contribute additional distinct beneficiary HHs:

Output 1.4 (social security access for HBW) – 2000 w (incl. non-hari)

Output 3.1 (tenancy agreements) – 2400 men/women hari

Output 3.2 (strengthened PO and WUA) – 120 PO and 60 WUA

Together adding the expected outputs, the total comes to 11,200 hari HHs. This is in excess of the minimum 8,800 hari HHs, but short of the overall project goal of 11,800 rural families. This figure of 11,800 hari HHs assumes that the individual men, women and youth for each output come from separate HHs. In practice this would be unlikely.

Even for several of the independent outputs, one would assume the beneficiaries are from the earlier outputs, e.g beneficiary HHs of 3.1 (tenancy agreements) would include HHs benefiting from 1.4. As such it would seem difficult

to conduct the activities as designed, and reach the overall target. This issue was already identified and articulated in the Mid-Term Review (Jan 2015)

This may seem to be either a bean-counting exercise, or an attempt to pick holes in the design. But in fact it throws some light on the expectations of the Human Security model and how it should be implemented. The concept of the model is that the various interventions will reinforce each other, and thus this suggests they will be provided to the same HHs. If not it will be difficult for the interventions to be mutually reinforcing. Alternatively interventions could be spread across communities with each HHs benefiting from only a single interventions, but 'seeing' or otherwise gaining the lessons in some way. This could also be a valid approach, but would require specific reinforcing activities to be in place. But not all interventions are equal in their benefits and core interventions would need to be specified. Such difficulties are indicated in the documents "Human security in Theory and Practice" (Un Security Unit) and also recognised by the Mid-Term Review (Jan 2015). This is an area that would benefit from a more detailed discussion following this evaluation.

4.2.2 Were the planned project objectives, means of action and outcomes relevant, coherent and realistic to the situation on the ground.

The project goal and objectives are well expressed. They in fact included a wide range of issues, both the immediate and practical, and the structural. To address this broad spectrum can be a challenge for any single project to encompass, while at the same time, dealing with such issues in a sectoral manner, can result in a piece-meal approach and not then address the multi-dimensional human security risks.

The project impressed the Evaluation Team in that it had addressed all these issues in a logical and coherent manner. The project's three immediate objectives follow thematic lines, operationally the functional structure of the project was:

- Enable agriculture production, through rehabilitation of irrigation infrastructure
- Improve the productivity of the regained agriculture production, through introduction of improved practices introduced through FFS and WOS, and the conservation agriculture.
- Gain additional income from agriculture production through introduction of micro-enterprises for added-value for the agricultural production, along with micro finance, savings groups and development of entrepreneurial skills.
- Develop skills for farmers to find alternative off-farm employment, through vocational training and selected trainees to identify rural enterprise
- Address the structural problems through providing frameworks to pave the way for progressive changes to these; in particular; enabling written tenancy agreements; recognition of women's rights and capacity, disaster risk reduction, enabling social dialogue on issues such as climate change, and generally enabling communities to set their own development agendas through building of community organisation and links with technical and social services.

The wide range of issues were thus each addressed, and then built upon and supported each other. The Human Security model provided the conceptual framework for this. On first reading of the project document, it was apparent that the project would be attempting to address several entrenched and intractable problems: gender imbalance and exploitative tenancy arrangements. It was already impressive that 'achieving transparent tenancy agreements' had been accepted in the project design in spite of it is assumed resistance and apathy. These issues were dealt with not head-begins by creating transparency, which provides a framework upon which further steps can be based. The

scheduling of the activities was important too. These issues were preceded by the irrigation rehabilitation, FFS and CA, benefiting the landlords as well as the hari. As such, this gained engagement and good-will ahead of the more sensitive issues of tenancy and gender.

4.2.3 Was the capacity of various partners taken into account in the project strategy and means of action?

Joint programming

Each of the executing agencies; the FAO; ILO and UN WOMEN bring experience and particular technical skills to the project. Since 2008 the FAO has supported major agriculture rehabilitation and food security project in Sindh Province which addressed: improving livelihoods through improvement in management of irrigation; market-orientated crop diversification and household food production. These are all relevant to the current project beneficiaries. The ILO has also worked in Sindh in projects addressing bonded labour, skills development, and private sector development and emergency response over the past decade. In addition they have worked at empowering key civil society Employment Federation of Pakistan and Pakistan workers Federation. The UN WOMEN in Sindh has been working with the DoL, WDD and CSOs such as the Labour Education Foundation, Roots for Equity, Thirdeep Rural Development Programme and Sindh Agricultural and Forestry Workers to support the adoption and implementation of draft policy for HBWs with the aim to enable public-private-social sector partnerships to enhance HBWs' access to markets, skills, decent wages and social security schemes.

In implementation of the current project the three executing agencies as well as conducting specific activities also worked collaboratively to bring added value to particular activities. One example of this was the embedding of gender awareness development (UN WOMEN) into FFS activities (FAO), so that gender was thus not considered 'a thing apart', but integrated with practical activities so helping it gain acceptance.

Local Government agencies.

In general the local government service agencies did not have the capacity or skills to manage and deliver the project in a tight timeframe, especially as demands on their resources were high with many agencies also attempting to work with them. Frequent relocation of staff was another issue that affects the capacity of government agencies to deliver services reliably and with consistency. Efforts were made to engage in delivery of particular project activities, for example TEVTA for skills and enterprise training, District Water and Irrigation authorities, for rehabilitation of irrigation infrastructure. In such cases the project provided orientation and skills training. In other cases, e.g. micro-finance, implementing partners were contracted for delivery. The project was instrumental in forming a district Coordinating committee to coordinate activities as well as ensure the line agencies were involved as suitable. This was considered an effective and formative action.

4.2.4 Were the planned monitoring and evaluation arrangements adequate? Were the target indicators values realistic and can they be tracked.

The project is a complex one with a wide range of interventions. Clear and realistic indicators can greatly assist in directing implementation, as well as tracking achievements.

As noted above, there is some issue with the project's goal and objectives expressed in terms of 'hari families', and the OVs for the outputs expressed as individual 'men, women and youth hari'. This allows the beneficiaries counted at the output level to be double counted when they receive multiple inputs from the three One-UN partner. Such overlap within families will be inevitable, and in many ways intended, for the interventions to be reinforcing under the human security model. The challenge to discriminate HH beneficiaries in added to, when the activities

themselves are carried out by three One-UN partners, and these employ contracted implementing partners to deliver. A common data base which will register the beneficiaries on a HH basis would be needed to both manage activities and assess achievements. Allowance for the development of such was included in the project's 3 month Inception Phase.⁸

A common data based did not appear to be formed between the three One-UN partners, and certainly not one that indicated beneficiaries on a HH basis. This issue was identified and stressed by the Mid-term Review and recommendations made to address this.

In several areas indicators appeared to be unspecific or contradictory;

- The indicators in Objective 1, output 1.1, bundled a wide range of quite dissimilar activities; namely infrastructure development (FMWC and tube-well construction), and extension beneficiaries
- In Output 1.1, the FMWC and Tube-well interventions specifies its target as 'sites', but without any reference to their size or the number of HHs they will benefit. Some estimate should be given commensurate with the budget allocated of 0.34 M\$
- The target for Objective 2# is given in part as '4,200 families' adopting improved technologies, but at the output level specifies only '3000 men and women farmers'
- The for Training for 'coping mechanisms against future disasters' specifies this to include non-hari beneficiaries, yet this is to be carried out linked to activities under objectives 1 and 2, where the OVIs specify hari. This is a seemingly conflicting requirement.

These could have been restructured to ensure various types of interventions are assigned more suitable indicators.

4.3 Results in terms of outputs achieved (effectiveness):

4.3.1 Did the program reach the expected number of beneficiaries (individuals, villages, organizations)?

As noted already, there is considerable overlap of activities and men and women within HH due to the project design. The assessment here will attempt to make allowances for that. The assessment will deal first with results according to project Outputs, (more detailed accounting of results against activity OVIs is available in Annex 5). It will then examine the results according to the overall project targets.

A further general point must be made. Various outputs call for the beneficiaries to be 'hari' or tenant farmers. It is accepted that it is not possible to work with hari farmers to the exclusion of landlords/owners, and indeed the later can provide examples to other HHs. Both hari and non-hari farmers will be listed as beneficiaries, but 'hari beneficiaries' will be distinguished for reporting against project targets. From field observation and data sheets a fair of landlord/owner beneficiaries is a conservative 25%. This figure will be used to give an estimate of hari beneficiaries.

Objective 1. Improve the Livelihoods and Economic Security of Rural Communities

The objective bundles outputs with quite distinct foci; agriculture (1.1, 1.2 and 1.3), coloured green and 1.4 aiming to improve access to services, coloured brown in Table 2.

The agriculture cluster itself contains distinct activities of which 1.1 is a 'mother' activity, with beneficiaries for being selected to participate in two 'daughter' activities, 1.2 and 1.3. But, as already noted 1.1 itself contains a range of activities a bundle together (FMWC, Tube-wells, CA, home gardens). This one output exhibits (a)

⁸ Full Proposal -0711202 document, sect. 5.3, page 21

overlapping activities, where CA and home-gardens are applied with FWMC and Tube-well beneficiaries; (b) distinction between hari and non-hari, and (c) men and women within HHs receiving multiple activities. The table below then illustrates an attempt by the evaluation team to desegregate these. Table 1.

While the overall number of beneficiaries of 1.1 is greater than the target of 6,300, when this is corrected for hari only and accounting for multiple activities, **hari families benefiting is 4,605, or about 73%**. The FMWC and Tube-well did achieve their number of target sites, but with a substantial number of non-hari beneficiaries. Given such an activity is bounded by the nature of the infrastructure, this would have been difficult to adjust. It is here if indicators had included hari beneficiaries rather than sites, that a different result might have been obtained.

Activity	Target OVI (hari HH)	Hari + non -hari ⁹	Hari + Non-hari (no overlap) ¹⁰	Hari (m/w/y) ¹¹	Hari (by HH) ¹²
1.1.2 FMWC	2400	2428	2428	1896	1896
1.2.3 Tube wells	2400	2393	1549	1090	676
1.1.4 Conservation agriculture	2400	2430	<i>1705</i>	<i>1565</i>	<i>1152</i>
1.1.5 Homestead gardens	1500	1500	<i>1175</i>	<i>1125</i>	<i>881</i>
Sub-Total	8700	8751	6857	5676	4605
Total contributing to project goal					4605

Table 2. Output 1.1 - achievements against activity OVIs and overall achievement for the output .

(note: (a) figures in italics are an estimate by reducing total beneficiaries by 25% for landlords/owners; (b) Overlap is calculated by 'village-overlap' and 25% of FFS and WOS are added as estimate for non-overlap HHs within a village).

Accessing social security (Output 1.4) encapsulated three activities all aimed at women gaining formal registration for various services that can support them directly (if they are in need) as well as providing a framework that will enable them to continue to be accepted and gain further recognition and services. These included (a) gaining identity cards (CNIC); (b) registration for social services; and (c) registration for health insurance. Cards and other documentation were inspected by the Evaluation Team in each of the 6 sites visited. For each of these the project surpassed the targets moderately i.e. **103%; 105% and 113% respectively.**

⁹ From FAO consolidated data sheet

¹⁰ From FAO consolidated data sheet

¹¹ Estimated from raw data sheets of all participants

¹² Estimated from raw data sheets of all participants

Outputs	Agency	targets	Achievements					
			men	women	Total	hari	%	
Objective 1#								
1.1 Water-efficient GAPs adopted by 6,300 men/women hari: -rehabilitation of FMWCs and tube-wells ; - conservation agriculture; - homestead gardens	FAO	6,300 m/w			6857	4605	73%	
1.2 On-farm capacities +income generating opportunities for 1,000 m/w hari, 40 Production Marketing Groups (PMGs)	FAO	1000 m/w	533	500	1033	774	77%	
1.3 Increased access to micro-financing for excluded 500 m/w hari.	ILO	500 m/w	376	374	770	308	62%	
1.4 Improved access of 2000 women (HBWs) to social security schemes , and est. 2 district coordination committees (DCC)	UN WOM EN	2000 HBW	-	2000	2000	2000	100%	
Totals		8,300			9,627	6,913	83%	

Table 3. Achievements for Project Objective 1# by outputs

(note: Only the bold/italicized figures are added towards the Objective outputs. Other figures are sub-sets of 'mother' outputs)

The overall beneficiaries for the objective include the outputs 1.2, 1.3 and 1.4. Whereas the prodoc specified that the beneficiaries for 1.3 (micro-finance) be a sub-set of those involved in 1.2 (PMGs), in practice most of the participants for this activity were selected independently, and can be added towards the total hari for the objective. However the targeting for hari in both PMG and micro-finance was low (77% and 62%). Thus while the overall achievement for the objective was high, the hari beneficiary HHs for the objective were 6,913, or 86% of the target. This short-fall is due mainly to the low achievement for 1.1 as described above. While the short-fall is significant, the level of impact for many of the interventions in 1.1 (i.e. GAP and CA technologies) was quite high, with also a high degree of spontaneous up-take that promises to continue. This is described further in 4.2.3).

Objective 2. To Enhance the Skills and Knowledge Base of Men and Women Peasant Farmers, Landless People and Unemployed Youth.

This objective again has two distinct foci under the one broad objective for skills and knowledge related to agriculture production and marketing, and skills and business development for those beneficiaries not engaged in agriculture. Each of these has clustered outputs with the second output being a sub-set of the beneficiaries of the first. The output for FFS and WOS did reach its target when all beneficiaries were included, but then reduced to 75% for hari farmers only. This was estimated from a general conservative assessment of raw data sheets that 25% of the beneficiaries are landlords/owners.

This targeting issue did not occur for the skills interventions, and these outputs were over-achieved.

Output 2.3 conducted a market assessment or training need assessment (TNA) and identified six basic trades¹³. Short course curriculum were developed with Sindh TEVTA and they provided vocational training to a target 500 men/women and youth. Output 2.4 then provided additional training to a selected 100 more entrepreneurial beneficiaries who might set up their own small businesses.

¹³ Basic Electrician, Basic Plumbing & Basic Auto Mechanic Course , Basic Computer Skills, Hand Embellishment, Stitching, and Backing/ Cooking.

Outputs	Agency	targets	Achievements					
			men	women	Total	hari	%	
Objective 2#								
2.1 Improved quantity + quality of agricultural production by 3,000 m/w hari use of water-efficient GAPs, (FFS and WOS).	FAO	3000 ¹⁴ m/w	1650	1450	3000	2250	75%	
2.2 Improved post-harvest management and marketing skills of 1,000 m/w hari (under Output 1.2)	FAO	1000 m/w			1000			
2.3 Strengthen technical capacities/ skills of 500 m/w and youth through vocational training	ILO	500 m/w/y	276	387	662	331	132%	
2.4 Increased off-farm opportunities for 100 men, women and youth (“graduates” of 2.3) through establishment of small business .	ILO	100 m/w/y			155	155	155%	
Total		3600	1925	1837	3662	2912	80%	

Table 4. Achievements for Project Objective 2# by outputs

(note: Only the bold/italicized figures are added towards the Objective outputs. Other figures are sub-sets of ‘mother’ outputs)

These activities were well conducted, with appropriate skills identified through a TNA, with beneficiaries generally well selected according to their target group of agriculture worker and labours, men, women and youth. Some of the younger trainees did have better education, but nonetheless still remained unemployed. Both of these outputs surpassed their targets significantly – 132% and 155% respectively.

Overall the project exceeded the objective targets in the total number of beneficiaries, hari and non-hari. But then suffered a shortfall when the targeting of hari is considered, and to a lesser extent the clustering of outputs.

Objective 3. To Empower Peasant Organisations, Farmers Organisations, WUAs, Farmers and Women Groups, etc.

These outputs served to address the underlying structural issues that can prevent vulnerable peasant farmers and their families from sustaining benefit, and moving forward, despite receiving effective technical assistance.

Output 3.1 Achieving transparent tenancy agreements: This activity provides clarity for tenancy agreements so that inordinate demands are not made on the hari, and reduces need for unnecessary negotiation and with it opportunity for conflict. In the longer term it could pave the way to more constructive favourable terms for both parties.

The activity was shared by both FAO (2,000 HHs) and UN WOMEN (2,014 HHs) in separate sites, with UN WOMEN using this as an opportunity to give women a formal recognition in this substantial matter of tenancy. The written agreements were inspected in each of the villages. There is some concern whether the best legal term and frameworks are being used for these templates and this is discussed in (Annex 4) Overall 2,410 tenancy agreements were negotiated and signed – 101% of target.

¹⁴ The logframe lists the target number of families at the objective level as 4,200, and 3000 at the output level. For the assessment the lower figure has been used.

Outputs	Agency	targets	Achievements					
			men	women	Total	hari	%	
Objective 3#								
3.1 Improved landholding security of 2,400 men and women hari through transparent tenancy agreements	FAO/UNW	2400 m/w	1198	1212	2410	2410	101%	
3.2 Enhanced capacity of 120 peasant organisations (PPO), two farmers organisations, and 60 WUAs	FAO	120 PO 60 WUA			119 PO 60 WUA	mixed	99% 100%	
3.3 Strengthened existing community-based disaster risk reduction (DRR) in 120 target communities, and training in coping mechanisms for 3,000 non-hari farm families as integral part of objectives 1 and 2	FAO / UNW/ ILO	120 villages 3000 non-hari HH			120 vill 3000	mixed	100% 100%	

Table 5. Achievements for Project Objective 3# by outputs

(note: Only the bold/italicized figures are added towards the Objective outputs. Other figures are sub-sets of 'mother' outputs)

Output 3.2 Enhanced capacity of PO and WUA: The FAO did form Peasant Organisations in 119 of the 102 villages with overall registered membership of 2,970 (gender breakdown not available). These were not assessed by the Evaluation team. Similarly WUA were strengthened with clear roles for hari and enhanced procedures for water management in 60 irrigation command areas. WUA members were interviewed in 2 of the sites visited. The indicator for this was site-based and it achieved the targets for both – 99% and 100%.

Output 3.3 Strengthening of community Disaster Risk Reduction (DRR): This was aimed at a community basis and not hari defined. It included several activities training for disaster coping mechanisms for 3,000 peasant farmers as embedded lessons in other technical activities (e.g. FFSs and WOS); (b) strengthening of community disaster risk reduction (DRR), resulting in Village Disaster Management Plans, (inspected at sites). These both fully satisfied their targets - 100% and 100%. the final component of this, provision of tool kits for disaster response, had not been completed at the time of the evaluation, the last month of the project.

4.3.2 Are the beneficiaries satisfied with the quality and delivery of services? If not, in what way did the services not meet with beneficiary expectations and why

The beneficiaries, rural men and women, hari and landlords/owners all appeared to be quite satisfied with the project activities. This included the direct benefits (rehabilitation of irrigation infrastructure, vocational training etc.) and the activities that addressed structural issues; access to services tenancy agreements, gender imbalance. In relation to 'gender' and the new activities and roles women were taking, where this was queried with the men separately they confirmed their satisfaction with this and the new contribution their wives were making to the family.

One statement stood out from the various focus group discussions (Reejh Pur, UC-Kandi Chuki, Dadu), where the men's group stated that ***"their lives had changed from making do to one of prosperity, where they could begin to think of new opportunities"*** (trans). This statement was not prompted in response to a question but emerged from a general discussion. And indeed this did seem to be the case.

At the same time in any community there were HHs that had not participated in activities, and these were not interviewed by the Evaluation Team. Thus no dissenting voices were heard. However in activities such as the use of improved agriculture practices, these were being taken up by HHs outside of the FFS/WOS and were beginning to

share in the benefits as a general change. The same group of men that made the statement above also volunteered; **“the real way that we have changed and gained benefits, is through learning to plan and work together in various ways”**. If that is the case, that they have learnt the strength that they gain from cooperative action, then the benefits gained by a few will gradually become the norm.

Provide information on the difficulties faced by the executing agencies and action taken to overcome them (administrative, operational, financial, political or macroeconomic, etc.).

There are a range of difficulties that the project faced, as could be expected for a project with three implementing partners and implementing a wide range of activities.

Delayed start/staffing: Start to the project was effectively delayed from its planned Feb 2013 start to late 2013, due to slow recruitment of staff, and then staff changes which caused effective delays of at least 8 months in project implementation. This is well documented in the Mid-Term Review (Jan 2015).

A no-cost extension was gained to end-June 2016. However this 6mth extension did not fully compensate the time lost. Thus in effect the 3 yr. project was contracted to closer to 2.5 yrs. Considering this, the project has worked very efficiently to fulfil its delivery and gain the achievements it has in this reduced time. Nonetheless, this has affected delivery in some aspect (e.g. equipment for the DRR focus groups was still to be delivered at the time of the evaluation; PG equipment was just being installed without testing marketing and management structures. When this sort of late delivery occurs it can easily result reduced chance for training and follow-up in application of such equipment).

Coordination between agencies/ partners: This is always challenging with each agency having its own outputs to achieve own operating structure. The challenge of coordination within multi-agency project was noted already by the Mid-Term Review (Jan 2015). Several minor discontinuities were observed during the evaluation itself. The area in which inter agency coordination was problematic was that while FAO was regarded as the lead agency, there was not one single person to act as overall coordinator. However in general the activities were conducted and in some cases real cooperative action achieved (e.g. combined FFS with gender and DRR training).

Coordination with key authorities showed some weaknesses. Senior government official of Mirpur Khas during a key informant interview noted that there was loose coordination within the OneUN group itself. Had this been better the project would have been implemented more effectively, and the role of the DCC itself would have been more effective. He noted there were occasions where the UN agencies had coordinated with the DCC, yet the IPs then proceeded without further reference to local authorities

On a similar vein a senior official of PDMA, also noted there had been little coordination from the project for working together with the concerned authority to plan and coordinate activities with various other agencies also working on disaster activities in the project target villages. This was needed to avoid doubling and sometimes tripling of inputs. Specific points he raised were (a) raised platforms are not appropriate for the selected districts, and (b) Dadu and Mirpur were not those worst affected leaving other areas worse affected without support. The Director further mentioned that PDMA is going to complete a comprehensive plan with the help of World Bank, and thus any planning for further One-UN should consult with PDMA in the planning any new phase. Such comments might be taken with caution, as made now they may fail to recall the early coordination in project development which must have occurred in key areas such as selection of target districts. None the less, more effort in coordination for development of any new phase can only be a good thing.

It is a feature that middle level government staff transfers frequently and at short notice. In Mirpur Khas there had been 4 ADC over the 3 year life of the project. This affects the understanding of project by the new office holder, and

the basis of decisions made by predecessors, (thus the comments by the senior district and PDMA officials above must be seen in this light). Project field staff could only take the time to re-introduce the project to each new official as they took their positions. The DDC provided some buffer to this, as not all members would change and they could inform each other. Minutes of these meeting provided key reference points.

Project management: The M&E system while extensive in some aspects (e.g. detailed data sheets listing individual HHs for each activity) yet suffered in its broader function to assist and direct activities and the reporting of outputs.

A baseline study was conducted in the first stages of the project. This captured a broad picture of the target communities (education, marital status, availability of drinking water), but lacked many indicators related to the project interventions, eg. cropping systems, crop yields, market prices for crops, etc.

The data sheets for each activity were extensive, and these again included data not so relevant to the activity concerned, such as education. *Yet again and again the data sheets did not indicate whether the beneficiaries were hari or not, despite hari being among the key project objectives, and activity OVIs.*

There was no master data base that was used for overall management of the project. Each project partner (FAO, ILO and UN WOMEN) maintained their own data, and to a large degree they depended on their IPs. This was despite the understanding that the M&E specialist, employed by FAO was to provide this function for the project, not just FAO. As a result there was no M&E plan for the project as a whole, only data from each project partner. No M&E report was viewed during the evaluation, and in the end the evaluation had to resort reading through extensive data sheets of raw data to assess achievements.

At the village level, where there was a range of activities for variously men/ women/youth, there is clearly opportunity for overlap within HHs, especially where activities are implemented by different agencies/IPs.

These management and M&E issues were largely identified during the Mid-Term Review (Jan 2015) along with recommendation to resolve these. This was not done. At the same time it is recognised that these M&E issues are not easy to resolve. As stated earlier within a Human Security framework, a clear examination is needed to assess what is expected form the model, and then what M&E it needed.

The implementing arrangements were different for the project partners. FAO used its own staff, and this was necessary for the quite technical interventions they were to deliver within a few seasons. The ILO and UN WOMEN engaged implementing partners (IPs) to conduct their interventions, and so management of IPs was an important role for the project officers of each agency. To ensure a greater degree of responsibility, they attempted to engage IPs based in the target district, so they would have a vested interest in maintaining their reputation. (e.g. there was no reliable micro-finance agency in Dadu, and as a result ILO declined to provide this input here). The evaluation could not make any assessment of the IPs in depth. Certainly the activities had been effective in the sites visited, and thus the IPs had fulfilled their primary function. Unfortunately the evaluation Team was not able to schedule specific assessment of the IPs to assess to what degree the various IP had gained from the experience of working with the project. Technical documents made by the IPs were variable. The TNAs were useful, but the Final Completion Reports were sometimes weak and uninformative.

4.4 Assessment of outcome/impact (Impact):

4.4.1 How has the program contributed towards project's goal?

The overall goal of the Project was *“to restore and protect the livelihoods and empower the poor and vulnerable peasants (men, women, boys and girls) dependent on feudal and tribal landholding and farming systems and affected by droughts, floods and insecurity”*.

For the direct beneficiaries, the combined project outputs and activities have restored livelihoods to levels above what they were before the floods. As described below, the area irrigated and crop yields have significantly increased beyond the levels they were prior to the floods of 2010 and 2011. Training in post-harvest processing, micro-finance and vocational training have enabled some to move out of agriculture and find alternative sources of income, and to access greater opportunities to continue to transition in the future.

Issues that were regarded as intractable: tenancy; gender imbalance; and disaster risk reduction have been addressed in a constructive manner. The initiative for transparent tenancy agreements, while still ‘informal’, is a landmark step and does stabilise and protect livelihoods of hari farmers. Significant changes in women’s rights are recognized and acted upon by both men and women in ways never before in these quite traditional communities. Villagers now have clear plans and are proactive in how they will deal with future disaster events to mitigate effects.

Altogether, improved production and thus livelihood security, along with progress in dealing with the difficult issues above, has provided the communities with a sense of change and potential no longer bounded by past attitudes and structures. They see that they can continue to move forward on all these fronts. In this way they are mobilised and empowered. In many cases this is now consolidated with formation of new community organisations and structures that they can continue to work from within. Altogether the results have been most impressive.

4.4.2 What concrete improvements and changes (outcomes) have taken place as a direct result of the program?

Agriculture production and marketing: A series of intervention were aimed at agriculture production, (under outputs 1.1 and 2.1, and 3.2), firstly rehabilitation of irrigation and its management, improved practices (GAP) and using conservative agriculture. The last is important not simply from environmental concerns, but in an area with limited resources, as a means to utilise those resources as effectively and efficiently as possible. Together they have resulted in very significant outcomes:

- (a) increase in land able to be irrigated, and so cultivated, **increased by 20-30%** (farmers’ assessment);

Repairs to the irrigation infrastructure (canals and control gates) reduced water losses, making an increased volume available, and (b) through better management by strengthened WUA, this was then distributed in a more measured and timely manner. Several of the CA practices, laser land levelling and ridge sowing were also water efficient, thus again leaving more water available for distribution to expanded areas.

Tube-well construction (Dadu) provided water in a limited manner, but outside of normal irrigation schedules. This enabled earlier establishment of rice seed-beds and so harvest, and subsequent earlier wheat seeding, (earlier seeding results in higher yields).

Overall, various improved practices which could not be used with the uncertain water delivery of the past, could now be considered and used by farmers. In this manner the rehab of the FMWC and TW construction did underpin many other project activities.

(b) crop yields increase by **50-100%** through improved practices

The specific practices noted by farmers, (gained through the CA, FFs and WOS training) included; use of better quality seed; more reliable germination and stand establishment through better land preparation/levelling, and more effective use of fertilizer (not increase).

(c) income from land area had increased where multiple cropping has been practiced.

A series of multiple cropping systems were introduced and applied, e.g., wheat/sugar cane onions, etc. These made better use of the land but also dramatically increase the total output, an introducing production of cash crops as well as the staples. These alternatives will become increasingly important options as the sufficiently in wheat and rice production reduces prices for the staples.

These increases are exceptional, and initially treated with some scepticism. However these were confirmed by probing the results with individual farmers, who could then articulate the specific practices that provided the increases. The % increases themselves although high, are from low base. Even so these increased yields make a big contribution to improved food security and allow farmers to begin to repay debts and have excess to sell. This changes their status and opportunity to explore further options.

Further unplanned outcomes have begun to accrue:

(A) Uptake of improved agricultural practices. In all sites, there has been very significant uptake of improved practices from **50-100%** depending on the village, within one year. The up-take includes improvements to irrigation infrastructure (landlord/owners), and in Mirphu Khas; laser-land levelling. Both of these require cash investment. The benefits for laser-land levelling have been so compelling that the uptake has also included hari farmers, on credit to landlords. Uptake occurred with the more vulnerable HHs as well. In one villages with multiple ethnic groups (Chaudri Nizamdin Deh#385, UC-Makhan Samo, Mirphu Khas) the most disadvantaged HHs of the native villages were also adopting the non-cash dependent practices, such as multiple cropping and ridge seeding. Such widespread uptake strongly indicates farmers see these practices as effective and appropriate for their conditions.

(B) Group selling of product. Several sites have begun to sell their produce as a group, and as results gained higher prices. (1500 c.f. 1,050 PKR/mund for wheat) . They are now considering how they can apply this to other crops such as sugar cane also. As farmers gain higher prices for their product, this will further encourage them to seek ways to further improve production of these now higher value products. The experience of working together in other activities; FFS, WUA resulted in group selling as a natural progression. At one site, farmers assessed the total volume of their harvest and then checked which traders were interested to buy the whole crop. Such group-selling, not only provides higher prices, but changes the role of farmers from being price-takers, to playing an active role in the value-chain.

Both these emerging mechanisms are extremely important in both consolidating the achievement gained in the life of the project and in extending and deepening.

Production and Marketing Groups (PMG): The Production and Marketing Groups (PMG) have had formation steps completed; market assessment; TNA; FBS training; etc., and were in the process of setting up equipment (project supplied) in housing (member supplied). Thus assess of impact of this intervention is not possible.

If successful the group would gain x2 price sale of flour as compare to that from selling as grain, (operating costs minimal). Establishment of a successful PMG would add a new service to the area, and certainly stimulate by example.

Retention of agricultural products could also shift trade of crop harvests away from landlords and further empower the hari, especially when working as a group with their own interests to focus on.

Targeting the PMG to hari farmers is not clear. In Mirpur Khas, the data sheet (incomplete) does indicate some hari members, (confirmed at the 2 sites visited), but in Dadu the data sheet indicates no hari members. It may be that in the process of selecting effective FFS/WOS groups to become PMG need for the members to be hari may have been lost.

With the project closing the end of June, the early attempts at processing to generate a product and marketing would be undertaken without any further project support. While much focus is given to installing of equipment, it is the 'software' for any PMG that is the real challenge; establishment of markets, ensuring supply of raw material throughout the year, maintaining product quality and consistency, and keeping the group together and well managed. The groups met have arisen from FFS and WOS activities which established cooperative working relationships amongst members already. The groups met appeared to be well aware of the above issues, and so the various training and orientation they've received have been effective. So the PMG members should be well placed to continue to work together and resolve issues as they arise.

In the cases for wheat grinding and rice milling the markets, the markets lie within the communities themselves and the new service will have a convenience advantage. However this may not be the case for other products, jaggery, pickles and chilli powder where the new products may need to compete within external value-chains (value-chain reports not made available to examine this aspect).

Microfinance. (output 1.3): This significantly over achieved its target. Direct clients 533, already exceeded the target 500. They received modest funds 10-20,000 PKR each for investment in livestock; goats purchased and raised to sell at double the price during high demand at festival times. This income would be a modest impact for many HHs. But for poor HHs it provided an opportunity to raise livestock independently rather than as share-raised. With the profits, they reportedly reinvested in livestock to become livestock raisers in their own right. The total funds disbursed were 9.2 M PKR and repayments were 100%. A further 217 clients were added to this through disbursements to 31 Peasant Organisations formed by the project. The total funds disbursed were 1.9 M PKR or about 9,000 PKR per member client.

Targeting is of note for this output also. As noted earlier Dadu missed out on this activity, with its funds reallocated to Mirphu Khas¹⁵. The activity had originally been framed to support the PMG, but was opened to all villagers who were flood affected and could provide a viable proposal. In this way its scope was far wider than if it had been linked to PMG only. Targeting of hari nonetheless appeared to be weak in this activity. Data sheets do not indicate status of client clients, but the service provider stated that only about 40% of clients selected had been hari. This is appeared due to effort to avoid those HHs who might have difficulty in making repayments.

Thus while this was impressive as a microfinance initiative, it would have contributed more towards the project objectives if it had better targeted hari farmers.

Vocational Training and enterprise development (outputs 2.3 and 2.4): The vocational training activity also exceeded its target significantly, at 132%. The activities were well selected through a process of assessing the demand for various skills/trades. The project worked with TEVTA to develop flexible training courses. This was not assessed directly, but should also benefit TEVTA in indicating to it new ways it can serve rural communities in the future.

¹⁵ See 4.2.3, - Project Management

The beneficiaries selected had low monthly incomes, many reporting no regular incomes, i.e. unemployed. In a tracking study, 97% were gaining income from the skills they had gained. Women, engaged in stitching and cooking/baking, mainly worked from home and here the tool kits play an enabling role. Men worked mainly as day labour, where their 'tools kits' may not play such a role. However monthly income (Nov 2014) was still low – about 500 PKR /month. Nevertheless, for the beneficiaries, just participating in a structured course and the skill gained, greatly adds to their confidence to seek work. Their existing work, limited as it is positions them to build on this. Over a year later in several and not uncommon cases, beneficiaries have now started their own business and employed others. For such cases met, the change in livelihood security had been profound; no longer need to work in the field, can work according to own program, no longer in debt and family all pleased” Generally the uptake was most impressive.

Targeting for vocational training, with the bulk of those selected having no monthly income appeared to be on target: hari-unemployed-youth.

A limited number of the trainee graduates were supported with further training to establish their own businesses. These again exceeded the target numerically. Two sites visited in Mirpur Khas, the New Famous Youth Training Centre and the First Women Bakery. Both were operational after at least year of operation. The FCC had trained over 60 other youth (male and female) who were also in some cases to find work. But at this stage the potential customers in their village location was diminishing and the group was considering broadening their services or relocating. The FLB was also impressive in its products and distribution. Both these cases were providing incomes of about 200 PKR/day. This is not high but sufficient for these unemployed to gain income for part time work.

These small businesses were satisfactory in themselves, but provide limited income. Their greater benefit is in the confidence they have built within the beneficiary group and the examples of mobility they provide.

Structural Interventions:

The following four outputs all address structural issues and are grouped here for assessment. These include activities aimed to address the three issues considered intractable on first reading of the project; tenancy agreements; gender imbalance and disaster risk reduction.

Access to social security (Output 1.4): The direct and immediate impact of women’s registration for CNICs, BISP, Baitulmal, Zakat and Usher-Please, has been that women understand their rights to the services, and through the process of successful registration, gained a new sense of recognition and increased self-confidence.

This was then consolidated in concrete ways through expressed roles in signing tenancy agreements (rather than their husbands) and village disaster management committees, and the establishment of the district Coordination Committee. Gender awareness sessions for both the women and men further consolidated this. Some practical developments from this has been the HBW working together and negotiating new contract arrangements with buyers, thus gaining significant price increases (30%). Other aspects of this activity, such as use of health insurance (a new government hospital has recently opened begun providing services in the area), receipt of social security payments have already been accessed by some women, who expressed satisfaction with treatment. At the same time, the training inputs to the women have included making them aware of services they are entitled to, and the avenues they can pursue if they have complaints. This not only reinforces their access to services, but as importantly instils them with a sense of their entitlements and capacity to demand these. Thankfully the need for use of these services has not been great at this time.

The far greater impact is that formal registrations will be a steppingstone for further recognition and expression for women.

Tenancy agreements (Output 3.1): These were implemented through participatory mapping and engagement with the landlords/owners which thus engage all parties. These did not establish new sets of conditions but clarified the conditions that had previously rested on word of mouth and were thus not transparent. Through the engagement process and transparency the new tenancy agreements have resulted in the conditions being less abused, and reduces conflict between landlords/owners and hari. In some cases the new agreements have enabled the hari to achieve 2 year agreements, giving greater certainty to their livelihoods than seasonal arrangements at the whim of the landlord/owner. This security encourages men and women hari to have interest and apply the improved practices introduced by the project. This has been conducted with both men (FAO) and women (UN WOMEN) as signatories. As indicated earlier, where women have done this it has contributed in practical ways to their security as well as their sense of recognition.

Targeting for this activity clearly has been to hari families. As noted earlier there is confusion of terms. Where within the project the terms hari includes 'sharecroppers' under which category most of the project farmers fall. The Sindh Tenancy Act 1950 and amendments is concerned only with tenant farmers and thus will not apply to the sharecroppers. Instead the hari should be better considered as farmworkers with future forms of 'tenancy agreements' covered under the Contract Act, (see Annex 4).

Community strengthening PO and WUA (output 3.2): This activity achieved its targets numerically, based on data sheets provided. However the PO were not examined directly in the field, and no reports were available. As such it is not possible to comment on the function or impact of the PO.

WUA were examined and found to be dynamic and playing a key role in capitalising on the rehabilitated FMWC and tube-wells, so that water was being delivered equitably and efficiently and generating improved production. They were in this way impressive. At the same time, the designated members of the WUA remained the landlords/owner with the hari UN WOMEN members. Despite this, it is likely the hari are able to play an effective 'watchdog role' on the water distribution. If the PO were functioning in any way similar to the PO then they would be worthwhile contribution to peasant empowerment.

Disaster Risk Reduction (output 3.3): This is an intervention that included a wide range of activities. Those that were considered to provide the most important measures for mitigating effects of disasters were:

- Flood resistant structures: the use of lime to strengthen mud structures and construction on raised platform (for medium flood levels)¹⁶. These have been up-taken and applied widely in the target villages. In particular the wood conservation stoves have been installed in 28,000 homes through emergence of a small business graduate.
- Establishment and practice in use of early warning systems, so that communities can move to safety.
- Establishment of Village disaster Management plans which will enable specific actions to be made and coordinated inputs with various members of the community knowing what they should do.
- Establishment of emergency revolving funds, food preservation techniques and distribution of first aid kits.

¹⁶ This intervention was not regarded as suitable by the director of PDMA. They will to of course protect structures in case of major floods. However the technology may still play a role in stabilising structures in lesser inundations.

These and the other interventions cannot avoid the effects of future disasters completely. Still the project activities have shifted the villagers' mentality from helplessness in the face of disasters, to one in which they are prepared and proactive and so taking action to mitigate the effects.

4.4.3 Did the project create the desired impact? How could have the program's impact been improved?

The project activities have been generally quite effective and in some cases impressively so, in achieving their specific results, as described above). Several of the activities have been ground breaking, as in the case of achieving written tenancy agreements.

The project monitoring system does not allow a definite statement of whether the total rural (11,800) and hari (8,800) families target were reached. Estimates have had to be made for where structural overlap of outputs occurred. Because of this it is easier to structure the results according to the mother and daughter cluster of outputs, Table 6. In additional adjustment needs to be made to these figures as to what proportion of beneficiaries were hari, and to what degree men/women/youth beneficiaries were part of the same rural families. These figures may well be disputed, but in the absence of clear data, these estimates provide reasonable guide to the achievements of the project At a rough estimate then the project reached **12,200 rural families**, exceeding the target of **11,800 target rural families (103%)**. However of these only **7,838 were hari families** somewhat less than the target of **8,800 hari families (89%)**.

Output cluster	Estimate of output				Comment
	Landlords +hari (m/w)	Landlords + hari (by HH)	Hari (m/w)	Hari (by HHs)	
Output 1.1/ 1.2/1.3/2.1/3.3	7,627	7,627	4,913	4,913	
Output 2.3/ 2.4	663	663	331	220	HH overlap
Outputs 1.4	2000	1500	2000	1500	Overlap HHs
Output 3.1	2410	2410	2410	1205	Overlap with FMWC
Output 3.2	0	0	0	0	Listed by group not HH
Total	12,700	12,200*	9,654	7,838*	

Table 6 Estimated total project beneficiaries (bold*) arrange by output clusters.

There are several areas where the project could have performed better.

(a) Increased number of FMWC and tube-wells

The final number of hari beneficiaries was to a large degree determined by those within the command areas of the FMWC rehabilitated.

The prodoc specified the number of 'sites' without any estimate of size or extent, yet the funds allocated was fixed. The project, rather than confining itself to 'site' targets, should in awarding contracts, required contractors to survey all 60 FMWC systems, and then award the contract for the bid to deliver the most extensive system rehabilitation. This it is believed would have resulted in additional sites, longer canal length, and thus larger number of beneficiaries.

(b) Employ more effective M&E, sensitive to hari farmers

The project is framed around hari farmers as a distinct target group for most outputs. Yet the data sheets for almost all activities did not record this despite recording a wealth of other data (education, etc.), interesting but not critical for project management or reporting.

While each activity will have its own particular requirement, common areas recording HH identifiers should have been made common to all and thus allow assessing accurately the number of HH engaged and what benefits each HH receives.

A common project management team responsible to all three agencies should have been established to facilitate coordination both at village level (villagers did complain of multiple activities) and with District authorities.

(c) PMG should have been demand based.

There are several ways in which this activity could have been implemented better. Its focus was to added value to common products, without farmers having a clear idea of the value-chain they would need to sell their product into. This could well have affected the choice of product. It is suspected that while the markets for wheat flour and milled rice are good, as they exist within the communities, the market for other products may not be as extensive and require the new PMGs to be immediately competitive.

Such value-added initiatives, while good in themselves, consume a high degree of project resources (funds, staff, and time) and then benefits only a very select few. Instead if efforts were focussed on the enabling farmers to deal more effectively with the existing value chains for their products, this would affect the bulk of farmers and profoundly change the way in which farmers interact with the value-chain. This is indicated by the small number of groups already attempting to do this themselves (see 4.3.2 – (B)).

(d) Reframe the documents for transparent tenancy agreements to refer to Contract Act

As noted the bulk of farmers in Sindh are not 'occupancy tenants', but 'sharecroppers'. As such the Sindh Tenancy Act does not cover their situation. If these agreements or future agreements based on this model come to be contested this has the potential to involve farmers in a more complex set of arguments. Instead the agreements should refer to Contract Act, and to provide farmers with a better framework to negotiate, to examine opportunities that will develop from the SIRA 2013. This may also require some clarification and precision in the use of terms such as tenant, hari, sharecropping, landlord/owner etc. (see Annex 4)

(e) Networking to reinforce learning and solidarity

It is clear that within villages there has been great benefit gained through various forms of cooperative action. This could be extended at strategic occasions to provide opportunities for networking between villages. This could serve to both exchange and reinforce experiences, and at later stages to form wider groups; rice farmers group, HBW etc.

(f) Additional activities

It is noted in one IP report that managing and feeding livestock (all types) is difficult when floods submerge stock food resources. Interest in livestock is clearly there (all micro-finance disbursements were used for

livestock/goats). This feed crisis could be resolved to some degree, as well as improving livestock productivity through the introduction of forages (grasses, scrubs and trees).

Literacy is an inhibitor to the villagers and in particular for women, for them to be familiar with various documents (tenancy agreements, registration cards etc.). A basic literacy program could be added to similar programs in the future.

Clean water sources: many villages have poor water supplies and this was requested. As well as addressing a real need, it is an excellent activity to build community solidarity around.

4.5 Achievement of projected performance indicators and targets (efficiency):

4.5.1 Have activities been implemented in a cost efficient manner and have project objectives been achieved on-time and with planned budget?

Project activities were seriously delayed for almost 12 months, due to slow staffing and staffing changes, as described in the Mid Term Review (MTR). The project gained a 6 months no-cost-extension which only partly compensated for the initial delay, so that some activities such as PMG and distribution of DRR equipment were being completed, but would lack follow-up in their effective use. Despite this the project did then deliver its required outputs, any eventual under achievement was not due to time factors but to weak targeting of hari farmers). Administration costs (see Table 5) were not increased to cover this delay.

Costs for beneficiary reached for each activity, hovered in two groups (a) around \$120/head and (b) around \$60/head. The higher figure also included the infrastructure interventions; FMWC and tube-wells. Funds for 'homestead gardens' were surprisingly high for purchase of the inputs delivered, and as a cost per head. While the per head rate for FMWC was at the lower end of this cluster, the cost for construction a total of 4.8 km of channels was \$225,000 or \$47/m., This is a reasonable cost which includes the various control structures. There were two outlier activities 2.3 (vocational training) and 2.4 (small business) that had high costs, of \$460 and \$598 per head respectively. The reasons for this higher cost were that in addition to the training, the trainees were also provided vocational and enterprise start-up kits.

4.5.2 What were the most effective actions

Following from the assessment above, the activities that address the underlying structural issues, transparent tenancy agreements, women's access to services and social mobilisation, disaster risk reduction, were the most cost effective. These may not have affected livelihoods directly in cash terms, but from the human security point of view and in terms of long term and profound effects, they would rate very highly.

The agricultural activities in general could be considered to have been those most directly effective for beneficiaries' livelihoods. This combined with the rapid uptake that would appear to continue, would consolidate this. However it should be emphasised that this should not be taken simplistically that 'agriculture' was more effective. This is very much due to the identification of appropriate practices and very effective engagement with the farmers through FFS and WOS.

The activities that focussed on the value added (PMG and micro finance) and vocational training were effective in themselves, but had a higher cost, reached small number of beneficiaries, with little change of uptake by additional HHs in the absence of project support. While this is so, the vocational training was an activity that directly

addressed the vulnerable outside of the hari target. The impact it had on their livelihood options was quite profound in some cases, enabling them to find more secure livelihoods outside of agriculture.

Output/activity	Budget	Beneficiaries achieved	Cost per beneficiary	Impact on livelihood (hi/med/lo)
Objective 1#				
1.1 Water-efficient GAPs adopted by 6,300 men/women hari: -				
- Rehab of FMWC	278,995	2,428	115	Hi
- Tube-well construction	151,744	2,393	63	Hi
- Conservation agriculture	130,445	2,087	62	Hi
- Homestead gardens	250,685	1,500	167	Med
1.2 Production Marketing Groups (PMGs)	100,001	1,033	97	Med
1.3 Micro-financing	80,321	750	107	Med
1.4 Access to social security schemes	116,714	2000	58	hi
Objective 2#				
2.1 Improved quantity + quality of agricultural (FFS and WOS).	431,540	3000	144	Hi
2.2 Improved post-harvest management and marketing	99,106	1000	99	Med
2.3 Vocational training	304,579	662	460	Med
2.4 Small business.	92,681	155	598	Lo
Objective 3#				
3.1 Tenancy agreements	212,870	2410	88	Hi
3.2 Peasant organisations (PPO) and WUAs	151,927	4089	37	Med
3.3 Disaster risk reduction (DRR)	283,632	3000*	94	Med
Project management and support				
Staff fees and office	1,608,678,			
Programme support	307,381			

Table 7 Relative cost of activities per beneficiary (note: the hi/med/lo assessment of the various outputs is subjective and comparative only)

4.5.3 What actions had the greatest trickledown effect?

A ‘trickledown effect’ can include (a) further uptake of interventions by those not directly supported by a project, or (b) a flow-on effect of some sort. This is highly desirable as it multiplies the number of beneficiaries and benefits, and can be the beginning of seeing that intervention become a new norm.

The improved agricultural practices (FFS, WOS, CA) showed the greatest uptake with 50-100% additional HH applying improved practices within a single year. This included mainly improved practices (e.g. ridging seeding, multiple cropping) as well as interventions that required cash investment (laser-levelling, FMCW repairs) which normally would not expect to see further uptake. As noted earlier, the improvements in production are substantial and thus compelling, as well as the farmers starting from scratch again after the super-floods. This uptake appears to be ongoing and may well accelerate in coming years. These inputs must be regarded as having very substantial flow-on effect.

The Vocational Training also appeared to have a significant flow-on effect. Most trainees of the various skills offered (plumber, electrician etc.) simply found employment. However the training input for IT skills, enabled trainees to set up their own training courses, generating their own sets of students who went on to find employment. A significant number of other trainees (e.g. tailors), set up their own 'shops' and employed other worker and or apprentices.

Several project activities, such as the PMG and micro-finance tend to have their benefits confined to the group that was directly supported by the project, and this was the case here.

There were several other important project activities; gender awareness; DRR and tenancy agreements, and possibly strengthening of PO and WUA. These are not designed to have a trickle-down effect. However all these were considered to have had profound effects on farmers attitude and ways of working together. An example of this were HBWs grouping together to negotiate with agents and sell their stitching as a group for higher prices (+30%). If these are maintained and reinforced (through their own success or further support) they have the potential to effect structural change the way business is done. This is one of the most significant achievement of the project, but remains at a formative stage.

4.6 Sustainability:

4.6.1 Will the project's effects remain over time?

To a very large degree the project interventions have functioned, are appropriate and delivering benefits. As such the changes observed are not an artefact of the project but real and should generally persist.

As noted already, the agriculture interventions are having significant effect and thus can be expected to be continued. The spontaneous up-take by new farmers indicate sits applicability and this sustainability. There are still two areas that should be watched. In areas where there has crop intensification (multiple cropping) has been introduced, measures to maintain soil fertility must be developed. This should be one area of focus in the case of a follow-on phase. Secondly the irrigation infrastructure, FMWCs and tube well with their associated pumps, will need to be maintained. WUA groups will need to be diligent at setting funds aside. As the designated WUA members are landlords/owner, this may not be too much of a risk.

The PMG activity is one that may be at risk. As noted these micro –businesses have only just begun to produce their produces, and the real tests of accessing and maintaining markets, and group management has yet to be tested. The groups have a real benefit in that they emerge from the FFS/WOs activities which consolidated groups prior to gaining the PMG support and so the groups do appear coherent and may address and solve issues as they arise. There are concerns the products not regularly consumed in the communities themselves i.e. jiggery, pickles etc., may not be competitive within the external value-chains

for these. And finally, which group coherence is good, it does not really require 25 persons to run such operations, and so unless each share in the chores, this may result in dissatisfaction.

Micro-finance was not set up as an ongoing operation. However those HHs may continue to access the micro-finance agency, as well as other HHs joining.

These activities aimed at structural change do appear to have made changes that communities have taken on board; i.e. gender awareness; DRR and tenancy agreements. These do have a chance to continue. However the norms that still broadly exist within society will tend to erode these unless they are consolidated and/or more broadly applied. The gains established to date provide a springboard for that. The functionality and sustainability of the various POs other than the WUAs was not assessed. The registration of women for their CNICs and various services will have a lasting effect. Even in the case of health insurance which will require the HHs to continue payment, this does appear to be accepted and will be continued.

4.6.2 Did the [executing agencies] devise a sustainability strategy/plan? In either case consultants should also be specific in providing recommendations for sustainability.

The executing agencies embedded several working strategies designed to foster ongoing and expanding application of the interventions.

At the village level these included the various group activities (FFS/WOS) and then establishment of new or strengthened structures, i.e. the POs, WUAs, VDMA. Very much part of these was the sense of working together for mutual support, as well as the pragmatic need to carry out various tasks. The facilitation of women to gain CNICs, access to services places them in a position .

At the district level, in most activities implementing partners were employed to deliver the project interventions. In the case of the FAO, where fairly technical interventions were to be employed within a short time frame (each seasonal cycle is precious) the delivery was by FAO staff. But in all these cases training and orientation was provided to the service delivery partners (called Implementing Partners – IP in project documentation) and or to various government agencies. The delivery of the activities in a highly successful manner will consolidate that learning. Various linking mechanisms and committees were also established within the district administration. This included first and foremost the establishment of the District Coordination Committee in both districts. These were regarded as key to coordination of activities with local agencies. There is also potential for them to become a new model for coordination of cross-sectoral development activities in the future. The DCC were appreciated by both the project and the local administration. Various tools have been generated and can continue to be used by the district administration; DDMPs, participatory mapping of irrigation command areas, salinity tests, etc.

There are several recommendations the Evaluation Team can make to enhance sustainability of the project interventions, although at this late stage of the project, they may need to wait for some sub-sequent phase or follow-up.

1# Agriculture production and marketing

- Include a specific focus on approaches to maintaining soil fertility/health where farmers have taken up more intensive cropping.
- Include ‘value-chain development’ interventions to support farmers to sell their key products more effectively into existing value chains. This would include farmers bulking their product for joint sale, linking with and selecting key traders, joint negotiations, and scheduling delivery of product. This type

of intervention will affect all farmers producing the crops not just a select few. It will affect the value-chains themselves, both changing the status of farmers within the value-chain, as well as increasing their efficiency. Where project resources are limited a 'value-chain development' intervention is recommended over 'value-added' activities.

- Value-chain development should not be seen as simply an income generating device, but as governance initiative. It directly places farmers in a position to negotiate the return for the outcome of their labour, i.e. prices received. At a more fundamental level, as supplier of large volumes of product, and now product with consistent quality, farmers come to be seen as 'co-actors' by the other actors within the value –chain thus changing the relationship between the parties. Finally, the coordination amongst farmers for bulking and trading bi-annually, generates trust and confidence amongst them. This develops the solidarity they will need to address more challenging issues such as 'tenancy' that will emerge on later occasions. Thus value-chain development work, with repeated application several times a year, prepares the solidarity and structural frameworks for farmers to being to address challenging issues as the need arises.

2# Networking

- High level of cooperation appear to have been achieved within the various groups within villages. The level of functionality will vary. Mechanisms to enable sharing of experiences, cross –fertilization of ideas should be used in some cases just once or twice and in other cases more generally. This is often done for agriculture development activities, but could also be used with trainees from 'vocational training, PMG members, VDMC representatives, and so on.

3# Transition to government agencies

While the project has achieved an excellent impact it is unlikely such program and their IPs will be able to assist all rural families in the target district, and much less the province. Wholesale change must eventually be led by government agencies, through effective delivery of services (using its own staff and or IPs), and being committed to structural change.

Further phases should thus be designed so that the relevant government agencies are enabled, and progressively assume responsibility for change. This can be done through:

- Ensuring the various agencies are directly involved in monitoring and ensuring various IP perform effectively
- government agencies take responsibility for delivery of appropriate activities (e.g. agriculture extension, but less so for micro-finance), with the view that where they demonstrate outcomes this can then be used to justify ongoing domestic operational funds.
- *Delivery mechanisms should shift from the direct and intensive models, to models that build on results and scale these out using networking and engaging the private sector.*

4# Preparation of economic case studies for economic justification

Many case studies have been prepared and they illustrate benefits of various activities to particular farmers and their families. This in effect puts the humanitarian case. As such they may not motivate relevant authorities to make the hard decisions against vested interests on issues such as tenancy.

Rather it should be possible to study a range of project interventions to assess their economic impact against cost, and their potential impact on district economy if generally applied. Such studies could be done on, for example:

- Transparent tenancy and impact on hari decision making that affects productivity, application of improved practices cf. before the tenancy agreements and/or areas where hari are still bound verbally.
- Application of improved practices for agriculture, water management etc. on the returns to land and labour, and extrapolated over the district. This could provide an argument for the district to seek funds for a more effective and accountable extension system. This would support 3# above to gain domestic fund allocations.

The overall message is that while maintaining current practices is easy/cheaper in the short term, this misses and in effect loses the major big impacts in the future. Such widespread development will have significant security implications, a major challenge for development at present. Such studies combined with the leverage that UN agencies can bring, would ensure these are seen and appreciated at the right levels. It may well be that such studies are not included in a new project phase, but conducted with other funds.

5# Framing of new tenancy agreements.

The bulk of the hari in Sindh are not 'tenants' as such but sharecroppers, and as such not technically covered under the Sindh Tenancy Act. While the written agreements achieved under the project are considered to be informal, they should in all ways attempt to be in a form that can be formally used in the future. There appears to be a strong case that the Contracts Act would provide a more suitable framework. This view is also held by the General Secretary of the Employers Federation of Pakistan as expressed in the interview with him, 02 June.. The newly recognised status of farm workers under the pending SIRA may assist its recognition of farm workers (see Annex 4# for details).

All this cannot be argued here. Rather some study should be carried out to examine the options clearly and this should be done with representatives of relevant government agencies of target districts and at the provincial level. Again, this is something that perhaps should not wait for a new project phase but seek independent funding.

As well as the legal framing of the tenancy agreements, some study should also be done to outline the process that can be used that will engage all parties (hari and landlord/owners) in win-win situation.

4.6.3 What are the major factors which will have or will influence the continuity of the project's benefit?

The sustainability of the various project benefits has been covered above in 4.5.1 in terms of their own internal dynamics. There will be further external factors that can influence sustainability and continuity of the project benefits.

Continued benefits to farmers from improved agriculture will depend directly on factors already noted, soil fertility and maintenance of the irrigation infrastructure. Farmers really only capitalise on improved production when they sell their crops. Pakistan is already self-sufficient in wheat and prices are soft, as they are for other major crops, rice, sugar cane. If the prices do not hold up due to loss of export market, government price support, then family income will fall. Communities that organise to sell together, and ensure consistent quality, will have an advantage over other communities, and thus off-set weaker markets.

Microfinance based activities will be able to continue if the communities continue to maintain links with the credit agencies. The project interventions will have established those links already.

Vocational training benefits will continue for the graduated trainees as long as the general economy is dynamic and there is a demand for their skills. Again networking between trainees (as noted in 2# above) could be one mechanism that will assist the beneficiaries continue to source work.

The three structural adjustments; gender; DRR and tenancy agreements could all gradually erode and return to old status quo with time while they exist only as 'islands of excellence' within the sea of old attitudes and vested interests. They can be revitalised and consolidated through networking activities using opportunities within existing political structure, and through local authorities referring and supporting them. This will depend to the degree that the local authorities feel some degree of ownership over these. The broader case studies suggested above (4#) above could assist in impressing upon them the long-term value of these changes.

5. CONCLUSIONS

1. The Human Security model was effective in addressing both pragmatic issues and structural issues to threaten sustainable change. As such it is a model for future program delivery where sustainable change and empowerment of vulnerable people is sought, but with the details designed according to local conditions.
2. The multi-UN agency model for project delivery was most effective in bring various skills and working approaches to the project. This was more than in their responsibility for specific outputs, but in their reinforcement to each other across activities. There were many examples of value added.
3. Results or impacts were very effective and could provide model for production to be widely applied throughout the districts and province. These include in particular the agriculture interventions, resulting in 50-100% increase in production. The improved practices had rapid uptake by large numbers of farmers (x 1.5-2.0), confirming their validity and sustainability. Other interventions that were rag; addressing issues of gender and tenancy.
4. The project did reach the target 120 communities. Due to M&E issues, such as the overlapping of beneficiaries from multiple activities, the final number of beneficiaries is not clear. Through a process of careful estimation the evaluation team estimated the project reached 12,200 rural HH (103%) and within this 7,838 hari HH (86%) somewhat below target but still considered a good achievement. Degree of benefits for individual families would vary depending on which interventions were delivered in that village.
5. Management and coordination issues did affect the effectiveness of delivery:
 - a. While there were benefits from the multi-agency delivery, there was no one specific overall manager to ensure coordination throughout. This did allow unnecessary confusion on occasions.
 - b. The M&E was a major weakness in project management. It did not track hari beneficiaries for each activity and did not have a centralised or common format for all activities and agencies. As such definite beneficiaries either as rural families or hari families could not be tallied exactly.
6. Implementation of some activities while effective in themselves, risk focussing on the less vulnerable in order to achieve successful outcomes; i.e. PMG and Microfinance. It is questioned whether PMG or similar value-added type activities are valid (unless they serve the bulk of farmers by providing an accessible market for their products). Microfinance should have a role, but needs to be carefully structured and implemented to enable the vulnerable to access.
7. With the significant increases in agriculture production achieve, marketing becomes an issue, with some beneficiaries already working to trade their products as a group. Value-chain development initiatives should be included in *future* programs. This would aim to support farmers to negotiate and sell as groups to gain better returns. This would in the longer-term work for farmers' empowerment and nurture active groups that may later attempt to address more challenging issues, such as tenancy conditions.

6. LESSONS LEARNT AND EMERGING BEST PRACTICES

6.1 Lessons Learnt

ILO Lesson Learned Template

Project Title: Livelihood restoration and protection and sustainable empowerment of vulnerable peasant communities in Sindh Province

Project TC/SYMBOL: OSRO/PAK/206/UNO

Name of Evaluator: John G. Connell

Date: July, 2016

The following lesson learned has been identified during the course of the evaluation. Further text explaining the lesson may be included in the full evaluation report.

LL Element	Text
Brief description of lesson learned (link to specific action or task)	<p>The use of Farmer Field School (FFS) and Women's Open Schools (WOS) were very effective in introducing both conservation agriculture and improved practices to both men and women farmers. As a result:</p> <ul style="list-style-type: none"> - the practices were well applied providing farmers significant improvements in productivity to motivate continued and expanded use. - Members were well able to explain key aspects of improved practices that effected the higher yields, and - had instilled a sense of responsibility with the FFS and WOS members to convey these practices to other farmers in their communities.
Context and any related preconditions	<p>Key preconditions for the effectiveness of the FFA and WOS are:</p> <ul style="list-style-type: none"> - the improved practices to be introduced are well designed and appropriate to farmers conditions - staff managing the FFS and WOS process must be skilled and committed <p>From this it should be clear that FFS and WOS can't be applied casually. At the same time, the broad concept of FFS/WOS, creating a learning environment, poses question during follow-up, and employs group dynamics, can be applied generally for many interventions and by less skilled staff.</p>
Targeted users / Beneficiaries	<p>FAO Field teams, and along with them local extension workers. The beneficiaries will be the smallholder farmers</p>
Challenges /negative lessons - Causal factors	<p>The FFS/WOs approaches are well known. It is an intensive method and requires skilled staff. For these approaches to be applied widely the challenge is to enable local extension staff, and find mechanisms for them to gain operational funds and personal compensation.</p>

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The following lesson learned has been identified during the course of the evaluation. Further text explaining the lesson may be included in the full evaluation report.

LL Element	Text
Brief description of lesson learned (link to specific action or task)	The use of iterative sessions of group learning, gave participants a new sense of familiarity, and has led them to continue to work as groups in new initiatives of their own, particularly in marketing of their products in marketing (both men and women)
Context and any related preconditions	<p>Almost all project learning activities were conducted as groups for pragmatic reasons, and are already effective.</p> <p>However the use of 'iterative sessions', or extended sessions that build the familiarity is less common. As such it should be used with deliberation in future programs.</p>
Targeted users / Beneficiaries	<p>All field teams should be aware and work like this.</p> <p>As such program designers and field managers will also need to be aware.</p> <p>Beneficiaries of such working approaches will be the rural families participating in programs.</p>
Challenges /negative lessons - Causal factors	The use of iterative sessions requires some commitment, as it may often be easier to pack a training program into a few continuous days.

ILO Lesson Learned Template

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Name of Evaluator: John G. Connell

Date: July, 2016

The following lesson learned has been identified during the course of the evaluation. Further text explaining the lesson may be included in the full evaluation report.

LL Element	Text
Brief description of lesson learned (link to specific action or task)	There is a danger for some activities (PMG, micro-finance) to select those participants who provide security for success, thus missing the most vulnerable HHs.
Context and any related preconditions	It is common for many program implementers, in order that an intervention will be successful, to select the better able (and thus less vulnerable) HHs to participate. This was the case for 2 high input activities, PMG and micro-finance If such activities are to be successful in engaging with the vulnerable, then specific supporting mechanisms must be applied as well. In this case the iterative work with FFS did go some way towards this.
Targeted users / Beneficiaries	Program designers need to be aware of the challenges of such interventions, and decide whether they are the best intervention, and/or that resources for supporting activities are available. Field managers will also need to be aware. Beneficiaries will then be the vulnerable HHs able to participate in worthwhile activities.
Challenges /negative lessons - Causal factors	Despite various efforts to prepare and support vulnerable HHs, high input activities such as micro-finance may still be too risky for vulnerable HH and they still not accept them.

6.2 Emerging Best Practices

ILO Emerging Good Practice Template

Project Title: Livelihood restoration and protection and sustainable empowerment of vulnerable peasant communities in Sindh Province

Project TC/SYMBOL: OSRO/PAK/206/UNO

Name of Evaluator: John G. Connell

Date: July, 2016.

The following emerging good practice has been identified during the course of the evaluation. Further text can be found in the full evaluation report.

GP Element	Text
Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.)	Embed software issues, gender and DRR, as part of other practical or technical activities. This will enable beneficiaries to see these not as separate issues but as integral to the other immediate tasks.
Relevant conditions and Context: limitations or advice in terms of applicability and replicability	It is necessary for projects who wish to employ this delivery approach to also be implementing various practical activities that the software issues can be embedded within. It is in this aspect that the Human Security framework has an advantage.
Establish a clear cause-effect relationship	It is difficult to state a direct cause and effect. However the broad acceptance of gender and disaster risk management by both men and women was notable and not accidental, and through discussion ascribed to this cause.
Indicate measurable impact and targeted beneficiaries	The women displayed a degree of confidence and openness not expected. They were directly participating in community activities that they have never before.
Potential for replication and by whom	Replication is very possible in many programs. As noted the Human Security framework which addresses a range of issues at different levels, does provide a good framework for embedding software activities within other technical activities. However this does not limit this strategy to Human Security program only, and many other programs could find opportunities to work in a similar manner.
Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO's Strategic Programme Framework)	This directly applies to ILOs objectives to enable women's part on local economies to be visible and for women themselves to be able to have a voice.
Other documents or relevant comments	Pakistan Decent Work Country Programme 2016-2020.

ILO Emerging Good Practice Template

Project Title: Livelihood restoration and protection and sustainable empowerment of vulnerable peasant communities in Sindh Province

Project TC/SYMBOL: OSRO/PAK/206/UNO

Name of Evaluator: John G. Connell

Date: July, 2016.

The following emerging good practice has been identified during the course of the evaluation. Further text can be found in the full evaluation report.

GP Element	Text
Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.)	<p>The project has made a start on addressed an untouchable issue of sharecropper tenancy. It was able to do this by:</p> <ul style="list-style-type: none"> - including activities that serve to engage the landlords/owner constructively (FMWC, FFS, etc.) so gaining their inclusion, and - - not confronting the unfavorable conditions directly , but working on the framework conditions (written tenancy agreements) that create transparency and provide a framework for further dialogue. -
Relevant conditions and Context: limitations or advice in terms of applicability and replicability	<p>It is necessary as noted above to engage all stakeholders in such sensitive and entrenched issues as tenancy. With all stakeholders engaged in constructive activities, then the more challenging issues can be dealt with.</p> <p>Various laws were in place to frame this initiative (STA, 1950, SIRA 2013).</p> <p>Again the Human Security framework is suitable for addressing such issues.</p> <p>Replicability would be challenging and a well-constructed strategy is required to ensure initial engagement is gained and then followed in a constructive manner.</p>
Establish a clear cause-effect relationship	<p>It is difficult to state a direct cause and effect. However the progress made was exceptional and believed to be due to the factors listed above.</p>
Indicate measurable impact and targeted beneficiaries	<p>The project achieved 2400 hari with signed tenancy agreements with landowners, also seemingly positive once this bridge had been crossed.</p>

Potential for replication and by whom	This should be replicated and consolidated. The One UN group through collaboration with relevant Sindh government agencies
Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO's Strategic Programme Framework)	This applies to the heart of ILO's broad goals of ensuring decent work conditions, for agricultural works.
Other documents or relevant comments	Pakistan Decent Work Country Programme 2016-2020.

7. RECOMMENDATIONS.

7.1 Project design

1. **Application of One-UN framework to address human security outcomes: where appropriate the Human Security model continue to be used as the basis for project design, and that the One-UN arrangement for project implementation with FAO, ILO and UN WOMEN be used.**

The project was able to address not only the immediate issues, but also begin to develop models and address various structural issues, including inequitable tenancy conditions, gender imbalances and disaster risk. Addressing these will also work towards ensuring the immediate benefits aimed at improving agricultural productivity, income generation etc. can be sustainable. This requires a range of strategies and interventions which a single agency is not likely to have.

The evaluation thus recommends that **where appropriate the Human Security model continue to be used as the basis for project design, and that the One-UN arrangement for project implementation with FAO, ILO and UN WOMEN be used.**

This concept should be well articulated to potential **donors**, so that they appreciate both the immediate and long term value of this approach. This should also be indicated to the **Country Offices of FAO, ILO and UN WOMEN**, as well as the technical sections of these **Regional Office's in Bangkok**.

This recommendation is of high and strategic importance, as it offers ways to fundamentally change structural issues within disaster recovery operations.

2. **Design of ongoing or Phase 2 projects for Sindh: activities should be structured so that government agencies are directly engaged in a practical way, so that they gain perceptions and skills in delivery and management, to be able to continue to apply interventions themselves. This should begin with them having a direct role in monitoring, and progressively move towards more direct functions;**

The project has achieved much, and the interventions and delivery models it has used play a large part in this. **These should be applied more generally to expand and consolidate them as a means to improve the human security of hari on one of the poorest regions of the country.** The design of such a mainstreaming project does not mean it simply replicate the present project, but should rather build on its results so that delivery is more efficient in terms of funds and personal, and becomes embedded in normal government systems. This is well expressed in the UNTFHS document "Human Security in Theory and Practice"¹⁷ In the case of any One-UN follow-on project in Sindh, this should be done in the following ways

- **activities should be structured so that government agencies are directly engaged in a practical way, so that they gain perceptions and skills in delivery and management, to be able to continue to apply interventions themselves. This should begin with them having a direct role in monitoring, and progressively move towards more direct functions;**
- if activities are to be continued in existing district (Dadu and Mirpur Khas) these should not simply continue the exiting implementation model (e.g. FFS), but explore new mechanisms to scale out and build on existing achievements.

¹⁷ Human Security Unit, page 23

7.2 Project efficiency

3. **Project management: Projects intending to employ this approach need to ensure management and monitoring are well integrated.**

The Human Security model is already noted for its capacity to achieve sustainable benefits for vulnerable hari. Due to its multiple interventions it is complex to deliver, and involves multiple agencies through the One-UN. **Projects intending to employ this approach need to ensure management and monitoring are well integrated.**

- Establish a central project management unit to coordinate all activities both amongst the executing agencies of OneUN to ensure activities reinforce each other, and with local partners to work towards lessons being mainstreamed
- Establish a consolidated M&E system that tracks all outputs and is able to indicate beneficiaries on an individual, family and community level. Such detailed monitoring where individuals or different members of the same families may receive inputs from various agencies).

These issues were already identified and made as recommendations by the Mid-Term review (Jan 2015). They should be brought to the attention of the **Country Offices of FAO, ILO and UN WOMEN**, as well as the technical sections of these **Regional Office's in Bangkok**.

This recommendation is of **moderate importance**, and best dealt with when the agencies commission design of any new OneUN project.

7.3 Project Sustainability

4. **Best legal options for transparent tenancy agreements: the agencies involved in this i.e. FAO and UN WOMEN should formulate and sponsor a small study that examines the legal options and drafts an agreement template for the various cases that apply. Such as study should be formulated and conducted along with the relevant government partners.**

A key and highly commended intervention of the project was the development of transparent 'tenancy' agreements, based on STA and its amendment. These provided added some protection for the hari and begin a more constructive relationship for them with their landlords/owners. This has been achieved by the process of the parties working towards the agreements under the guidance of the project.

However these have not been tested under conflict situations, which will surely arise over time and if widely applied. In such cases the legal base of the agreements will be critical. As articulated in Annex 4# and through the evaluation, the majority of hari are not 'tenants' and as such the agreements based on STA will not be valid and at best cause the hari to become enmeshed in unproductive litigation. Alternative views have been express, and which the evaluation team have subscribed to, which indicate a better and more general basis for the agreements could be the Contract Act.

Such arguments go beyond what the evaluation can provide. It is therefore recommended **that the agencies involved in this ; FAO and UN WOMEN ; formulate and sponsor a small study that examines the legal options and drafts an agreement template for the various cases that apply. Such as study should be formulated and conducted along with the relevant government partners .**

This issue should be discussed with the Country Offices of FAO and UN WOMEN. These offices should initiate the study in consultation with relevant government agencies: **Employers Federation of Pakistan**, and **Department of Labor**, at Sindh Provincial and District level.

This issue is of **high and profound importance**. It should be given priority and conducted as soon as possible to inform the design of any follow-on project and other relevant agencies (NGOs, government etc.).

5. **Consolidating structural changes: - Future programs should conduct macro-economic studies to illustrate the macro economic benefits of mobilizing women and sharecropper tenants. This can then provide a powerful economic argument for structural changes, as well as the humanitarian one, to appeal to senior and local decision makers,**

The project with its interventions addressing difficult issues such as gender imbalance and sharecropper tenancy is in effect beginning an attempt to resolve these. While there are very clear benefits to the individuals concerned (expressed in case studies) these implied changes will threaten entrenched and vested interests. **Future programs should conduct macro-economic studies to illustrate the macro economic benefits of mobilizing women and sharecropper tenants. This can then provide a powerful economic argument for structural changes, as well as the humanitarian one, to appeal to senior and local decision makers,**

These issues should be discussed with the Country Offices of all partners in the One-UN; FAO, ILO and UN WOMEN. These offices should initiate the studies in consultation with relevant government agencies: **Employers Federation of Pakistan**, and **Department of Labor and others** at Sindh Provincial and District level.

This issue is of **high and profound importance**. It should be given priority and conducted as soon as possible to inform the design of any follow-on project and other relevant agencies (NGOs, government etc.).

Annex 1# TOR

Livelihood Restoration, Protection and Sustainable Empowerment of Vulnerable Peasant Communities in Sindh Province

Terms of Reference

FINAL EVALUATION

Project Title	Livelihood Restoration, Protection and Sustainable Empowerment of Vulnerable Peasant Communities in Sindh Province
TC Code	PAK/13/01/HSF
Total Budget	4.6 millions
Technical Areas	Rural economy , human security and farmers organizing
Evaluation date and the field work dates	
Evaluation Manager	Rakawin Leechanavanichpan
TOR Preparation 's date	11 April 2016

1. BACKGROUND and JUSTIFICATION

1.1 Introduction Rationale: Pakistan is struggling with low social development indicators, ranking 146 out of 186 countries in the United Nation's Human Development Index and with a Gender Development Index ranking of 123 out of 160 countries of the United Nations Development Programme's (UNDP) 2013 Human Development Report. In 2008, it was estimated that 45 million people are severely food insecure and almost 40 percent of children are underweight. The Sindh Province with its population of 34 million forms one-fifth of Pakistan's total population of 180 million. Some 51 percent of Sindh's population is rural, primarily depending on agriculture for their income and livelihoods. However, 85 percent of the land is owned by less than two percent of the population. The adult literacy rates are abysmal, at ten percent for women and 35 percent for men. These socio-economic anomalies of Sindh were further perplexed when in July, 2010, unexpected monsoon rains caused flooding of a significant magnitude affecting the entire length of Pakistan. More than 20 million people were affected and the death toll reached 1,980. The flood waters stretched to more than 100,000 square kilometres destroying 1.6 million houses, the other infrastructure and also the crops and livestock at a massive scale. The overall recovery and reconstruction cost associated with the floods was estimated at between USD 8.8 and 10.9 billion, which included humanitarian response, early recovery, and medium and long-term reconstruction. Sindh was the most severely affected province of the 2010 floods with some 970,000 households suffering agricultural losses estimated at USD 2,301.6 million.

Sindh was the most severely affected province of the 2010 floods with some 970,000 households suffering agricultural losses estimated at USD 2,301.6 million. 90 percent of the rural population in Sindh Province were directly affected because their primary occupations were the crop production and animal husbandry. Most of them were sharecroppers and agricultural wage labourers. Other job opportunities in the rural Sindh were limited to few trades such as blacksmiths, carpenters, water carriers, weavers, barbers and other services. The population in rural parts of Sindh Province with national identity cards¹ ranges from two-thirds for males and one-third for females. This means that access to formal credit is impossible, ownership of land cannot be granted and the right to vote cannot be exercised. Women in the informal sector are usually atomised as home-based piece-rate workers. Having no control over production processes, informal women workers are vulnerable and dependent on those supplying them with

work, often middlemen. Low levels of remuneration do not contribute to women’s empowerment; in fact, this kind of work is often burdens and oppresses the female further.

Pakistan People’s Party is governing Sindh and after the recently held local body elections, the union councils have been revived. There are 41 union councils in Mirpurkhas and 52 union councils in district Dadu. The project is working in four union councils, two of which are from Mirpurkhas and the remaining two from Dadu district.

1.2 The Livelihood Restoration Project in Sindh Province

The project is designed to avert the above said challenges in the socio-economic fabric of Sindh. In response to the aforementioned devastation caused by the flood, the International Labour Organization (ILO) in collaboration with Food and Agriculture Organization (FAO) and UN-WOMEN of the United Nations has launched a three year project (2013-2016) titled “Livelihood Restoration, Protection and Sustainable Empowerment of Vulnerable Peasant Communities in Sindh Province” in selected areas within Dadu and Mirpurkhas Districts. The project was worth USD 4,698,544.37 (FAO getting 2,863,400.88, ILO getting 1,056,617.55 and the UN Women getting 777,525.94). The United Nations Trust Fund funds the project for Human Security (UNTFHS). Having gone into an extension phase of 6 months, the project is ending on 30 June, 2016. The project responds to the increasing human insecurity caused by the structural anomalies in the socio-economic fabric of Sindh, which was further perplexed by the recurrent floods after 2010. Brief details of the project are:

GOAL OF PROJECT: To restore and protect the livelihoods and empower the poor and vulnerable peasants dependent on the feudal, tribal landholding and farming systems and effected by droughts, floods and insecurity

OBJECTIVES: Following are the three main objectives of the project:

1. To improve the livelihoods and economic security of rural communities through in-kind support to restore and/or protect the farm production capacities and off-farm income generating activities of vulnerable peasant families and well-targeted progressive landlords – which, in turn, would have a positive impact on their disaster reliance,
2. To enhance the skills and knowledge base of men and women peasant farmers, landless people and unemployed youth through technical support in GAPs, post-harvest management and vocational skills,
3. To empower peasant organizations, farmers organizations, WUAs, farmers and women groups, etc and their constituent hari members to enhance their natural resource base (land, water, vegetation, etc) while strengthening their resilience to future shocks.

The three partners are set to achieve these objectives by undertaking the following key activities:

- Support to restore and protect the on-farm production capacities;
- Support for off-farm income generation activities;
- Improving access to social security schemes;
- Improving access to micro finance;
- Enhancing technical skills of landless persons;
- Empowering peasant organizations

1.3 Project outputs: The project interventions are in the log frame as attached **Annex 1**

The Pakistan Decent Work Country Programme II supports Pakistan’s efforts to apply 12 of the 34 ratified conventions, including the 8 FCs. This project supports the application of C-142 and R195 on Human Resources Development, Education, Training and Lifelong Learning, and promotes the ratification of C142 and C177 on home-based work, in which women predominate. Since the Sindh Industrial Relations Act of 2013 has recognized the agriculture and

fisheries workers as industrial workers, therefore C11 (ratified by the British Regime in 1932 and adopted as such by the Pakistan Government in 1947) is also implied and the project thereunder is promoting unionization of agriculture workers.

2 Management Structure of the Project:

The Project is jointly developed by ILO, FAO and UN-Women with distinct areas of interventions for each agency managed by a common Project Management Unit. In total, the Project would benefit the human security of some 11,800 rural families within 120 target villages located in the command areas of the Daulat Pur Minor and Jamrao and Gorki Minor of the Mithrao Canal of Mirpurkhas District and “tail-end” of the command area of the Dadu “Rice Canal” of Dadu District, both in Sindh Province. This translates into an estimated 64,000 haris and 22,000 non-haris (men, women, boys and girls) benefiting from the Project’s agricultural production and marketing, skills and business development, social security, social empowerment and capacity building interventions. Project is steered by a committee led by the Additional Chief Secretary-Development, government of Sindh and there are district advisories committees chaired by the respective Deputy Commissioners in both of the project districts. Midterm review of the project has expressed satisfaction over the projects progression towards the results and the recommendations of the MTR mission are being seriously catered to.

MTR of the project was completed in 2014.

3. PURPOSE, SCOPE and CLIENTS OF THE EVALUATION

The purposes of this final evaluation are to fulfil the accountability to the donor, to serve as internal organizational learning and for improvement of similar projects in the future. The evaluation will assess the extent to which the project objectives have been achieved as per project logical framework, and whether the extent to which the project partners and beneficiaries have benefited from the project and the effectiveness and efficiency of the implementation. The evaluation also aims to identify lessons learnt and possible good practices. The evaluation should provide concrete recommendations that can be followed up by key stakeholders and concerned UN agencies (ILO, UN Women and FAO)

Scope: -

The overall purpose of this final evaluation is to ascertain what the project has or has not achieved; how it has been implemented; how it is perceived and valued by target groups and stakeholders; whether expected results are occurring (or have occurred) based on performance data; the appropriateness of the project design; and the effectiveness of the project’s management structure. In addition, the evaluation aims to describe practices that can and should be replicated; and identify those factors that enable the sustainability of the interventions undertaken during the project. Finally, the evaluation will investigate how well the project team managed project activities and whether it had in place the tools necessary to ensure achievement of the outputs and objectives.

Clients are Donor i.e United Nations Trust Fund on Human security, Project Steering Committee based in the planning and Development department, government of Sindh, District Coordination Committees (In Dadu and Mirpurkhas districts), the three UN agencies i.e ILO, FAO and UN-Women.

Specific Focus:

- 1) The evaluation should particularly focus on the impact in terms of the human security of the targeted populations. A list of human security indicators is attached herewith for referential purposes. The list is **Annex- 3**

- 2) The evaluation will focus on the areas that are targeted under the project. A baseline survey was made in the selected villages as tabulated below. A total of 120 villages were targeted under the project. List of the targeted villages along with the beneficiaries served is attached herewith as **Annex -4:**

District	Talukah	UC	Villages
Dadu	KN Shah	Gozo	1) Chappar Khan Gadehi, 2) Fateh Muhammad Gadehi, 3) Jaro Khan, 4) Khushalani, 5) Sher Muhammad Gadehi, 6) Sultan Khan Gadehi
		Mitho Babar	1) Ahori, 2) Abdullah Mallah, 3) Kumbh Shareef
		KandaiChokhi	1) Ahmed Khan Laghari, 2) Azi Naich, 3) Baid, 4) Bero Khan, 5) Gharo, 6) Khair Muhammad, 7) Looja, 8) Nabi Bux, 9) Rejh Pur, 10) Sahi Khan Laghari, 11) Satar Dino Deeper
MirpurKhas	MirpurKhas	Makhan Sammo	1) Dayo Patel, 2) Dewan Sahab, 3) Sanjhar Khaskheli
	Sujababd	Doulatpur	1) Balauch Farm, 2) Daulat Laghari, 3) HoutKhan Laghari, 4) Jam Laghari, 5) Noor Muahmmad, 6) Shafi Muhammad, 7) Umar Farm

- 3) The gender dimension should be considered as a cross-cutting concern throughout the methodology, deliverables and final report of the evaluation. In terms of this evaluation, this implies involving both men and women in the consultation, evaluation analysis and evaluation team. Moreover the evaluators should review data and information that is disaggregated by sex and gender and assess the relevance and effectiveness of gender-related strategies and outcomes to improve lives of women and men. All this information should be accurately included in the inception report and final evaluation report.

4. EVALUATION CRITERIA AND QUESTIONS:

1. Changes in context and review of assumptions (relevance): Is the project's design adequate to address the problem(s) at hand? What was the value added advantage of the project? What internal and external factors have influenced the ability of beneficiary groups and implementing agencies to meet projected targets? Were the project objectives and design relevant given the political, economic and financial context? The consultants should present a brief overview of the policy environment and the economic and business conditions that have had an impact on the project during the implementation period.

2. Results in terms of outputs achieved (effectiveness): Did the program reach the expected number of beneficiaries (individuals, villages, organizations)? Are the beneficiaries satisfied with the quality and delivery of services? If not, in what way did the services not meet with beneficiary expectations and why? What concrete improvements and changes have taken place as a direct result of the program? . What has been the performance with respect to their projected performance indicators and agreed responsibilities with respect to program implementation? Did the program achieve the targets? Provide information on the difficulties faced by the executing agencies and action taken to overcome them (administrative, operational, financial, political or macroeconomic, etc.).

3. Assessment of outcome/impact (Impact): How has the program contributed towards project's goal? Did the project create the desired impact? How could have the program's impact been improved?

4. Achievement of projected performance indicators and targets (efficiency): What were the most effective actions- Also measure 'Value for Money' for each activity and the tangible change i.e income, change in expenditure pattern (% amount spend of food as compared to baseline, access to resources, access to safety nets)? What actions had the greatest trickledown effect?

5. Sustainability: The report should assess the level of the project's sustainability. Will the project's effects remain over time? Did the [executing agencies] devise a sustainability strategy/plan? In either case consultants should also be specific in providing recommendations for sustainability.

6. Lessons learned: The consultant/team should provide information on the economic/political/financial conditions that should exist, qualifications of the executing agencies, required stakeholder participation, and other factors that should be in place for informing the design of future operations. Should also state what went good, what went bad, Should reflect on the need for replication and scalability of project and how justified?

7. The evaluation should also highlight the working relationship between all stakeholders particularly the collaboration among the 3 UN agencies. The extent to which the 3 agencies have supported one another and whether they have leverage resources and jointly manage and monitor the project? How the relationships with the government and what was are the opportunities for improvement?

5. METHODOLOGY

The evaluation will comply with evaluation norms and standards and follow ethical safeguards, all as specified in ILO's evaluation procedures. The ILO adheres to the United Nations system evaluation norms and standards as well as to the OECD/DAC Evaluation Quality Standards.

In order to enhance usefulness and impartiality of the evaluation, evidence-based approach to evaluation will be adopted. A combination of tools and methods will be used to collect relevant evidences. Adequate time will be allocated to plan for critical reflection processes and to analyse data and information. The methodology for collection of evidences will include:

- Review of documents related to the project, including the initial project document, progress reports, technical assessments and reports, project-monitoring plan.
- Review other relevant documents in the context related to livelihood and security
- Conduct an evaluation field mission, which will be qualitative and participatory in nature. Qualitative information will be obtained through field visits, interviews and focus groups as appropriate. Opinions coming from stakeholders will improve and clarify the use of quantitative analysis. The participatory nature of the evaluation will contribute to the sense of ownership among stakeholders.
- Gather relevant quantitative data, which may be drawn from project documents including the Technical Progress Reports (TPRs) and MTR, report to the extent that it is available. Consultant will develop appropriate tools to acquire the qualitative and quantitative data. For those indicators where the project is experiencing challenges, a brief analysis will be included in the results.
- At the completion of the field mission, a meeting will be organized by the Project for the evaluator to share the preliminary findings with Steering Committee and key stakeholders (to validate the preliminary findings)
- Ensure a pro-active and consultation with and participation of the key stakeholders in the evaluation process is implemented throughout the evaluation process
- The draft terms of reference for the evaluation and a draft evaluation report will be shared with concerned UN agencies and relevant stakeholders
- Methods of data collection and stakeholder perspectives will be triangulated to the greatest extent possible.

Interviews: Interviews will be held with as many project stakeholders as possible. Technically, stakeholders are all those who have an interest in a project, for example, as implementers, direct and indirect beneficiaries, employers' and workers' organization representatives, community leaders, donors, and government officials. For the Livelihood project, this includes but is not limited to the following groups:

- UN staffs in Pakistan and other relevant officers outside the country Director and relevant officials of the UN Women, FAO and ILO in Pakistan office
- Selected individuals from the following project's beneficiaries or partners group in Sindh province :
 - Relevant officials from the Government
 - Relevant representatives from farmers organizations, NGOs (?) employers' and workers' organizations
 - Beneficiaries trained or assisted by the project.

Meetings will be scheduled in advance of the field visit by the project staffs, coordinated by the designated project staff, in accordance with the evaluator's requests and consistent with these terms of reference. The evaluator should conduct interviews with beneficiaries and stakeholders without the participation of any project staff.

Field Visits: The evaluator will visit the country and meet with key stakeholders. During the visits, the evaluator will observe the activities and outputs developed by the project.

Stakeholders Meeting: The stakeholder workshop will take place towards the end of the field visit. This meeting will be conducted by the evaluator to provide feedback on and validate initial evaluation results. It will bring together a wide range of stakeholders, including the implementing partners and other interested parties. The evaluator in consultation with project staffs will determine the agenda of the meeting. The list of participants to be invited will be drafted prior to the evaluator's visit and confirmed in consultation with project staffs during fieldwork.

7. MAIN DELIVERABLES

In order for evaluations to be useful, the consultant/ evaluators should deliver important information to key decision-making processes. The timing of deliverables should therefore consider the timing of crucial decision-making events of the main clients of the evaluation.

The main outputs of the evaluation will include:

- Deliverable 1. Inception report
- Deliverable 2. Draft evaluation report
- Deliverable 3. Stakeholder workshop
- Deliverable 4. Final evaluation report with executive summary
- Others (To be defined by the evaluation manager)

The quality of the report will be assessed against the EVAL Checklists 4, 5 & 6.

The language of deliverables will be English (British Style) and format will be 11 font, italic text style, 1.25 line spacing and properly labelled and indexed shapes, pictures and tables. All papers numbered and printable to both sides of the paper. The overall volume of the report should not exceed 50 pages. All deliverables are to be presented, in both electronic and hard copies – 3 copies of each deliverable indicated below:

a) Inception Report and Evaluation Instrument

Based on a desk review of project documents including the project proposal and progress reports, the evaluator will develop an Inception Report with details of the evaluation methodology, criteria for selecting the project site visits, proposed field plan showing visits to implementing partners, timelines for the whole assignment and the evaluation instrument, which could include surveys and Focus Group Discussions (FGDs).

b) Meeting with key stakeholders

The initial findings will be presented to key stakeholders through a seminar to be participated by the FAO, ILO, UNWOMEN – government, workers and employers – to secure their inputs and feedback.

c) Draft Evaluation Report

After the evaluation mission is completed, the evaluation team will prepare a draft evaluation report describing the findings with all annexes. The draft report will be reviewed by the FAO, ILO, UNWOMEN and comments provided to the evaluation team.

d) Final Evaluation Report

After receiving feedback from the FAO, ILO, and UNWOMEN on the draft report, the evaluator will submit the final report according to the agreed format.

Photo/ Visual materials, if any

8. MANAGEMENT ARRANGEMENTS AND WORK PLAN

All deliverables are to be delivered within a maximum timeframe of 10 weeks starting 04 April, 2016. The consultant and ILO will review and agree on a timetable for this study. A draft timetable is as below:

Sr No	Activity	Dates
1	ToRs developed and finalized	04 - 18 April
2	Consultant contracting	16 May
3	Inception report submitted	16-19 May
4	Field work	24 May – 2 June
5	Key findings presented & feedback taken	2 June
6	Draft report and submitted	6-13 June
7	Feedback on the draft report collected from all stakeholders	14 -20 June
8	Final report submitted	21- 28 June
Total	20 days	

EVAL appoints Ms Rakawin Leechanavanichpan as evaluation manager, who will hire an evaluation team, to be led by an evaluation team leader. Minimum education for each individual consultant will be an Advanced University Degree in Statistics/ Economics/ Social Sciences/ Community Development/ Rural Sociology, Management or any other justified discipline.

Experience& competencies –

1. Proven experience of successfully completing atleast 5 end evaluations of projects implemented by UN agencies or INGOS.
2. Five (05) years of experience in social science research including framework development for data gathering and analysis, research design, development and administration of research tools, data processing, analysis, reporting, etcetera;
3. Proven experience of using participatory methodologies as a means of data collection for evaluations;
4. Proficiency in data analysis, documentation and report writing;
5. Experience in the conduct of M&E, in particular results-based monitoring
6. Knowledge about United Nations mandate and areas of work;
7. Excellent skills in public policy analysis, advocacy programming and other change influencing processes;
8. Working with decentralised governance processes, devolved funds, and youth and women sensitive programming;
9. Engagement with / working through local partner organisations;
10. Training of local development actors to engage in primary research processes;
11. Developing high quality monitoring and evaluation systems for similar programmes;
12. Strong interpersonal and analytical skills;

13. Familiarity with rural Sindh-District Dadu and Mirpurkhas (Sindh).

Languages – Excellent command over English and Urdu. Sindhi and local dialects an asset.

Mr Altaf Nizamani, who is the M&E specialist of the One-UN project will be the lead focal person from the project side. He can be contacted at: Altaf.nizamani@fao.org.

Mr. Jhaman Das will be the focal person from UN-Women. He is accessible through Email:

jhaman.das@unwomen.org.

Mr Zaheer Arif from ILO will help the evaluation manager amicably conduct the evaluation. Zaheer can be contacted at: zaheer@ilo.org.

An independent evaluator for the final evaluation

The international evaluator will be recruited to conduct this final independent evaluation and to deliver the outputs required as per this TOR. The evaluator will report to the evaluation manager. The evaluator will be responsible for refining the proposed methodology in consultation with the evaluation manager; gathering information from key stakeholders during the field visit; directly conducting interviews and facilitating other data collection processes; analysing the evaluation material gathered; presenting feedback on the initial findings of the evaluation during the national stakeholder workshop; and preparing the evaluation report. Specifically

- Review project and relevant background documents
- Conduct planning meetings/calls, as necessary, with ILO (evaluation manager and project staff)
- Prepare a field visit – which include a review of the evaluation questions and refine the questions, as necessary
- Develop and implement an evaluation methodology to collect information as per evaluation questions, including a detailed discussion of constraints generated by the retrospective nature of this evaluation methodology and data collection and how those constraints could be avoided in future projects
- Decide and select field visit and the interviews to ensure objectivity of the evaluation
- Present a preliminary findings to project field staff and other key stakeholders
- Prepare an initial drafts of the evaluation report and share with ILO
- Prepare and submit final report incorporating comments and inputs from key stakeholders

One member of the project staff may accompany the evaluator to make introductions. This person will not be involved in the evaluation process and will not attend the evaluators' meetings or interviews with key informants.

ILO Evaluation manager- is responsible for:

- Draft and finalize the evaluation TOR upon receiving inputs from key stakeholders
- Reviewing CV of the proposed Evaluators
- Providing project background documents to the Evaluator
- Coordinate with the project team on the field visit agenda of the evaluator
- Briefing the evaluation consultant on ILO evaluation procedures
- Circulating the report to all concerned for their comments
- Reviewing and providing comments of the draft evaluation report
- Consolidate comments and send them back to the evaluator

Monitoring and Evaluation Officer – FAO

- Provide quality assurance for the evaluation process including quality review of the draft TOR and draft evaluation report
- Approve the final TOR and the choice of possible evaluators in consultation with EVAL

Evaluation Office (ILO)

- Approve the final TOR and final evaluation report
- Follow up with CO- Colombo on the actions undertaken as per evaluation's recommendations

UN Agencies and key stakeholders

- Actively participate in the evaluation process

- Will be consulted on the TOR and draft report for inputs. Review the TOR and draft evaluation report and provide comments/inputs as necessary, directly to the evaluation manager
- Participate in a stakeholders workshop

Implementing Agencies: FAO, ILO and UN Women

- Provide project background materials to the evaluator
- Prepare a list of recommended interviewees
- Schedule meetings for field visit and coordinating in-country logistical arrangements
- Be interviewed and provided inputs as requested by the evaluator during the evaluation process
- Review and provide comments on the draft evaluation reports
- Organize and participate in the stakeholder workshop
- Provide logistical and administrative support to the evaluator, including travel arrangements (e.g. plane and hotel reservations, purchasing plane tickets, providing *per diem*) and all materials needed to provide all deliverables.

9. LEGAL AND ETHICAL MATTERS

The evaluation will comply with UN Norms and Standards.

The TOR is accompanied by the code of conduct for carrying out the evaluations.

UNEG ethical guidelines will be followed.

Each consultant will solemnly declare that she/ he has no links to project management, or any other conflict of interest that would interfere with the independence of the evaluation.

10. DOCUMENTS TO ATTACH TO THE TOR

Annexes

Annex 1: Project performance framework/log frame

Annex 2: MTR Report

Annex 3: List of key Indicators

Annex 4: List of Project Interventions

Annex 5: Tentative mission schedule (to be prepared by project)

Annex 6: List of documents to be reviewed (to be prepared by project)

Annex 7: List of ILO staff and key stakeholders to be interviewed (draft to be prepared by project)

Annex 8: list of relevant UN evaluation guidelines

Code of conduct form (To be signed by the evaluators)

http://www.ilo.org/eval/Evaluationguidance/WCMS_206205/lang--en/index.htm

Checklist No. 3 Writing the inception report

http://www.ilo.org/eval/Evaluationguidance/WCMS_165972/lang--en/index.htm

Checklist 5 preparing the evaluation report

http://www.ilo.org/eval/Evaluationguidance/WCMS_165967/lang--en/index.htm

Checklist 6 rating the quality of evaluation report

http://www.ilo.org/eval/Evaluationguidance/WCMS_165968/lang--en/index.htm

Template for lessons learnt and Emerging Good Practices

http://www.ilo.org/eval/Evaluationguidance/WCMS_206158/lang--en/index.htm

http://www.ilo.org/eval/Evaluationguidance/WCMS_206159/lang--en/index.htm

Guidance note 7 Stakeholders participation in the ILO evaluation

http://www.ilo.org/eval/Evaluationguidance/WCMS_165986/lang--en/index.htm

Guidance note 4 Integrating gender equality in M&E of projects

http://www.ilo.org/eval/Evaluationguidance/WCMS_165986/lang--en/index.htm

Template for evaluation title page

http://www.ilo.org/eval/Evaluationguidance/WCMS_166357/lang--en/index.htm

Template for evaluation summary:

<http://www.ilo.org/legacy/english/edmas/eval/template-summary-en.doc>

Annex 2# Inception report



International Labour Organization

INCEPTION REPORT

For the Final Evaluation of

**Livelihood Restoration, Protection and Sustainable Empowerment of Vulnerable Peasant Communities
in Sindh Province.**

(PAK/13/01/HSF)

Type of Evaluation: Final Evaluation

Donor Country: UN TRUST FUND

Project Budget: U\$D 4,698,544.37

Project Duration: 01 January 2013 to 31 December 2015

Evaluation Manager: Rakawin Leechanavanichpan

Name of International Consultant: John G. Connell

Name of National Consultant: raja Hasrat

Date of Evaluation: May 2016

Acronyms and Abbreviations

BISP	Benazir Income Support Program
CBO	Community-Based Organization
CSO	Civil society Organisation
DoA	Sindh Provincial Department of Agriculture
DoI	Sindh Provincial Department of Irrigation
DoL	Sindh Department of Labour
DCC	District Coordinating Committee
DRR	Disaster Risk Reduction
EOBI	Sindh Employees Old-Age Benefits Institution
FAO	Food and Agriculture Organization of the United Nations
FFS	Farmer Field School
FMWC	Farmer Managed Water Courses
GAP	Good Agricultural Practice
HBW	Home-based worker
ILO	International Labour Organization
NADRA	National Database and Registration Authority
NGO	Non- Government Organization
NDMA	National Disaster Management Authority
OCHA	Office for the Coordination of Humanitarian Affairs
PCU	Project Coordination Unit
PDMA	Sindh Provincial Disaster Management Authority
PSC	Project Steering Committee
SESSI	Sindh Employees Social Security Institution
TEVTA	Sindh Technical Education and Vocational Training Authority
TOR	Terms of Reference
UN	United Nations
UNTFHS	United Nations Trust Fund for Human Security
US\$	US dollar

1. Rationale and Objectives of the Evaluation

The ILO's policy indicates the mandatory conduct of at least one independent evaluation for projects implemented with budget exceeding US\$1-million. This evaluation is in compliance with the said requirement.

As set out under the TOR the evaluation objectives are to assess: 1) the extent to which the project objectives have been achieved as per the log frame; 2) the extent to which project partners and beneficiaries have benefited from the project; and 3) the effectiveness and efficiency of the project implementation, and 4) to identify lessons and possible good practices.

The findings of the evaluation should provide concrete recommendations for follow up by key stakeholders and concerned UN agencies (ILO, UN women and FAO).

Scope and Clients of the Evaluation

The evaluation shall cover all the project's component activities and results from Jan. 2013 to June 2016 (thus including the 6 mth. no-cost extension). Physical coverage will include selected villages within both districts of Sindh, namely Dadu and Mirpu Khas. The evaluation will meet with all stakeholders of the project, namely, beneficiary communities of the selected villages; landlord and traders; service providers, local government partners and the implementing UN agencies, FAO, UN women and ILO.

The clients of the evaluation are the following: UN Trust Fund on Human security, Project steering Committee, based in the planning and development department, Sindh, District coordination committees (Dadu and Mirpukhas districts), and three implementing UN agencies ILO, UN women and FAO.

The evaluation will have additional special foci;

- The impact gained in relation to the 'human security' of the targeted populations, (indicators for this are attached in Annex II)
- The gender dimension of the project implementation and impacts and will be articulated in the evaluation methodology, deliverables and final report.

2. Project Background and Description

Background

In **July, 2010**, unexpected monsoon rains caused flooding of a significant magnitude affecting the entire length of Pakistan. More than 20 million people were affected and the death toll reached 1,980. The flood waters covered in excess of 100,000 square kilometers and infrastructure was also severely damaged and 1.6 million houses destroyed. **Sindh** was the most severely affected province of the 2010

floods with some 970,000 households suffering agricultural losses estimated at USD 2,301.6 million. Districts that suffered the highest losses in Sindh Province included Qambar Shahdad Kot, Jacobabad, **Dadu** and Jamshoro.

Widespread heavy rains in **August 2011** resulted in devastating flooding across Sindh and Baluchistan Provinces, affecting nearly six million people. Housing and standing crops suffered the most, with over 800,000 hectares of cotton, sugar cane, pulses, rice, maize crops severely damaged and productive assets lost, including poultry, livestock, feed and seed stocks, and fishing gear. Districts that suffered the highest losses in Sindh Province included **Mirpur Khas**, Tharparkhar, Umerkot, Sanghar, Badin and Khairpur. Thirty-five percent of the affected population were also affected by the 2010 floods (including Dadu, Jacobabad and Jamshoro Districts of Sindh Province).

Poverty in rural parts of Sindh Province is predominantly a result of the structural rigidities, imbalance in access to resources, weak governance and a lack of empowerment, all centred around the deep-rooted and feudal land tenure system, which has now been exacerbated by the 2010 floods. The denial of people's basic rights by public officials, non-implementation of protective measures and legislation, sub-standard service delivery, and a lack of access to fair and affordable grievance-settlement mechanisms, including courts, all further exacerbate feelings of vulnerability.

Nearly three-quarters of Pakistan's labour force works in the informal sector and their contribution to GNP is estimated at a significant 37 percent¹⁸. Moreover, 90 percent of the rural population in Sindh Province are engaged in crop production and animal husbandry as their primary occupation. Most of them are sharecroppers and agricultural wage labourers. Other job opportunities are limited to few trades such as blacksmiths, carpenters, water carriers, weavers, barbers and other services. The population in rural parts of Sindh Province with national identity cards¹⁹ ranges from two-thirds for males and one-third for females. This means that access to formal credit is impossible, ownership of land cannot be granted and the right to vote cannot be exercised.

Women in the informal sector are usually atomised as home-based piece-rate workers. Having no control over production processes, informal women workers are vulnerable and dependent on those supplying them with work, often middlemen. Low levels of remuneration do not contribute to women's empowerment; in fact, this kind of work is often the cause of additional burdening and oppression for them. In Pakistan, 60 percent of home-based workers belong to households that are below the poverty line. Women's informal work is also one of the most used risk mitigating strategies of poor households. One of the major issues regarding the informal sector is the invisibility of women workers in the national statistics and in policy discourse. This is due to definitional problems and socio-cultural constraints as well as gender biases and flaws in sample sizes and data collection methods. As a result activity patterns of women workers remain ignored, not because they are not working but their work is not counted. Moreover, Pakistan is not a signatory to the ILO Convention No. 177 that accords recognition to home-based workers.

¹⁸ Iffat Idris (2008) 'Legal Empowerment in Pakistan' United Nations Development Programme, Pakistan.

¹⁹ Issued by the National Database and Registration Authority (NADRA).

The access and control over productive resources by women are extremely limited. The female labour force participation rate is very low, but women play a significant role in the agriculture sector. Women are fully responsible for the livestock (predominantly household poultry and milk production) and homestead gardens, and manage the household and children.

In Sindh Province, 85 percent of the land is owned by less than two percent of the population – the vast majority of the rural population are peasants who are tenant farmers and sharecroppers. Most farm families lack clear and legally enforceable tenure over their farmland upon which their livelihoods depend, leaving them vulnerable to poverty and exploitation. The existing sharecropping tenancy system is historically deep-rooted and perpetuates the deeply entrenched poverty of tenants and farm labour through unbalanced revenue-sharing and cost-sharing arrangements and a complex system of dependencies. Contracts tend to be oral, with a minimum contract period of one year.

The relationship between the landlord and the *haris* is far more than an economic arrangement. It is a complex system, with advantages and disadvantages for both sides. However, it does provide ample opportunities for abuse, with ethnic, political, religious and gender dimensions increasing this likelihood. Moreover, the system breaks down in times of natural disaster and crop failure when *haris* are not able to repay loans to landlords and become increasingly indebted and “bonded”.

There are approximately 12 million women home-based workers (HBWs) in Pakistan with the majority operating in Sindh and Punjab Provinces. With the exception of traditional work in the farming sector, women were mostly engaged in employment inside of their homes, where more than 90 percent of adult women are home-based workers, of which five percent also work as daily labour and peasants. They are not recognised as workers and, in most cases, are not registered with any social security institution and not protected under any law which adds to their vulnerability. The 2010 and 2011 floods have devastated women’s livelihoods, whereby poorer women of landless households in Sindh Province have also undertaken home-based work such as stitching and sewing enterprises as one of their risk mitigating strategies. Women HBWs, particularly of *hari* families, therefore urgently need to enhance their access to social security institutions that exist within Sindh Province.

The Project

The project is designed to avert the above said challenges in the socio-economic fabric of Sindh. In response to the aforementioned devastation caused by the flood, the International Labour Organization (ILO) in collaboration with Food and Agriculture Organization (FAO) and UN-WOMEN of the United Nations has launched a three year project (2013-2016) titled “Livelihood Restoration, Protection and Sustainable Empowerment of Vulnerable Peasant Communities in Sindh Province” in selected areas within Dadu and Mirpurkhas Districts. The project was worth USD 4,698,544.37 (FAO getting 2,863,400.88, ILO getting 1,056,617.55 and the UN Women getting 777,525.94). The United Nations Trust Fund funds the project for Human Security (UNTFHS). Having gone into an extension phase of 6 months, the project is ending on 30 June, 2016

Target beneficiaries and type of interventions

The Project would benefit the human security of some 11,800 rural families (men, women, boys and girls) of 120 target villages located in the command areas of the Daulat Pur Minor-Jamrao and Gorki Minor- Mithrao Canal of Mirpurkhas District and “tail-end” of the command area of the Dadu “Rice Canal” of Dadu District, both in Sindh Province. This translates into an estimated 64,000 *haris* and 22,000 *non-haris* (men, women, boys and girls) benefiting from the Project’s overall social empowerment and capacity building interventions, notably through its third objective, “to empower peasant organisations, farmers organisations, WUAs, farmers and women groups, etc to enhance their natural resource base while strengthening their resilience to future shocks”.

It is further anticipated that *non-hari* people of the same villages and the residents of neighbouring villages in Dadu and Mirpurkhas Districts will also benefit from the Project through reduced food insecurity and debt and increased resilience to future shocks because of increased crop production and employment opportunities brought about by the Project’s agricultural extension, off-farm employment, skills development and DRR interventions.

The overall goal of the project is “to restore and protect the livelihoods and empower the poor and vulnerable peasants (men, women, boys, and girls) [who are] dependent on feudal and tribal landholding and farming systems and affected by droughts, floods and insecurity”. It is anticipated that this project goal be achieved through the following three objectives and 11 outputs:

(i) To improve the livelihoods and economic security of rural communities through in-kind support to restore and/or protect farm production capacities and off-farm income- generating activities of vulnerable peasant families and well-targeted progressive landlords, which would, in turn, have a positive impact on their resilience to disasters. Among the outputs would be the following:

- Water-efficient good agricultural practices (GAPs) are adopted by 6,300 men and women *hari* farmers in the target communities;
- On-farm capacities and income-generating opportunities created for 1,000 marginalized men and women *hari* farmers;
- Increased access to micro financing for 500 excluded men and women *hari* farmers; and Improved access of 2,000 women home-based workers from peasant families to social security schemes.

(ii) To enhance the skills and knowledge base of men and women peasant farmers, landless people, and unemployed youth through technical support in GAPs, post-harvest management, and vocational skills. Among the outputs would be the following:

- Improved quantity and quality of agricultural production by 3,000 men and women peasant farmers through the sustained practice of water-efficient GAPs, conservation agriculture, and integrated home-stead gardening;

- Improved post-harvest management and product-marketing skills of 1,000 men and women peasant farmers;
- Strengthened technical capacities and skills of 500 landless and unemployed men, women farm labourers, and youth in culturally sensitive occupations by identifying income-generating and employment opportunities, combined with appropriate vocational training; and
- Increased off-farm income-generating opportunities for 100 landless, unemployed, and marginalized men, women, and youth.

(iii) To empower peasant organizations, farmers' organizations, water users associations (WUAs), farmers, women groups, their constituent *hari* members, and others to enhance their natural resource base (land, water, vegetation, etc.) while strengthening their resilience to future shocks.

Among the outputs would be the following:

- Improved landholding security of 2,400 men and women peasant farmers and *haris*;
- Enhanced capacity of 120 peasant organizations, two farmers' organizations, and 60 WUAs to manage natural resources and resolve conflicts over land and water use; and
- Strengthened existing community-based disaster risk reduction (DRR) and the introduction of new community-based DRR practices for demonstration and replication.

Moreover, some 120 government officials, managers, subject matter specialists/master trainers and extension workers from Provincial Government line agencies and 150 community-based mobilisers, facilitators and technicians would also benefit from on-the-job training packages.

Partners

FAO will be the lead United Nations organisation responsible for co-ordinating implementation of the Project – with ILO and UN WOMEN taking the role of executing partners. In this context, FAO, ILO and UN WOMEN will sign separate financial agreements with the UNTFHS Office of the Controller under the “parallel fund management option”.

A PSC would be established to provide overall guidance, co-ordination and facilitation to project implementation. This will be responsible for overall project oversight and high-level policy guidance, as well as reviewing and approving annual project work plans and budgets and review the bi-annual progress reports. The Committee would meet twice during each project year. The PSC would be chaired by the Secretary of the Federal Government of Pakistan's Ministry of Food Security and Research and consist of representatives of DoA, DoI, DoL and WDD of the provincial Government of Sindh, BISP, EOBI, NADRA, SESSI and TEVTA, a CSO(s) representing the *haris* of Dadu and Mirpurkhas Districts, and FAO, ILO, UN WOMEN and UNTFHS.

The Project would also establish a small PCU in Hyderabad (the Divisional Headquarters of Southern Sindh Province) for the overall co-ordination, supervision, management and reporting of project activities and evaluation of project interventions – using development evaluation methods which encourage the adoptions of lessons learned over time. The Project would also assist PCU to

ensure that project partnerships are properly maintained to collect, analyse and provide FAO, ILO and UN WOMEN with sufficient information upon which to target, monitor and evaluate project outputs and activities. The PCU would comprise international and national consultants employed by FAO, ILO and UN WOMEN and any technical staff that need to be seconded from counterpart agencies and contracted through implementing partners.

The respective Sindh Provincial Government line departments and social security organisations (listed above) would be responsible for the implementation of project activities within their areas of expertise and coverage (e.g. agricultural extension, vocational training, social security and DRR) with the required technical support from PCU to ensure the timely and effective delivery of outputs. However, the more participatory and sensitive project would be undertaken by specialist staff of PCU or specialist service providers (SSPs) contracted by FAO, ILO and UN WOMEN through PCU – in collaboration with those line departments and social security organisations listed above (through PSC).

3. Evaluation Principles, Criteria and Methodological Framework²⁰

Evaluation Principles

Section 4 of the TOR provides for the compliance of this evaluation exercise with the evaluation norms, standards and ethical safeguards specified in ILO's evaluation procedures. The ILO adheres to the United Nations system evaluation norms and standards as well as to the OECD/DAC Evaluation Quality Standards.

In order to enhance the usefulness and impartiality of the evaluation, evidence-based approach to evaluation will be adopted. A combination of tools and methods will be used to collect relevant evidences. Adequate time will be allocated to plan for critical reflection processes and to analyse data and information.

Evaluation Criteria

The evaluation will address the overall ILO evaluation concerns such as relevance, effectiveness, efficiency, sustainability, and impact as set forth under the ILO Guidelines for results-based evaluation. The criteria have their origin in the OECD/DAC Evaluation Guide for Humanitarian Agencies and are consistent with the emerging consensus on evaluation criteria amongst international development institutions²¹. These are:

1. Changes in context and review of assumptions (relevance): Was the project's design adequate to address the problem(s) at hand? What was the value added advantage of the project? *What internal and*

²⁰ Evaluation TOR

²¹ It is noted that various guides have contributed to the criteria and some have a dual function within this complex project. These are italicized with comments in []. All are valid and should be addressed. However reporting will follow the ILO template for final independent evaluation as included in the ToR, (Annex I).

external factors have influenced the ability of beneficiary groups and implementing agencies to meet projected targets? [propose be included in 2#] Were the project objectives and design relevant given the political, economic and financial context? The consultants should present a brief overview of the policy environment and the economic and business conditions that have had an impact on the project during the implementation period. [propose be included in 2# where these have arisen as external events]

2. Results in terms of outputs achieved (effectiveness): Did the program reach the expected number of beneficiaries (individuals, villages, organizations)? Are the beneficiaries satisfied with the quality and delivery of services? If not, in what way did the services not meet with beneficiary expectations and why? What concrete improvements and changes have taken place as a direct result of the program? What has been the performance with respect to their projected performance indicators and agreed responsibilities with respect to program implementation? Did the program achieve the targets? Provide information on the difficulties faced by the executing agencies and action taken to overcome them (administrative, operational, financial, political or macroeconomic, etc.).

3. Assessment of outcome/impact (Impact): How has the program contributed towards project's goal? Did the project create the desired impact? How could have the program's impact been improved?

4. Achievement of projected performance indicators and targets (efficiency): What were the most effective actions- Also measure 'Value for Money' for each activity and the tangible change i.e income, change in expenditure pattern (% amount spend of food as compared to baseline, access to resources, access to safety nets)? *[propose that this be explored anedoctally, rather than 'measured' – see key questions – unless finalisation surveys already conducted]* What actions had the greatest trickledown effect?

5. Sustainability: The report should assess the level of the project's sustainability. Will the project's effects remain over time? Did the [executing agencies] devise a sustainability strategy/plan? In either case consultants should also be specific in providing recommendations for sustainability.

6. Lessons learned: The consultant/team should provide information on the economic/ political /financial conditions that should exist, qualifications of the executing agencies, required stakeholder participation, and other factors that should be in place for informing the design of future operations. Should also state what went good, what went bad, Should reflect on the need for replication and scalability of project and how justified?

The evaluation should also highlight overarching issues;

- the working relationship between all stakeholders particularly the collaboration among the 3 UN agencies; including mutual support, leverage gained, and also opportunities for improvement?
- Gender equality
- Human security

Evaluation Methodology

The evaluation will include three main steps (a) desk study of relevant documents during the inception phase; (b) Field visits for interview with stakeholders and direct observation; (c) feedback and consultation with stakeholders to confirm and reflect on findings.

Desk study: The desk study aims will be used by the evaluation team to (a) familiarize themselves with the progress of the work to date and (b) to identify field sites where data can be collected that will answer the evaluation listed above. The documents include, viz:

- Project document, progress reports, technical assessments (in particular selection criteria and value-chain reports) and reports, project monitoring and evaluation documents;
- Technical products (training manuals, technical guidelines, etc.) and other publications used or developed by the project, if any.
- Relevant documents: Decent Work Country Program²²; Sindh Industrial Relation act 2013, Baselines, MTR , etc.

Interviews and Meetings: Interviews with ILO staff (ILO-CO Islamabad; Project Units) is crucial part of the evaluation methodology. This will be a first step and provide a unique over-view of the strategic role of the project and its lessons.

Field Visits: The objective of the field visit is two-fold: a) to conduct focus group discussions with beneficiaries as the key stakeholders in pre-identified project sites (see sampling); b) to validate and enrich initial findings and generate new information that will further substantiate conclusions, lessons learnt and recommendations. Sex-disaggregated data will be sought and considered throughout the evaluation process. Stakeholders here is meant to include; direct beneficiaries; special service providers, local government agencies, landlords and traders, as well as members of the UN implementing agencies below.

Key Stakeholders' Workshop/consultations: Stakeholders are identified below and will further be refined during the evaluation process in order to obtain a range of perspectives and ensure that they have significant participation in the study.

1. UN Agencies

- a. FAO
- b. ILO
- c. UN Women

2. Government Departments

- a. Planning & Development Department, Government of Sindh

²² Country Program Review (August 2015)

- b. Sindh Provincial Department of Agriculture (DoA)
- c. Sindh Provincial Department of Irrigation (DoI)
- d. Department of Social Welfare
- e. Department of Women Development
- f. On Farm Water Management Government of Sindh
- g. Sindh Provincial Department of Labour (DoL)
- h. Benazir Bhutto Shaheed Human Resources Research & Development Board (BBSHRRDB)
- i. Sindh Technical Education and Vocational Training Authority (TEVTA)
- j. Commissioner, Mirpurkhas division
- k. Additional Deputy Commissioners of the Dadu and Mirpurkhas Districts

3. Implementing Partners

- a. Apex Consulting Firm
- b. SOFT-Society of Facilitators and Trainers
- c. SACAN-South Asian Conservation Agriculture Network
- d. SEARCH- Society for Environmental Actions, Reconstruction and Humanitarian response
- e. Institute of Rural Management (IRM)

Sampling Procedure :

Project Beneficiaries

Project beneficiaries will be the fundamental source of project results (listed as , and so village visits provide the core the geographical spread of the project sites, duration of the evaluation mission, and resources available the definitive sites to be visited are determined through purposive sampling.

Due to time limitations and the extreme heat ,the field visits will be limited to 3-4 core village sites where most interventions are clustered, mainly around agricultural activities. Criteria for village selection should be:

- accessible by road, with the various agricultural production infrastructure, (i.e fields, home gardens FMWC's and tube wells) are within 10-15 min walk from the village itself.
- at least one of the villages where the direct beneficiaries have participated well and there are substantial results, and at least one village where results have been weak-modest (not due to physical issues but due to mismatch with the community)
- sites where there has been uptake by non-direct beneficiaries, either in the same village as the direct beneficiaries, or by farmers in villages the project did not directly work in (out-scaling has bene noted for CA and home gardens, rehabilitation of water infrastructure, etc).
- where PMG and micro-finance activities have been applied.
- where land hearings have been held and played some role in resolving conflicts

Within the core sites, small focus groups should be assembled to meet the evaluation team, approximately 6-10 persons/group for relevant activities and include members of WUA, Peasant and

farmer organisations. (If possible these activities/groups should be scheduled as separate events). The groups should comprise both men and women. Where the activity has been primarily focussed on women, then this should be a women only group.

A second group of project activities have been non-agricultural based, with HBW and landless unemployed and marginalised men, women and youth. Where these activities have not occurred in the core villages then additional village sites should also be visited where these activities can be assessed. Similarly this should include sites which demonstrate success and those where this has been weaker.

Project stakeholders: UN Agencies / Government Agencies/ implementing Partners

The second setoff stakeholders include those listed above;

UN Agencies; representatives of these should be appointed for meetings separately on the first day of the evaluation (24 May) in Islamabad. Key questions have been prepared (Annex IV).

Government Departments: These is a large number of these.

The District Coordinating Committee (DCC) is reported to have played a key role in mobilizing and coordinating project activities. The head of this should be met with core district members who have played roles in implementation; Planning and Development; DOA;DOI; DoL.

In addition representatives of workers and employers organization in Karachi, as well as NGOs, e.g. NARDA and BISP.

Other stakeholders

In addition to the above there is another group is implicit stakeholders. These include (a) landlords and (b) traders. It is imperative that a meeting be arranged with a suitable group of Landlords that have participated in the Land Hearings.

Data collection and key questions: The Evaluation team has prepared a data collection plan and this is included as Annex III. While this indicates data to be collected against each of the evaluation questions, in the operation of the evaluation itself, the team will be meeting various sets of stakeholders. The key questions to be used with each group of stakeholders has been operationalized and is included as Annex IV.

4. Evaluation Team Composition, Timeline and Mission Schedule

The evaluation team is comprised of two evaluators – International consultant in this case team leader (Mr John Connell), and national consultant (TBA). The team reports to the evaluation manager based in ILO-ROAP in Bangkok. The Evaluation Team will be accompanied by several members of project team at sites level (TBA)

Table 3: Field Mission Itinerary

TBA

5. Deliverables of the Evaluation Team

As provided under Section 7 of the TOR the evaluation team is tasked to deliver the following:

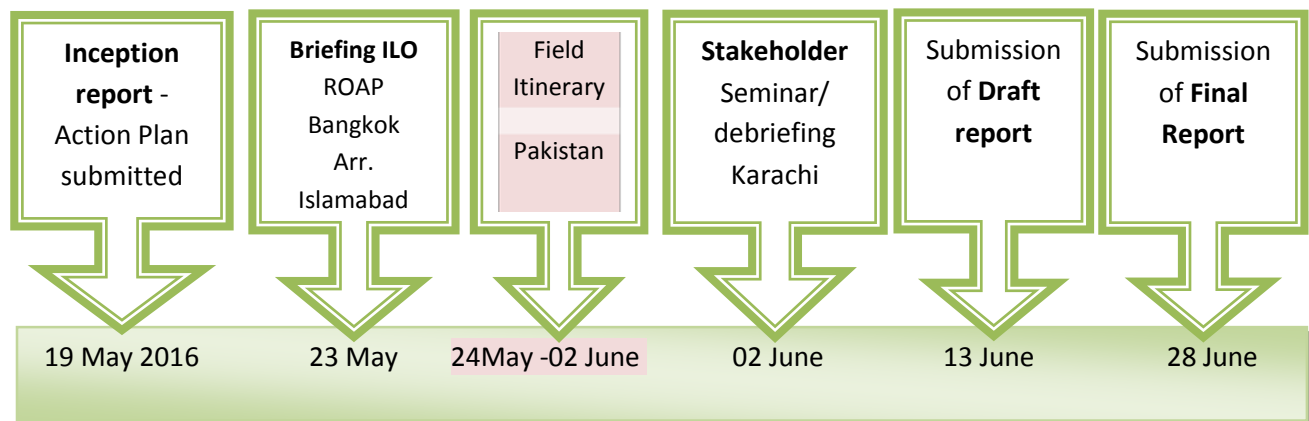
a) Inception Report and Evaluation Instrument: Based on a desk review of project documents including the project proposal and progress reports, the evaluator will develop an Inception Report with details of the evaluation methodology, criteria for selecting the project site visits, proposed field plan showing visits to implementing partners, timelines for the whole assignment and the evaluation instrument, which could include surveys and Focus Group Discussions (FGDs).

b) Meeting with key stakeholders: The initial findings will be presented to key stakeholders through a seminar to be participated by the FAO, ILO, UN WOMEN – government, workers and employers – to secure their inputs and feedback.

c) Draft Evaluation Report: After the evaluation mission is completed, the evaluation team will prepare a draft evaluation report describing the findings with all annexes. The draft report will be reviewed by the FAO, ILO, UN WOMEN and comments provided to the evaluation team.

d) Final Evaluation Report: After receiving feedback from the FAO, ILO, and UN WOMEN on the draft report, the evaluator will submit the final report according to the agreed format (50 pages).

Figure 1: Mission Timeline



6. Limitations, etc

The evaluation will be carried out during a period of forecast extreme temperatures (**45 - 51 C**). Such temperatures require some care in ensuring the health and safety of the team. This may limit the physical

pace of work for the Evaluation team, and as well, on the ability of the beneficiaries and stakeholders to participate. Changes to the program may be necessitated due to both safety and implementation reasons.

Data collection will be restricted to single-visit interviews. As such most information to be collected will be based on memory recall of the respondents. This will be cross-validated where possible.

Only a limited amount of documentary background was provided to the evaluation team prior to the travel. This affects familiarity with the project, as well as limiting actual data available. This may be rectified on site.

II. Human security indicators

Economic security

- Income
 - Level of Income
 - Access to social safety nets
 - Reliability of incomes
 - Sufficiency of incomes
 - Standard of living
- Employment
 - Share of employed/unemployed
 - Risk of joblessness
 - Protection against unemployment

Food Security

- Availability and supply of food
- Access to basic food
- Quality of nutrition
- Share of household budget for food
- Access to food during Natural/man-made disasters

Environmental security

- Assessment on pollution of water, air
- Prevention of deforestation
- Land conservation and desertification
- Concern on environmental problems
- Ability to solve environmental problems
- Protection from toxic and hazardous wastes
- Prevention of traffic accidents and related impacts
- Natural hazard mitigation (droughts, floods, cyclones or earthquakes)

Health Security

- Assessment of the health status
- Access to safe water

- Living in a safe environment
- Exposure to illegal drugs
- Access to housing: shelter from natural elements
- Accessibility to healthcare systems (physical and economic)
- Accessibility to safe and affordable family planning
- Quality of medical care
- prevention of HIV/AIDS and other diseases
- Health trends
- Basic awareness and knowledge on healthy lifestyles

Personal security

- Fear of violence (physical torture, war, ethnic tension, suicide etc.)
- Prevention of accidents
- Level of crime
- Security from illegal drugs
- Efficiency of institutions
- Prevention of harassment and gender violence
- Prevention of domestic violence and child abuse
- Access to public information

Community security

- Fear of multinational/multiregional conflicts
- Fear of internal conflicts
- Conservation of traditional/ethnic cultures, languages and values
- Abolishment of ethnic discrimination
- Protection of indigenous people

Political security

- Level of democratization
- Protection against state repression (freedom of press, speech, voting etc.)
- Respect of basic human rights and freedom
- Democratic expectations
- Abolishment of political detention, imprisonment, systematic torture, ill treatment, disappearance etc.

III. Data Collection Plan Worksheet

Evaluation Questions	Indicator	Sources of Data?	Method?	Who Will Collect?	How Often?	Cost?	Who will analyze?
<p>1# Relevance</p> <p>Was the project’s design adequate to address the problem(s) at hand?</p> <p>What was the value added advantage of the project?</p> <p>What internal and external factors have influenced the ability of beneficiary groups and implementing agencies to meet projected targets?</p> <p>Were project objectives and design relevant given the political, economic and financial context.....</p>	<p>Match of beneficiares and interventions with need assessments</p>	<p>Prodoc, Baseline, workplans, agencies and national partners</p> <p>PAK reports??</p>	<p>Desk review, KII</p>	<p>Eval Team</p>		<p>n/a</p>	<p>Eval Team</p>

Evaluation Questions	Indicator	Sources of Data?	Method?	Who Will Collect?	How Often?	Cost?	Who will analyze?
<p>2# Effectiveness</p> <p>Did the program reach the expected number of beneficiaries (individuals, villages, org.)? Are the beneficiaries satisfied with the quality and delivery of services? If not, in what way did the services not meet with beneficiary expectations and why? What concrete improvements and changes have taken place as a direct result of the program? . What has been the performance with respect to their projected performance indicators and agreed responsibilities with respect to program implementation? Did the program achieve the targets? Provide information on the difficulties faced by the executing agencies and action taken to overcome them (administrative, operational, financial, political or macroeconomic, etc.).</p>	Targeted vs outputs	<p>Prodoc, and progress reports</p> <p>Field mission</p>	Desk reviews, FGD, KII	Eval Team	All sites	n/a	Eval Team

Evaluation Questions	Indicator	Sources of Data?	Method?	Who Will Collect?	How Often?	Cost?	Who will analyze?
3# impact How has the program contributed towards project's goal? Did the project create the desired impact? How could have the program's impact been improved?	Changes in beneficiaries and partners performance	Field mission Progress reports	Desk review, FGD, KII	Eval Team	All sites, selected service providers and local government agencies	n/a	Eval Team
4# Efficiency What were the most effective actions? – also measure 'value for money' for reach activity and the tangible change, i.e income, change in expenditure pattern (% amount spend of food as compared to baseline, access to resources, access to safety nets)? What actions had the greatest trickledown effect?	Project expenditures, HH expenditures	Field mission Project bgt reports	Desk review, FGD, KII	Eval team	ILO and local implementing partners	n/a	
5# sustainability Will the project's effects remain over time? Did the [executing agencies] devise a sustainability strategy/plan? In either case consultants should also be specific in providing recommendations for sustainability.	Beneficiaries capacity improvement Changes in structural or institutional arrangements (laws registrations, etc.)	Field mission, Progress reports	Desk review, FGD, KII	Eval Team	All sites	n/a	Eval Team

Evaluation Questions	Indicator	Sources of Data?	Method?	Who Will Collect?	How Often?	Cost?	Who will analyze?
<p>6# Lessons learned: The consultant/team should provide information on the economic/political/financial conditions that should exist, qualifications of the executing agencies, required stakeholder participation, and other factors that should be in place for informing the design of future operations. Should also state what went good, what went bad, Should reflect on the need for replication and scalability of project and how justified?</p>	Results achieved	Field mission, Progress reports	Desk review, FGD, KII	Eval Team	All sites	n/a	Eval Team

IV. Data Collection Tool

Key questions for FGD and KII interviews

STAKEHOLDER GROUP 1# ILO and Partners

- Fit within ILO country strategy, and expectations
- -----
- linkage with partners
- Implementation process (consultation, preparation, implementation, M&E)
- Activities completed / results / challenges
- What would you do differently?

STAKEHOLDER GROUPS 2# Government Departments and 3# Implementing Partners

DESIGN +PLANNING

- How were assessment of needs made and how well did they fit reality
- to what degree were the beneficiaries consulted for plans delivery process
- what other programs have been operating and their complementarity
- How do these fit with various local development initiatives
- how do you rate your capacity to deliver, was training needed

DELIVERY

- what interventions have been delivered
- Process of delivery (eg targeting and selection of beneficiaries)
- describe implementation delivery, and results, both immediate, livelihood rehab. and longer term
- Have there been in-direct beneficiaries who have learnt and applied lessons observed, and what processes enabled this scaling out.
- What various political, social or external factors affected delivery (+/-)
- was implementation such that various other added values were gained
- What remains to be done (as indicator of effectiveness) and what comparison can be made with other interventions.
- What would you do differently (as indicator of both design ; strengthening and lessons)

BENEFICIARIES.

Background

Through *ad hoc* observations and informants (incl. visits to local markets)
Identify original livelihood occupation, esp. seasonal cropping patterns etc.

Focus Groups

Establish FG position with in their communities (ethnicity, poverty, etc.) and to what degree other HHs have received support through ILO /FAO/UN Women or other agencies.

- what interventions have been delivered
- Process of delivery (eg targeting and selection of beneficiaries)
- describe results, both immediate, livelihood rehab. and longer term benefits.
- Have there been in-direct beneficiaries who have learnt and applied lessons observed and what helped them to do this.
- was implementation such that various other added values were gained
- What remains to be done (as indicator of effectiveness), including other HHs who were not directly involved in activity.
- What comparison can be made with other interventions you know of
- What would you like to see done differently

Annex 3# Itinerary and persons met

Organisation/village	Interviewed Person	Position	Activity
Islamabad			
24- May -16			
ILO - CO	1.Syed saad hussain Gilana 2.Abid Niaza	1. Senior program office 2.Project Coordinator	Background, MTR, landmark interventions (SIRA, climate change and project abstract with documentation review
Joint Meeting at ILO Country office	1.Ms Sangeeta Rana Thapa 2.Uzma 3. Abid Niaz (ILO) 4.Zaheer (ILO) 5.Ingrid (ILO)	1. CD UN WOMEN 2. Program Officer (UN WOMEN) 3. Program Coordinator (ILO) 4. Regional Program Officer) 5. CD ILO	Progress, coordination, trip arrangements and plan discussion
Hyderabad			
25-May-16			
Management team meeting	1.Zaheer (ILO) 2.Ghulam Murtaza (FAO) 3.Jhaman (UN WOMEN) 4.Altaf (FAO) 5.Arshad Ali	1.Program Officer Sind 2.Crop Specialist 3.Project Officer 4.M&E Sepecialist 5.Agri & Micro Finance Specialist)	Presentations of progress Data / maps request
District Mirpurkhas			
26-May-16			
Sanjar Khaskheli (UC-Makhan Shah)	Bao Singh Thakur (landowner) Bheen Ji etc. (hari)	Representatives of landowners and farm-workers	FGD with male Group CA (wheat, multiple cropping) FMWC structures DRR / raised housing
	<i>Champa Kali and Geena</i>	Reprehensive of female group	FGD with female Group Vocational Training /lady w freezer/stoves Tenancy/ HBW "organized and linked) PMG / wheat/men CNIC and health cards
District Management	Muhammad Asghar Joya	Assistant Deputy Commissioner	KII regarding DCC coordination, Tenancy Coordination (IPs/Government)
NRSP	Miss Fozia	Regional Head of NRSP (IP)	Coordination, Female Trainings, financial management, migration trend
Chaudri Nizamdin "Deh#385" (UC-Makhan Samo)	Male Group members Khadim Hussein, Ghulam Mustafa, Ganraj & Abdul Sattar etc. (From CA)	Villagers /Community Reps	FGD with male Group CA (wheat, multiple cropping) FMWC/ water delivery Gender /men response, Land tenancy
	Female Group Members	Natives of village /Community Representatives	FGD with female Group Tenancy Training/H&H Session/MNCH Sessions/Home Hygiene
27-May-16			

Social Welfare Department District Labourer Department	1-Junain Mirza 2-Mr. Zuber	District Social Welfare Officer District Labourer Officer	Kills r. Coordination, implications and way forward
District Agriculture/Extension Dept.:	1- Yar Muhammad Khaskheli 2- Mr. XXX from Judho (Scheduled Community)	District Officer Agriculture Extension Deputy District Officer Judho	KII regarding Coordination, Trainings, WUA, Extension@ village level
Irrigation Department	Engineer Wali Muhammad Bhugio	Deputy Director Irrigation	KII re. water courses/channels,WUA , minor distributaries etc.
"New Famous Youth Skill Training Centre" (Daulat Laghari /Umer Abad)	Mr. Aurangzeb	Computer Teacher	KII with IT guys
28-May-16			
Sultan Arain (UC-Jhalori/Balouch-Abad)	Sajjad Nasir, safdar and Amjad Pervez (landowners' side) Ganga and Man Singh (haris from schedule community)	CA, FMWC etc. representatives	FGD with male group CA (wheat/multiple cropping) FMWC/ water delivery Gender/men
	Geeta and others from female group (scheduled cast)	Tenancy and HG, poultry representatives	FGD with female group NIC / Tenancy WOS/vegetable/poultry
Bhagat Merajh (UC-Makhan Samo)	Representative of female and female groups	Tenancy, FP, bakery and NIC representatives	FGD with female group Tenancy / NIC / Trainings WOS/vegetables Food preservation ED/bakery (village)
29 May – 16			
Travel			
District Dadu			
30-May-16			
Reejh Pur (UC-Kandi Chuki)	Female FGD group	HBW, WOS, Trainings and health insurance group	Women HBW / WOS NIC/NADRA Tenancy/trainings Health insurance
	1.Arbab Ali Khokar (AD-AEO) 2.Representatives of Male group	1.Agriculture Extension Department 2.CA/WUA Association	Men CA (wheat/rice) / Tube wells (field demo) Dist. Extension/engagement & capacity
31-May-16			
Dhaleji Miyani (UC-Gozo)	Female FGD group	HBW, NIC, H&H and gender group	Women HBW/collective bargaining NIC / Health Insurance Gender / appreciation
	Male FGD Group	CA, FMCA, gender training group	Men CA / wheat FMCA/water delivery Gender appreciation Trajectory on development/sustainability
District Management	1. Tariq Anwar Khokar 2. Nasir Ahmad Abbasi	1.ADC 2.Assistant Deputy Commission Officer	Tenancy Agreements, Tenancy Law Implications
Provincial DOA/Extension	Hidatullah Chajrdo	DG Agriculture Extension	CA/Wheat, Tenancy

1-Jun-16			
Department of Labourer	1. Dr. Mustafa Suhag 2. Gulfam Nabi Memon	1. Director General 2. Joint Director	Labourer law / HBW Implications etc.
PDMA	<ul style="list-style-type: none"> • Syed Salman Shah (Retired: Commander) • Syed Faisal Saud (Retired; Civil Servant) 	<ul style="list-style-type: none"> • Director General PDMA • Consultant DRR 	DRR kits Activities/Mitigation/Preparedness. Multi-Hazards/Assessment Implications and contingency plans Coordination and way forward.
2-June 16			
De-briefing meeting	<ol style="list-style-type: none"> 1. Mohd Banaras (FAO) 2. Altaf (FAO) 3. Syeda Rabea Zaidi (Employers Federation of Pakistan) 4. Uzma (UN WOMEN) 5. Mehwish (UN WOMEN) 6. Zaheer 7. Abid Niaz (ILO) 8. Ashraf 9. Mohd Azam Channa 	<ol style="list-style-type: none"> 1. Program Officer Islamabad 2. M&E Specialist 3. Admin & Finance Assistant 4. Program Officer Sind 5. Program Officer Sind 6. Project officer Sind 7. Program Coordinator 8. Project Manager 9. Planning & Monitoring Cell, Agriculture Department Sind 	Preliminary findings presented and points taken from group Inception Report Revised criteria for reporting
KII through Skype	Fasi-ul-Kareem	General Secretary (Employers Federation of Pakistan)	Sind Industrial Relation Act and Implications
Employers Federation of Pakistan/Skype	Fasi-ul-Kareem Siddiqui	sdfddf	Sind Industrial Relations Act Implications

Annex 4# Approaches for transparent tenancy agreements and relevant legal frameworks

Raja Hasrat Khan

Legal frameworks and terms: tenant and sharecropper

Sindh is the second largest populated province of Pakistan for which tenancy exists. More than one third of the agricultural land is tenanted, where the tenants have ‘occupancy rights’ which includes deciding what crops to cultivate. Two-thirds of the land is sharecropped where the landowner decides what it to be cultivated. The farmer is in fact an agriculture worker’ who is then responsible for good management of the cropping activity, with the payment as the output shared between the landowner and agriculture worker. Agriculture workers with this arrangement can otherwise be referred to as ‘sharecroppers’.

The prevailing act to deal with issues arising from tenancy etc. is the ‘Sindh Tenancy Act.1950, (STA-1950) along with amendments and reforms’ i.e. Land Reforms 1959, Land Reforms 1972, Agrarian Reforms 1977 and STA amendment 2009 etc. This act dealing with tenancy is thus long been in place. It has salient features that articulate the rights of tenant and landlords, occupancy tenancy and procedures to deal with conflict situations. The problem has long been that it has not been ineffectively implemented in a true sense.

Project intervention.

The project states that “*the Sindh Tenancy Act 1950 uses the term hari and tenant synonymously, defining a tenant as a person who personally cultivates the land of another person (the landlord). This document (i.e. the prodoc) uses the term hari for tenant/sharecropper*”. The project has thus expanded the use of ‘haris’ to include sharecroppers also. As such, for the purposes of assessing project delivery, both tenants and sharecroppers can be considered as valid project beneficiaries wherever the term hari is used. Despite this, it still remains that in documents which invoke the Sindh Tenancy act, the terms haris should still be used correctly, in the legal sense, meaning ‘tenant’.

For districts Mirpur and Dadu are concerned, sharecropping is the predominant form and as such and the legal basis for these agreements should be inclusive of the majority of the ‘project hari’ which will be sharecroppers and not tenants.

The drafted agreements introduced by the project apply the provisions of the STA-1950. As a result the documents state that the agreements are between hari (tenant) and zameendar (landlord). Under STA -1950 this agreement would then apply only to ‘tenants’. However the majority of project beneficiaries cannot be considered as ‘tenants’ under STA-1950, as they are not ‘occupants’ of the land. If this was the case their names as tenants would be mentioned in cultivation column of ‘Record of Rights. This is not the case. Furthermore, Landlords cannot evict tenants without due process of law. However, it is not uncommon in these districts for the Landlords/owners to evict the farmers on their own decision. Finally the agreements are for specified periods (as mentioned in the agreements), which also does not apply under STA -1950.

To make clear, tenant and sharecropper have been referred to as ‘hari’ within the project document (as noted in footnote 4 of the prodoc, page 7). It can continue to do so for its purposes. However under law, hari and sharecropper are distinct, in terms of their use of land, and their relationship with landlord/owner.

All in all, the project would better recognise the farmers as ‘agriculture workers’ and find the most suitable legal framework to fit this context.

Implications for project outcome and future application

In terms of the initiative of the project to work towards creating transparent agreements between farmworkers and landlords, there is no need to make contracts by claiming it is between landlord or tenants under STA. If the case arose where farmers attempted to use the agreements within a conflict situation, this would likely to indulge them in messy cycle of argument, and in the end cause them further harm.

At this point it can be noted that during one of evaluation’s Key Informant Interviews, with the General Secretary of Employers Federation of Pakistan, he strongly mentioned that, one who works in field are basically the farmworkers/agriculture workers and not tenants in true sense. Instead and these arrangements would more appropriately come under the simple agreement of the Contract Act-1872, or can easily be dealt under newly enacted SIRA-2013.

Furthermore, the Sindh government has enacted new law on 15th of March 2013 and called SIRA-2013 Act to recognise an agriculture worker and deal under as an employee. This avoids the confusion that exists when various forms of tenancy are used. This law passed with 2/3rd majority of members. There are two main sections that throw light on agriculture workers where it covers and support agriculture worker as a labourer.

1. **Section No. 1(3) of SIRA-2013 says-** this Sind Industrial Relation Act-2013 shall apply to persons employed in any establishment or industry fishing and agriculture.
2. **Section No. 2(XVI)- of SIRA-2013 says ‘ industry’** means any business, trade, manufacture, calling service, including fishing, mining, agriculture, extraction, exploration, processing, print and electronic media, employment or occupation of producing goods or services for sale excluding those set up for charitable purposes;

Thus in any future activities, the various partners should refer to Sind Industrial Relation Act-2013 or Contracts Act-1872’ and how can be applied for agriculture worker or farmworkers. Following are the some specific sections under which any type of contract is formed. And the developed and signed contract also comes under this but they are mixed with STA-1950.

1. **Section. No. 2 (d)-** When, at the desire of promisor, the promise or any other person has done or abstained from doing or does or abstains from doing or promises to do or to abstain from doing, something, such act or abstinence or promise is called consideration for promise:
2. **Section. No 2 (e)-** Every promise and every set of promises, forming the consideration for each other, is an agreement.
3. **Section. No 2 (h)-** An agreement²³ enforceable by law is contract²⁴.

²³ The Agreements of ILO & UNW are the examples of these contracts that contain certain specific conditions.

²⁴ Here contract means, The Contract Act-1872

Annex 5# Progress/ Achievements against outputs

Outputs	OVis ²⁵ /Targets	Achievements	Responsible	Remarks
<p>1.1 Water-efficient GAPs are adopted by 6,300 men and women hari farmers in the target communities through the rehabilitation of FMWCs and tube-wells and the demonstration and extension of conservation agriculture, OFWM, IPDM and IPSNM technologies, improved food quality and safety, and decent farm employment (in conjunction with group-based adaptive research and participatory extension supported under Output 2.1):</p>	<ul style="list-style-type: none"> - 120 communities selected 	<ul style="list-style-type: none"> - 120 communities selected 	FAO	<p>Achievement: 73%</p> <p>Data sheet (special), showing hari desegregated to indicate overlapping activities.</p> <p>The sheet shows overlapping village, but not whether HH participating in one activity are already participating in previous activity.</p> <p>Some estimate is needed:</p> <p>Activities FMWC, TW, and CA can be expected engage same HHs. The other activities HBIWF, FFS, and WOS do engage other HH and so 50% of their hari are counted to gain the 5174 figure for HH s benefiting in 1.1.</p>
	<ul style="list-style-type: none"> - 30 FMWCs rehabilitated through their respective WUAs. - 2,400 hari farm families benefitting from water-efficient GAPs. - 30 tube-wells rehabilitated through their respective WUAs. - 2,400 hari farm families benefitting from water-efficient GAPs - 60 conservation agriculture schemes developed through informal farmers' groups. - 2,400 hari farm families benefitting from new conservation agriculture technologies and practices - 60 informal women farmers' groups and - 1,500 home-based women hari farmers benefitting from integrated homestead gardening packages. 	<ul style="list-style-type: none"> - 30 FMWCs are rehabilitated: 15 in MPK and 15 in Dadu. Direct hari beneficiaries: <ul style="list-style-type: none"> o MPK: 1310 total/ 1129 hari o Dadu: 1180 total/ 767 hari - 30 tube wells constructed in Dadu only, (not incl. in FMWC above): <ul style="list-style-type: none"> o Dadu: 873 total / 676 hari - 60 Conservation Agriculture scheme with direct participants: <ul style="list-style-type: none"> o Total 1600 farmers (landlords + hari) o 1050 not included in FMWC (landlords + hari) o 787 hari (est. @ 75% of total) - 60 informal groups are formed for integrated homestead gardening: <ul style="list-style-type: none"> o Total 1500 women hari received packages o 575 hari (not included in above) plus 50% of fmr in the overlap villages: 462 <p>Total (FMWC+TW+CA+HBIWF) hari = 4605 men and women hari farmers</p>		
<p>1.2 On-farm capacities and income generating opportunities created for 1,000 marginalised men and women hari farmers through improvements to horticultural, poultry, dairy and meat</p>	<ul style="list-style-type: none"> - Needs assessment reports and beneficiary listings. - 1,000 beneficiaries selected from above mentioned farmers' groups. 	<ul style="list-style-type: none"> - 58 Farmer Interest Groups (FIG) identified, and TNA conducted as potential PMG - 40 PMG identified (membership 1033) 	FAO	<p>Achievement : 103%</p>

production, processing and marketing (in conjunction with group-based adaptive research and participatory extension approaches supported under Output. 2.2):	<ul style="list-style-type: none"> - 40 PMGs formed within the above mentioned farmers' groups. - 120 PMG representatives trained in group administration. 	<ul style="list-style-type: none"> - 20 PMGs / 525 mbr (275w) – MPK - 20 PMG / 508 mbr (225 w) – Dadu - TOTAL 1033 - 120 members of PMG's trained in Group Adm. and Org. Management. 	FAO	40 PMG / 1033 members Men - 533 / Women – 500 5 product lines
	<ul style="list-style-type: none"> - Feasibility studies and business development - plans prepared, agreed and adopted by 40 PMGs. 	<ul style="list-style-type: none"> - Service provider has carried out feasibility study and developed post-harvest packages around 5 value chains. - Post-Harvest Packages (PHP) designed for 40 PMGs; Packages include: Red Chili powder making machines, Jaggery/Gurr Making Unit, Rice Sheller, Mini Wheat Flour Mills, Pickle Production 	FAO	Field observation of PMG (2 sites) FINAL REPORT (SOFT) viewed
	<ul style="list-style-type: none"> - 40 PMGs operational. - 40 village technicians trained in the operation and maintenance of equipment and/or facilities. 	<ul style="list-style-type: none"> - 120 member of PMGs received management training and groups are operational and functional - 40 village based technicians are trained 	FAO	
1.3 Increased access to micro-financing for excluded 500 men and women hari farmers through the establishment of informal group-based revolving funds, savings and loans schemes, (which would be linked to existing micro-credit programmes operated by progressive organisations (on a case by case basis)	<ul style="list-style-type: none"> - Identify target beneficiaries from PMGs 	<ul style="list-style-type: none"> - Identified in MPK only 	ILO	Achieved: 107% Villages: 15 (in MPK only) <u>CO</u> - 28 established - 217 mbrs (m:118/w:99) <u>Clients of M fin:</u> <ul style="list-style-type: none"> • Men: 258 / 5.1 M PKR • Women: 275 / 4.1 M PKR • Total 553 REPORT viewed
	<ul style="list-style-type: none"> - Organise savings and credit groups 	<ul style="list-style-type: none"> - 28 Community Organizations formed and started the saving/revolving funds. 	ILO	
	<ul style="list-style-type: none"> - Provide micro-financing products 	<ul style="list-style-type: none"> - The target is achieved by facilitating access at microfinance to 533 excluded men and women, enhancing business skills 	ILO	
1.4 Improved access of 2000 women HBWs of peasant families to social security schemes, including NADRA identity cards and BISP etc.	<ul style="list-style-type: none"> - Identification of target beneficiaries from peasant families (as an integral part of the project's socio-economic baseline surveys and participation needs assessment. 	<ul style="list-style-type: none"> - Completed in 2014 	UN-Women	Achieved

	- Facilitation of the registration of 1000 women HBWs with NADRA.	- 1028 women HBWs were facilitated to acquire CNIC.	UN-Women	Achievement: 103%
	- Facilitation of the registration of 1000 women HBWs with BISP/other social security schemes to improve their access to social security.	- 1078 women registered with social security services <ul style="list-style-type: none"> o 940 women Pakistan Bait-ul-Mal o 138 women with Benazir Income Support Programme 		Achievement: - 105% Report viewed
	- Facilitation of 2000 women HBWS for the access to social security schemes.	- Total 2270 women registered for health insurance, social security system, etc. <ul style="list-style-type: none"> - Dadu: 1000 women <ul style="list-style-type: none"> o 300 BISP o 420 PBM o 250 Group Health Insurance - MPK: 1270 women 		Achievement : 113% REPORT Viewed
	- Co-ordinate relevant government institution for processing the registration of women HBWs.	- HBWs linked with relevant social security providers. In particular 'health insurance' and points of compliance <ul style="list-style-type: none"> - Also linked with service providers: 11 in Dadu and 22 in MPK 		REPORT Viewed
	- Est. of (two) DCC Relevant CSOs, government social security institutes and women HBWs' reps,	- District Coordination Committees are formed in both districts <ul style="list-style-type: none"> - Quarterly meetings conducted in each district. 	UN-Women	DCC formed
2.1 Improved quantity and quality of agricultural production by 3,000 men and women peasant farmers (benefiting under Output 1.1) through the sustained practice of water-efficient GAPs, conservation	- Beneficiary listings and needs assessments. <ul style="list-style-type: none"> - 3,000 men and women peasant farmers participate in FFSs. - 	- Beneficiaries' listings and needs assessments conducted. <ul style="list-style-type: none"> - Identified and selected 120 (108) potential villages - - MPK: 33 FFS (823 listed mbr) and 27 WOS (675 listed mbr) - - Dadu: 33 FFS (825 listed mbr) and 27 WOS (675 listed mbr) - - Total: 120 FFS/WOS in 108 villages) - Total 3000 men/ women trained GAP - - Adjusted for hari : 2250 	FAO	Achievement: <ul style="list-style-type: none"> - No FFS/WOS formed: 100% - (overlap with both in some villages) - - No listed members: 100% - Adjusted for hari only 75%: - - Reports – viewed - Data sheets- viewed - Field meetings with FFS and WOS in 6 villages

		<p>WOMEN:</p> <ul style="list-style-type: none"> - 653 landless women farmers (340 MPK 313 Dadu) - received two days extensive training in <ul style="list-style-type: none"> - decision making, - leadership, - cluster formation - conflict resolution, - awareness sessions on gender equality, SGBV and women rights <p>Men</p> <ul style="list-style-type: none"> - 415 men of 18 FFS in MPK and - 281 men of 15 FFS in Dadu, <p>Trained to visualize concepts of:</p> <ul style="list-style-type: none"> - gender equality, - need for women participation in economy, and - their right to public space, safety and education is recognized 	UN-Women	<p>Achieved</p> <p>UN WOMEN REPORTS Viewed</p>
	<ul style="list-style-type: none"> - 80 DoA/service provider master trainers/SMS familiar improved GAPs, adaptive research and participatory extension. - 45 community-based FFS Facilitators familiar with and practising adaptive research and participatory extension. - number of new and improved technologies and practices identified, tested and verified. - 	<ul style="list-style-type: none"> - 80 DoA/ FFS/ WOS facilitators, social mobilizers and Government Officials, including subject specialists trained on new and improved GAPs, adoptive research and participatory approaches. - 45 community based FFS facilitators are trained. 	FAO	<p>Not reviewed in field</p> <p>Report not available / viewed</p>
	<ul style="list-style-type: none"> - 120 men and women FFSS completed and followed-up to test and demonstrate new and improved GAP technologies. - 	<ul style="list-style-type: none"> - 120 men and women FFSSs have been completed. - 	FAO	
	<ul style="list-style-type: none"> - 16 FFS graduation ceremonies organised and reported. - 	<ul style="list-style-type: none"> - 16 FFS/ WOS graduation ceremonies have been organized in both districts. - 	FAO	
	<ul style="list-style-type: none"> - Monitoring of FFSSs by specialist agricultural support service providers, and organisation of 	<ul style="list-style-type: none"> - Joint monitoring field visits by the provincial and district government conducted. 	-	

2.2 Improved post-harvest management and produce marketing skills of 1,000 men and women peasant farmers (benefiting under Output 1.2), as well their progressive landlords and respective middlemen and other buyers:	- Numbers of technologies tested and verified. - 1,000 men and women peasant farmers, landlords and middlemen actively participating in PMGs.	- 1000 women and men are member of 40 PMGs	FAO	Achievement As for 1.2 above
	- Representatives and technicians of 40 PMGs and their landlords and middlemen familiar with and practising new and improved postharvest management technologies. - Four district-level annual small producers' congresses organised and reported.	- 1000 women and men PMG members are trained - 4 events carried out	FAO	
2.3 Strengthened the technical capacities and skills of 500 landless and unemployed men and women farm labourers and youth in culturally sensitive occupations (e.g. operation, maintenance and repair of irrigation structures and farm machinery, carpentry, masonry and plumbing, and off-farm business management) through the identification of income generation and employment opportunities combined with appropriate training	- Train TEVTA trainers in flexible vocational training	- TEVTA trainers trained	ILO	Achievement:132 % Viewed: - Training needs assessment (ITA) - REPORTS and data sheets - Sites visited (x2)
	- Identify target beneficiaries	- Identified	ILO	
	- Plan & design flexible vocational training courses	- 6 trades and courses are identified	ILO	
	- Implement demand-driven vocational training courses	Training provided 662 - 275 men and - 387 women	ILO	
	- Provide trainees with tool kits	- 662 received tool kits	ILO	
2.4 Increased off-farm income generation opportunities for 100 landless, unemployed and marginalised men, women and youth (and potentially more entrepreneurial men and women "graduates" of the vocational training courses) to develop linkages required for small business development through an integrated package of identifying economic opportunities, organising skills development and providing post-training support.	- 60 FMWC command areas selected for project support.	- 60 FMWC command areas are selected	FAO	Achievement : 150% Report (SOFT) viewed Small businesses visited (x2)
	- Identify trainees for enterprise development	'Know about Business' training - 84 PMG members trained (from about 50% of PMG) - 71 HBW also trained	ILO	
	- Assess requirements for further skills development	- Assessment completed	ILO	
	- Provide follow-up coaching & post-training support	- Follow up regularly carried out	ILO	

<p>3.1 Improved landholding security of 2,400 men and women peasant farmers and haris through the production of mutually agreeable landholding maps and increased transparency in the implementation of tenancy agreements between landlords and sharecroppers/tenant farmers:</p>	<ul style="list-style-type: none"> - 60 extension workers and social mobilisers from DoA and agricultural support service providers familiar with participatory mapping processes and the principles of natural resource management. 	<ul style="list-style-type: none"> - 60 extension workers and social mobilizers are trained 	FAO	<p>Achievement : 101%</p> <p>Tenancy agreements viewed 6 villages</p> <p>Data sheet (UN WOMEN) viewed</p>
	<ul style="list-style-type: none"> - Maps depicting field boundaries, water availability, water quality, soil salinity, etc. prepared for 60 FMWC command areas and agreed by stakeholders, in particular landlords and sharecroppers/tenant farmers. - 2,400 hari farm families familiar with their farm boundaries, soil and water properties of landholdings and natural hazards, and opportunities for mitigation through sustainable NRM. - Technical reports, documents prepared and published. 	<ul style="list-style-type: none"> - Mapping in 60 FMWC command areas conducted - 2400 hari farm families receive soil and water testing services - Soil and water testing reports are developed 	FAO	
	<ul style="list-style-type: none"> - Facilitate informal tenancy agreements between landlords and sharecroppers/tenant farmers through dialogues and mediation, with special reference to gender perspective and organization of public hearing to resolve and dispute. 	<ul style="list-style-type: none"> - Land Hearings Sessions (dialogues between landlords/tenants) with women farmers have been completed. - For men farmers, 50 Land Hearings Sessions have been held involving 1500 participants from 50 villages in both districts. - - Tenancy (informal) agreements 2410 <ul style="list-style-type: none"> o Dadu (men - / women - 612) o MPK (men - / women - 600) 	FAO/UN-Women	

<p>3.2 Enhanced capacity of 120 peasant organisations, two farmers organisations and 60 WUAs to manage natural resources and resolve conflicts over land and water use (in collaboration with the World Bank-funded “Sindh Water Sector Improvement Phase-1 Project”):</p>	<ul style="list-style-type: none"> - Identify peasant organisations, farmers organisations and WUAs, (from communities benefiting under Objectives 1 and 2), and assessment of their needs for institutional strengthening. 	<ul style="list-style-type: none"> - 120 PO (<i>46 only listed in data sheet</i>) - WUA - 30 total (listed in data sheet) MPK - 15 Dadu - 15 	<p>FAO</p>	<p>Achievement – PO: 38% ??</p> <p>WUA Achievement - 50% ???</p> <p>Field observation – 6 sites</p> <p>WUA data sheet – 30 total</p> <p>Field observation 6 villages</p>
	<ul style="list-style-type: none"> - Train representatives of targeted peasant and farmers organisations in democratic process, group administration, conflict resolution, business management, etc. through culturally sensitive and locally proven participatory approaches, with special reference to gender perspectives 	<ul style="list-style-type: none"> - 		
	<ul style="list-style-type: none"> - Develop “farmer org. info management systems” in MPK for natural resources management, water balancing, etc. 	<ul style="list-style-type: none"> - 		
	<ul style="list-style-type: none"> - Strengthening technical capacity of WUAs through the demonstration and extension of equitable water delivery systems and water saving techniques, incl. gender perspectives 	<ul style="list-style-type: none"> - 		
	<ul style="list-style-type: none"> - Testing of water quality for “multiple use water services” and informing and advising respective WUA members of any implications 	<ul style="list-style-type: none"> - Water quality tested 	<p>FAO</p>	

<p>3.3 Strengthened existing community-based disaster risk reduction (DRR) and the introduction of new community-based DRR practices for demonstration and replication in the same 120 target communities as coping mechanisms against future disasters (e.g. floods and droughts) and human insecurity – as an integral part of the agricultural production, vocational training and social security packages provided under Objectives 1 and 2 and benefiting an additional 3,000 non-hari farm families</p>	<ul style="list-style-type: none"> - Number of focus group discussions on DRR organised and reported. - Technical reports on the performance and effectiveness of community and household based DRR practices and safety-net mechanisms in the agriculture and employment sectors. 	<ul style="list-style-type: none"> - 120 VDMC plans are developed, with 60% of representatives women. 	<p>FAO/ ILO/ UN-Women</p>	<p>Achievement :</p> <ul style="list-style-type: none"> - VDMC: 100% - Men, women, girls and boys trained DRR: 100%
	<ul style="list-style-type: none"> - Develop new community-based DRR practices 	<ul style="list-style-type: none"> - New practices are part of 120 VDMCs - 3000 men, women and boys and girls trained (health related vulnerabilities, mitigation measures, food preservation, etc.) 	<p>FAO/ ILO/ UN-Women</p>	
	<ul style="list-style-type: none"> - Demonstrate & replicate new DRR practices 	<ul style="list-style-type: none"> - Activity completed - FIELD OBSERVATIONS: STOVES, RAISED HOUSES; VDMC, ETC 	<p>FAO/ ILO/ UN-Women</p>	
	<ul style="list-style-type: none"> - Number of DRR case studies and success stories identified and recorded, - Number of technical reports prepared and published to publicise success stories in the 120 target communities 	<ul style="list-style-type: none"> - Stories are developed and disseminated - Completed xxxx 	<p>FAO</p>	