



**Community Based Livelihoods Recovery Programme for  
Earthquake Affected Areas of Azad Jammu and Kashmir  
(AJK) and NWFP**

**MID TERM REVIEW**

**FINAL REPORT**

**February 2008**

**Community Based Livelihoods Recovery Programme  
for Earthquake Affected Areas of Azad Jammu and Kashmir (AJK)  
&  
North West Frontier Province NWFP**

**Mid Term Review**

**Executive Summary**

i. The Community Based Livelihoods Recovery Programme (CBLRP) is jointly financed by the European Commission (EC) and the United Nations Development Programme (UNDP). The EC has provided a grant of EUR 9 million whereas UNDP grant is EUR 1.7 million. Apart from UNDP, which is the lead partner in this project, three other United Nations agencies (FAO, ILO, UNIDO) are implementing the CBLRP, which duration is three years and will complete its term in April 2009.

ii. The Mid Term Review<sup>1</sup> (MTR) was conducted as a mandatory exercise to assess validity of programme's original purpose, objectives and results: effectiveness of the level of inputs, outputs, and their effectiveness in the attainment of the planned results; management of the programme, level of coordination between the partners, decision-making processes, monitoring systems, participatory interaction among the programme's partners and recipients; and finally recommend a course of action and direction, to ensure that the programmes objectives, expected results and outputs are met during the remainder of the programme. At the decision level, the report will facilitate the Governing Bodies and senior management of CBLRP with an in-depth evaluative assessment of programmes. While by its very nature the report covers a number of selected subjects with intent to cover cross-cutting themes of CBLRP activities.

iii. The mission carried out review and introductory meetings with the CBLRP team members and stakeholders, conducted field visits to various project sites in the AJK and NWFP and interacted with field staff, community organizations, line departments, local authorities and NGOs. Ongoing and completed physical and social infrastructure schemes were also visited. The findings of the mission were shared with CBLRP staff and presented in a meeting with the CBLRP stakeholders and donors.

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<sup>1</sup> The composition of the Mid Term Review Mission was as follows: Nasir Khan, Team Leader and livelihoods Specialist, Dr. Syed Sajidin Hussain, Community Development and Natural Resource Management consultant; Robeela Bangash, Training Consultant. The State and Provincial steering Committee of AJK and NWFP had also nominated two government officials, Dr. Bashir Butt and Mr. Humayun Khan to join the mission during the field visits. The nominee from the AJK, Dr. Bashir Butt joined the mission during the field visits in Muzaffarabad. However, Mr. Humayun Khan, the nominee from the NWFP, could not join the mission. The National Project Coordinator, Regional Managers and International Technical Advisor of CBLRP also participated in some field visits and discussions. The Aide-Memoire was presented in Islamabad which was attended by members of Steering Committee, UN implementing agencies, PMU and regional managers.

iv. The mission appreciated the level of organizational coordination while integrating human and sometime financial resources for spearheading livelihoods recovery of the affected communities in the program areas.

v. The mission noted that one of the key strength of CBLRP is its bottom-up, open and flexible approach resulting in low barrier to stakeholder participation with decisions made on merit. It was found that the overall programme activities were carried out on need based through community demand.

vi. The mission presented its finding in Islamabad to a mixed group of stakeholders on January 31<sup>st</sup>. The highlights of the finding and recommendations of the mission are summarized below:

vii. The mission was of the opinion that some of the targets set for the project were overambitious and needed to be revised. These targets included revitalization/formation of COs, construction of some critical productive and social infrastructure schemes, and various on/off farm training and capacity building targets. For sustainability of revitalized COs and various interventions, the mission recommended that the project had to make a brisk start from now to link current project activities with the existing non-governmental organizations and government line departments.

xiii. On training and Capacity building, the mission recommended that the focus of both off farm and on farm training on practical aspects can still be improved and training duration should be increased. The mission was of the view to improve on the selection process to ensure that vulnerable members of the community are targeted and benefit from the project activities. The mission recognized that for off-farm training, a trainee-profile is in place. It recommended that a trainee profile should be developed for all training making the selection process transparent and fair, and to reach to maximum numbers of community members.

ix. UNIDO will be phasing out in the middle of 2008, though the mission felt it was desirable for this IP to continue until the end of the project. The mission recommended that if it was not possible to provide an extension to UNIDO, some of the follow-up activities such as product development, enterprise development and linking communities with micro finance institutions should be taken up by ILO.

x. The mission recommended that farmer Field School (FFS) was an effective way forward to impart extensive training of trainers to develop a cadre of Master Trainers from each cluster organization. The FFS should be utilized as the hub of project's agricultural related activities and FFS facilitators should be more involved for establishing demonstration plots, community training on agri-aspects, field days etc. Keeping in view of cultural constraints in NWFP, it was recommended that separate female FFS should also be launched and interested female participants should be trained in animal and crop husbandry improved practices.

xi. The mission recommended not to venture into planned tillage pools activity and instead invest the allocated amount in developing Farm Services Centers (FSCs). However, if the concept of FSC is not feasible then use that amount to establish effective female FFS.

xii. The mission observed that activities such as forest plantation, judicious use of fire and timber wood, and the Environmental Assessment study overlap between FAO and UNDP. It was recommended that UNDP and FAO closely coordinate in the implementation of these activities.

xiii. With regards to critical micro-infrastructure activities, it was observed that prior to initiation of infrastructure construction activities no environmental assessments were being conducted. The mission recommended that the existing environmental impact assessment committees should be activated to carry out these assessments.

xiv. Keeping in view that micro-hydel project schemes were being launched by the government and the fact that there was no demand from the target community, the mission endorsed CBLRP management's decision not to implement this activity.

The mission also endorsed decision of Programme Management not to implement Market Information System (MIS). The mission agreed with the CBLRP management that this activity was time consuming, extensive, and beyond the scope of the current recovery programme.

xv. After analyzing the financial statements, the mission discovered that by the end of October 2007 the programme had spent 49% of the combined budget of year 1 and 2 and a total of 35% of the total budget for three years.

xvi. The mission was satisfied with the overall coordination mechanism put in place under CBLRP. While each IP was carrying out their own individual monitoring and reporting, UNDP was responsible for the compilation and sharing of these reports among internal and external audience.

xvii. The Logical Framework Analysis (LFA) has recently been revised. The mission reviewed this revised version and was satisfied with the quality and contents. It is recommended that stakeholder brainstorming session may be arranged to finalize and update the log-frame. It is expected that the revised log frame will be used as an effective management tool for planning and monitoring of the programme activities.

xviii. In view of time lost (about 8 months) due to variety of reasons, the mission recommends a no cost extension of six months to CBLRP (May to October 2009 to enable completion of the targets).

xix. As a way forward to One-UN, the mission acknowledged the scope and importance of this programme and recognize with gratitude the commendable efforts made by all the UN agencies contracted under CBLRP exerting concerted action to achieve unified goal.

It serves as a model towards the One-UN initiative and the UN could benefit from CBLRP experiences and lessons learnt in implementing future projects/programmes.

## ACRONYMS

AJK	Azad Jammu and Kashmir
CBO	Community-Based Organization
CBOs	Community-Based Organization
CFT	Cubit Foot
COs	Community Organizations
EAD	Economic Affairs Division
EC	European Commission
ERF	Early Recovery Framework
ERP	Early Recovery Programme
ERRA	Earthquake Recovery and Rehabilitation Authority
FAO	Food and Agriculture Organization
IFAD	International Fund for Agricultural Development
ILO	International Labor Organization
IP	Implementing Partner
MIS	Management Information System
MOU	Memorandum of Understanding
NGO	Non-Government Organization
NRSP	National Rural Support Programme
NWFP	North West Frontier Province
P&DD	Planning and Development Department
PC	Project Coordinator
PPAF	Pakistan Poverty Alleviation Fund
PMU	Project Management Unit
PSC	Project Steering Committee
SMEs	Small- and Medium-Enterprises
TBA	Traditional Birth Training
UNICEF	United Nations Children Fund
UNIDO	United Nations Industrial Development Organization
UNDP	United Nations Development Programme
WFP	World Food Programme

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## **1. BACKGROUND**

The devastating earthquake on October 8, 2005, that struck the south of NWFP and the state of Azad Jammu and Kashmir killed 80,000 people and injured another 80,000. Over 2.8 million people became homeless and were forced to migrate to safer destinations in search of protection.

In the earthquake struck areas, a majority of the population lost their livelihoods. The productive physical and social infrastructure was left severely damaged. In the aftermath the capacities of the local authorities were severely diminished to cope with the after effect of the catastrophe. In response to this disaster, the EC and UNDP formulated an emergency response strategy and started relief operations in the earthquake affected areas. In November 2005, the United Nations (UN) prepared the Early Recovery Framework (ERF), followed by an Early Recovery Plan (ERP) in March 2006 which was designed to facilitate the transitional phase between relief and long-term reconstruction.

With the relief efforts moving into reconstruction of critical infrastructure, recovery and restoration of livelihoods, the EC and UNDP in the beginning of 2006 decided to move their efforts from the early recovery to restoration of livelihoods of the vulnerable populations of the most affected regions viz; Tehsil Muzaffarabad in the Azad Jammu and Kashmir, and Balakot Tehsil in the North West Frontier Province (NWFP). As part of the Early Recovery Programme (ERP), EC and UNDP paved way to formulate a three years Community Based Livelihoods Recovery Programme (CBLRP). EC provided a grant of EUR 9 million and UNDP pitched in with another EUR 1.7 million. The grant agreement between EC and UNDP was signed in April 2006.

## **2. COMMUNITY BASED LIVELIHOODS RECOVERY PROGRAMME (CBLRP)**

### **2.1 Programme Area**

26 Union Councils<sup>2</sup> (UC) of Tehsil Muzaffarabad (AJK) and 12 UCs of Tehsil Balakot (NWFP) were targeted for programme interventions. Certain sub components of interventions, such as road rehabilitation, irrigation schemes, check dams, foot bridges, bridal paths and agricultural inputs distribution of balanced fertilizers, improved seeds and saplings of fruit and forest plants were designed to benefit majority members of the communities concerned, while others (vocational trainings, fish ponds, and fruit and forest nurseries) were targeted to directly benefit few households. During the first year, the social mobilization process and subsequent programme activities have been undertaken in 16 UCs of Muzaffarabad and 8 UCs of Balakot.

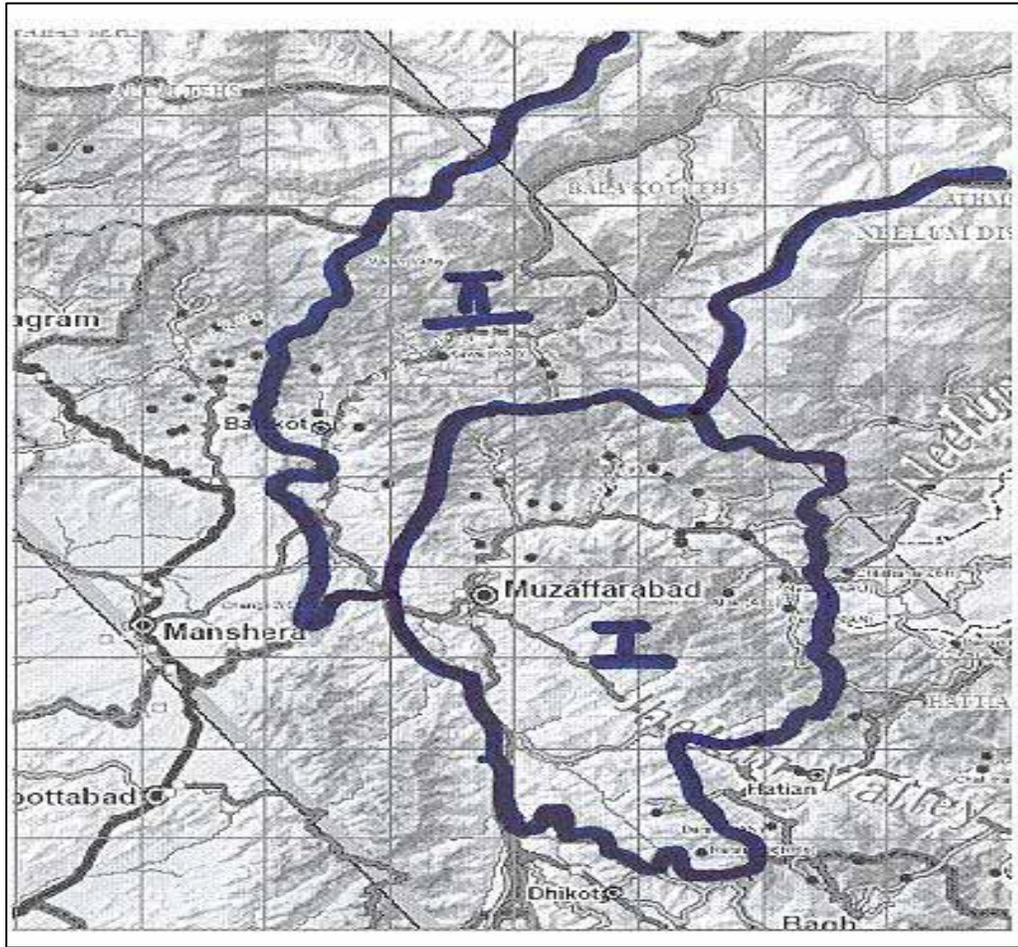
The areas damaged extensively deemed as the criterion for selecting programme activity domain. Scores of national and international sources verified that over 90% population in Balakot and Muzaffarabad Tehsils were affected by the earthquake. The other elements

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<sup>2</sup> Union Councils are administrative units which consist of 25 to 30 villages.

of criteria included presence of existing Community Organizations (COs) network, all season accessibility, and areas included in the earlier shelter project of UNDP.

Map below shows the programme intervention areas of Muzaffarabad tehsil in the AJK and Balakot tehsil in the NWFP. The upper part of Balakot was not badly affected and as such was not selected for the programme.



Source: CBLRP six monthly progress report April – October, 2007.

## 2.2 Objectives

The overall objective of the CBLRP is to restore the socio-economic fabric in the earthquake affected areas by reinstating basic socio-economic infrastructure and livelihoods recovery.

To achieve the above overarching objective, following specific objectives were set forth which were to be achieved with the help of a variety of interventions covering a wide range of activities.

1. Revitalization and strengthening of community organizations to ensure participation of affected people in planning, implementation and monitoring of the livelihoods recovery programme;
2. Restoration and strengthening the capacity of government's line departments and civil society organizations enabling to be pro-active partners in local development;
3. Restoration of income generating activities for affected population especially the vulnerable groups through enhancement of their skills;
4. Reviving agriculture sector, help in providing food security and mitigating environmental effects of the earthquake due to deforestation; and finally,
5. Rehabilitation of community infrastructure related to livelihoods recovery and economic development.

Each of those objectives has been translated in a result of the CBLRP in the logical framework of the program. The fourth objective has been divided over two results. The six results form the skeleton of the Overall Work Plan (OWP) of the CBLRP. The OWP details the activities that will be implemented to achieve each of the six results and sets targets. Based on the OWP, the programme prepares an Annual Work Plan, which describes the activities and targets for the 12-month period

### **2.3 Implementation Arrangements**

CBLRP is a joint venture; overarching four reputed UN agencies. UNDP is the lead partner while ILO, FAO and UNIDO are equally working as implementing partners under the auspices of CBLRP. Some of the local NGOs and local authorities are also collaborating under this programme.

UNDP bears the responsibility for the over-all coordination, the community development and capacity building of communities, government and NGO-partners. UNDP facilitates the rehabilitation of social infrastructure in the communities and promotes the community-based reforestation. ILO is in charge for vocational training and off-farm skill enhancement as well responsible for the reconstruction of community link roads. FAO takes the lead role in the revival of the agricultural sector, through training and capacity building of farmers and formation of Farmer Field Schools, distribution of seeds and inputs, the rehabilitation of productive infrastructure in the communities and the promotion of fruit-nurseries, fisheries, tillage pools and the reforestation of government lands. UNIDO facilitates the involvement of the private sector in the recovery process, through investment promotion and conferences, entrepreneurship training and the facilitation of business development services in the areas.

The programme is supervised by a Steering Committee (SC), which consists of EC, UNDP, EAD, Governments of AJK and NWFP, ERRRA and the different Implementing Partners (IP). The National Project Coordinator and International Advisor participate in the Steering Committee as members. The SC meets on bi-annual basis and approves the work plans and reviews the results achieved.

Similarly, there are two Project Coordination Committees (PCC) established in both NWFP and AJK. These committees consist of UNDP, PERRA/SERRA, the related line departments and the implementing partners. The PCC more or less plays the same role in

the NWFP and the AJK as the SC in Islamabad. PCC meets on bi-annual basis to share the plans, and reviews the bottlenecks and progress achieved during the six months.

The Programme itself is managed by a Programme Management Unit (PMU) which is headed by a full time National Programme Coordinator (NPC) under the overall guidance of UNDP, and is being supported by an International Technical Advisor. The NPC/ITA participates in the ERRAs Technical Working Group meetings to remain fully abreast of the interventions of other partners active in the area.

Two UNDP project offices established at Muzaffarabad and Balakot tehsils are headed by Project Managers and assisted by other professional and support staff. The project activities are implemented by regional project teams under the direct supervision of the Project Managers.

### **3. MISSION OBJECTIVES AND METHODOLOGY**

#### **3.1 Objectives**

The Mid term Review (MTR) mission was carried out from January 16 to January 31, 2008. The objectives of the MTR mission were to:

- Assess if the programme's original purpose, objectives and results remain valid;
- Comment on the level of the inputs, outputs, results, and their effectiveness in the attainment of the planned results and outputs of the programme as a whole and the different components of the programme;
- Comment on the management of the programme, on the coordination between the partners, on decision-making process and the monitoring systems in place, and on the level of participatory interaction among the programme's partners and recipients;
- Recommend a course of action and direction, to ensure that the programmes objectives, expected results and outputs and/or their modifications, are met during the remainder of the program.

#### **3.2 Methodology**

The mission itinerary was divided into three parts. The first part consisted of assembling of the MTR team members in Islamabad, introductory meetings with the CBLRP team members, review of the project literature, and meetings with key stakeholders<sup>3</sup> in Islamabad. CBLRP management had arranged a detailed briefing for the mission members in Islamabad which was participated by all the Implementing Partners (IPs) and their field teams. The second part was field visits to various project sites in the AJK and NWFP. The mission visited project sites in both Muzaffarabad and Balakot Tehsils and interacted with field staff, various community organization members, inspected a variety of both ongoing and completed physical and social infrastructure schemes, met and conducted detailed discussions with numerous community members (both male and

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<sup>3</sup>Meetings were held with the UNDP, ILO, FAO, and UNIDO representatives. The team also met with the Country Director of UNDP and UNIDO, and had a courtesy call on the Programme Officer of the EC mission in Islamabad.

female) trained under various categories of CBLRP project. In addition, the MTR mission in both Tehsils met with senior government officials<sup>4</sup>, representatives of line departments, local authorities, and NGOs.

The field visits, meetings and consultations helped the mission to gauge the progress and performance, identify key issues and gaps, and come-up with recommendations to correct the course in the remaining time period of this project. The third and final part of the mission itinerary was to reassemble in Islamabad and prepare the MTR Report. The mission had a detailed debriefing with representatives of IPs, UNDP, EC, and ERRRA.

## **4. MISSION FINDINGS**

### **4.1 General Findings and Observations**

i) The programme objectives were overestimated, incoherent and suited more for a medium to long term development project. Within the context of this programme these objectives were not fully attainable. For instance, revitalization exercise of COs ideally should not have been part of a recovery programme with duration of three years. Revitalization or making a dormant community organization to function properly requires continuous time investment, persistent efforts, motivation, encouragement, and guidance. Originally the programme design had conceived only 6 social organizers (3 male and 3 female) to implement this activity with the support of 16 Group Promoters. Afterwards 6 more social organizers were recruited at the cost of group promoters, this number is still too small to accomplish a daunting task of revitalizing 1750 community organizations in Muzaffarabad and Balakot Tehsils.

The danger in revitalizing dormant COs is that upon the termination of programme these COs incidentally will once again become dormant. This mission has recommended that the programme prepares a specific strategy to sustain these revitalized COs by linking them with government line departments and other longer term programmes existed in the region. Specific findings and recommendations on this component are discussed under output 1.

ii) CBLRP has developed sound criteria for selection of vulnerable and deserving persons to participate in and benefit from various activities of the programme. However, it seems that the selection criteria has not been followed in its letter and spirit. This was evident from the fact that in some cases such as distribution of maize seeds and fertilizers, selection of beneficiaries for nursery development and fish farming, and various on and off farm trainings the vulnerable segments of the community were not targeted in a systematic manner. This may have been due to the fact that the selection process to identify those most vulnerable was exclusively left to the discretion of office bearer of

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<sup>4</sup> Formal and informal meetings were held with the Chief Secretary, Additional Chief Secretary, Director SERRA, UN Regional Coordinator, officials of various government line departments including fisheries, Agriculture, Livestock, forestry, Tehsil Management officials, small industries, chambers of commerce, and vocational education and training. The mission also met with the representatives of various non-government organizations including AJKRSP, WFP, SRSP, and Sungi.

COs. Hence, most of the selected beneficiaries may have not been the most deserving and vulnerable. The mission was of the view to conduct an interactive training cum brainstorming session for social development team for setting criteria of vulnerability and target vulnerable segments in the rest of the programme period.

iii) Restoration and strengthening the capacity of government line departments to enable them to be pro-active partners in local development is too broad an objective to be achieved in a short period of time. In order to achieve this end, in an effective manner, a separate project specifically dealing with the restoration and strengthening capacities of government line departments would have required. Realistically speaking, the objective should have been modified to involve the line departments in the participatory needs assessment, planning, and implementation process of the project.

(iv) Restoration of income generating activities for affected population especially the vulnerable groups through enhancement of their skills is an objective of CBLRP more focused and close to the heart of the matter. However, it was felt that there was room for improvement in ensuring that vulnerable groups of the community are targeted in a more systematic manner.

(v) Based on mission's field visits and observations, the revival of agriculture sector will help in providing food security as well mitigating environmental hazardous effects of the earthquake due to land sliding, erosion and deforestation. This element of the project objective was realistic and achievable. However, some of the activities identified under this component were overlapping between two of the Implementing Partners (UNDP and the FAO). The mission recommended that these activities must closely be coordinated by the implementing partners to avoid any duplication of efforts and exchange technical assistance.

(vi) Rehabilitation of community infrastructure related to livelihoods recovery and economic development is a thought through recovery specific objective. Rehabilitation of some of the critical infrastructure especially some irrigation schemes and link roads will have a huge impact on the revival and restoration of livelihoods of majority of community members. However, unfortunately, the targets set to achieve this objective were far away from being realistic and need to be revised as proposed by the CBLRP team.

#### **4.2 Project Implementation Results**

The programme was approved in April 2006, however, actual implementation on planned activities were only initiated from October 2006 onwards. UNIDO started in January 2007. The delays could mainly be attributed to lengthy negotiations between the implementing partners to come to terms with and partly with the fact that enough preparations were not made ahead of time to avoid these delays. As a result of these delay in the beginning, many of the planned activities of year 1 were moved to the second year. The delay in initiating project activities not only impacted originally planned activities for both first and second years; it also impacted planned expenditures for these years.

In physical terms, baseline survey could not be completed in the first year as planned and the results of the survey became available only in May 2007. This did not help in setting clear benchmarks to gauge impact of project interventions.

However, despite facing delays the project fared well in achieving some of the planned targets within the stipulated timeframe. (i) 957 both male and female COs have been revitalized, 3,194 CO activists are trained in leadership and management aspects to manage their COs effectively; (ii) 16 workshops have been organized for the various government line departments officials to assess their needs, sensitize them with regards to the needs of the community beneficiaries and how to address those needs in an effective and meaningful manner. It also included 6 training workshops to enhance capacities of the participants in designing and formulation of new projects aimed at rural communities etc. (iii) 2700 selected community members are trained in on farm agricultural improvement and another over 2000 were equipped with numerous vocational skills to establish their individual and community based businesses; (iv) 12,600 households have been provided with high yielding improved wheat, maize, fodder and vegetable seeds along with balanced fertilizers. These activities helped tremendously in having access to some much needed grains as a food security measure and livestock feed availability for the target population. The methodology could well be made more effective by reaching those most vulnerable (including widows/female headed families etc.) segments of the target community; (v) 2000 high yielding fruit plants provided to target beneficiaries; (vi) 10 check dams, 80 water storage tanks, 43 Ha of field terracing, and 14 kilometers of irrigation channels have been completed/in process; (vii) proper coordination mechanisms have been established and a project management and coordination structure has been designed; (viii) the required annual work plans are prepared in line with the needs identified; (ix) Implementing Partners have established their individual monitoring and evaluation systems and also based on project document guidelines six monthly and annual reports are produced/compiled by UNDP.

#### **4.3 Problems in Implementation**

Since the beginning, the project had problems in implementation of planned activities; (i) as mentioned above, the delays witnessed in recruitment of staff, procurement of required items, and signing of Letters of Agreements (LOA) with the Implementing Partners took longer than expected, which substantially delayed project implementation to kick off the ground. This initial delay in the initiation of project is a cause of concern as most activities planned for the year one were moved to year 2. The additional pressure on implementing partners not only to complete planned activities of year 2 but also manage to implement activities moved from the year 1 may have implications for quality of interventions; (ii) the initial implementation phase also had coordination issues among the Implementing Partners which also impacted planned project activities; (iii) the Logical Framework Analysis provided with the project document was not done in a way to help facilitate project management. The flaws in this document did not help project management to make use of it as an effective monitoring and evaluation tool.

#### 4.4. Out-put Wise Findings and Observations

##### 4.4.1. Output 1. Strengthening of Community Organizations

This component includes revitalization/formation of Community Organizations (COs) in the project area to ensure participation of the affected people in the livelihoods recovery process. The objective is to empower local communities for their effective participation in planning, implementation and monitoring of the project interventions and to ensuring that the needs of the most poor and vulnerable communities are sufficiently addressed to earn sustainable livelihood during and after the project.

Social mobilization is the responsibility of UNDP. For this purpose social mobilization staff has been hired under the project as shown in the following table.

*Table: List of Social Mobilization Staff*

Staff	AJK		Balakot		Total	
	Proposed (revision)*	On-board	Proposed (revision)*	On-board	Proposed (revision)*	On-Board
Community Development Supervisors	1	1	1	1	2	2
Social Organizers (Male)	3	3	3	3	6	6
Social Organizers (Female)	3	3	3	3	6	6
<b>Total</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>14</b>	<b>14</b>

\* The original target was 3 male and 3 female Social Organizers, and 2 supervisors for both tehsils.

The project envisaged a total of 1750 COs to be formed/revitalized, covering 900 COs in Muzaffarabad tehsil and 850 COs in Balakot. On average each CO is expected to have about 30 - 50 members.

Out of the 26 Union Councils (UCs), the project is working in 21 Union Councils that are most affected by the earthquake in Muzaffarabad tehsil, whereas 10 out of 12 Union Councils that were badly hit by the earthquake are targeted in Balakot tehsil. So far, 522 and 435 COs (male, female and mixed) have respectively been formed/revitalized in Muzaffarabad and Balakkot Tehsils. As may be seen from the table, relatively less number of female COs have been formed in Balakot because of cultural limitations.

Table: COs formed (Male/Female) as of 31 December 2007

COs	Number of COs Muzaffarabad Tehsil	Number of COs Balakot Tehsil	Total
Male	290	310	600
Female	216	125	341
Mixed	16	-	16
Total	522	435	957

The process used for CO formation was comprised of initial dialogues with communities, signing of TOPs and needs identification and capacity enhancement of COs activists. Follow up visits to the community were only on need basis for training and physical interventions based on resolutions from the COs.

COs clusters on the basis of geographical set-up have been formed, serving as apex bodies having representatives/activists from each CO. Activists and CO leaders are the main points of contact by the project team in monthly meetings being organized by the clusters organizations.

The fast pace of the social mobilisation in the CBLRP is hailed as one of the successes in the first year of the CBLRP. Almost 600 COs were set up or revitalised in the two tehsils, exceeding the target set for the first 12 months of 450. For the second year, the initial target was set at adding another 1,000 COs and the rest in the final year. However, it was realized by various programme partners and the project team that this exercise was time consuming, futile and could affect the quality of social organization efforts. Social organization is not the end but it is the mean for reaching out to the larger communities. The available resources with CBLRP could not meet the needs in equitable manner to properly address the social mobilization dimensions of the large numbers of communities, while simply organizing them may raise expectations among the communities. Different programme partners and the EC monitors and advisors have voiced out that they would like to see a reduction in targets of social organization to safeguard the quality of the interventions. A detailed working paper has been prepared by the CBLRP team arguing that the targets though attainable but would not meet the purpose of social development. (See Annex 2 and 3).

The MTR mission agreed with these arguments and recommends that the target for CO formation should be reduced to improve the quality of social organization. The limited number of SOs could not frequently interact with the COs for follow-ups. An SO could visit the CO once in three to four months after the first two to three dialogues. Nonetheless, the COs and the clusters visited by the mission had received CMST/ LMST training and the COs records were well maintained. This is also because most communities had previous experience of working with UNDP Nelum-Jehlum Valley Community Development Project in AJK and a similar experience in Balakot through the efforts of SRSP and Sungi, and other NGOs.

The mission observed that while some of the CO and cluster activists were well versed having a clear vision about the purpose of social organization (e.g. Kunhar Cluster in

Balakot, Kundian Kharabian in AJK), many other lacked this vision and vigour. These COs, however, are serving the purpose of immediate livelihoods recovery in their respective villages. The project has also taken a good initiative by forming clusters of COs. Some of these clusters have been registered with the department of Social Welfare. This has reduced pressure on SOs to make regular follow-ups with the individual COs. A lot of hard work, however, is still to be done to strengthen the capacities of these cluster organizations, especially female cluster organizations.

Some COs voluntarily started monthly saving schemes. CBLRP must take advantage of this initiative by encouraging CO members to continue with the saving programme and guiding them to utilize these savings in a productive and profitable manner. It is encouraging to note that the project has initiated some plans to establish formal and effective linkages of these COs/Cluster organizations with the existing NGOs working in the region, government line departments, and micro-finance institutions.

#### **4.4.2. Output 2: Revitalization of the Capacity of the Concerned Line Departments at the local level as well as NGOs**

The main theme behind this component was to engage various line departments, help the staff of these departments through a well crafted process of sensitization towards participatory development approaches, and exposing them to participatory planning and implementation concepts. It was observed that though some work was done in this direction and a lot was still to be done. The project has conducted some training needs assessment of various line departments and 6 sensitization workshops.

As partners in development, the line departments identified were Planning and Development, Local Government, Works, Agriculture, Animal Husbandry, Forestry, Fisheries, Industries and Social Welfare. The mission observed that it was not practical for the project to engage most of the above mentioned departments on a regular basis. If the idea were to revitalize capacities of these government line departments to efficiently deal with the community members then certainly a few of sensitization workshops, few trainings and fewer meetings were surely not enough or effective to achieve this end. However, if the sole purpose was to meet the set targets, then yes, the project has done well in achievement of some of the targets. This, yet again, reflects that the targets were ambitious and not based on the ground realities.

#### **4.4.3. Output 3: Training and Support to the Vulnerable Groups**

This component is broadly categorized into four sub-sectors assigned to the following Implementing Partners, based on their sector-specific expertise:

- ILO has been given the assignment of imparting skills enhancement trainings in Off-farm Sector;
- FAO has the responsibility to impart trainings in on-farm income generation activities;
- UNIDO has to carry out Entrepreneurial Trainings for the potential communities and

- UNDP has to provide TBAs (Traditional Birth Attendant) and scores of other multiple facet trainings.

The on-farm interventions are being discussed in detail in output 4. Findings regarding rest of the three sectors are presented as follows:

#### Off-farm Skills Development

ILO is the implementing agency for this activity. Detailed Training Needs Assessment (TNA) studies in both Tehsils have been conducted to understand the potential of trainings, demography, social and economic patterns and to identify what types of trainings were demanded by communities. It was reported that conforming to the needs of local reconstruction, men demanded for trainings in different construction trades while women only opted for the conventional trades, i.e., Tailoring, Embroidery and TBA.

Findings of these TNA studies were then further analyzed in a “Broad-based Consultative Workshop” where people from Government (different training-related agencies), I/NGOs, Donors, Workers, Employers, Private Sector and other related authorities participated. The Consultative Workshop identified 56 different trades broadly categorized under construction, tourism, minerals & gemstones, automobile sectors for men and handicrafts and traditional tailoring, gabba-sazi, namda making, knitting and other related trades for women. Qualified with the available project resources and compatible with the project design, 20 trades were short-listed for actual implementation.

The project also carried out a detailed Mapping Exercise to learn the exact coverage of different training providers (NGOs) and trainings provided in different trades in different Union Councils of the project area. This helped the project to identify the locations and to ensure that the communities deprived of capacity enhancement interventions are targeted, avoiding duplications of interventions with other training providers.

The focus of the first year activities were mostly on vocational training for female such as tailoring, embroidery, paper mache, candle-making, soap and detergent making, and tie-and-dye. The Mission observed that though most of these trainings were being utilized, these were mostly “household expenditure saving” activities.

As envisaged in the project document, it was noted that during the first year the project could not focus enough on construction related trades, though the training conducted was long-term (one to four months) in comparison with the skill-training for women which was much shorter in duration.. The main reason for this delay is stipulated in the beginning of this report. However, it is encouraging to note that the project has planned more than 70 percent of its future trainings in construction trades. This will surely help balancing the demand and supply of skilled workforce for the huge ongoing reconstruction work in the both regions.

The Mission observed that the non-construction training trades particularly mobile phone repair, tourism, marble cutting and polishing, vehicle driving and computer literacy are innovative yet very much required with the local market demand. These would surely

help the trainees get decent employment and will earn their livelihoods through these skills.

The above trainings (especially female specific trainings) have raised expectations for micro finance, and the participants were waiting for provision of soft loans to establish their businesses. The mission was informed that the project had a particular activity of linking the trained skilled persons with microfinance providers and for this purpose the project was organizing “Micro-finance Clinics” for each batch of trainees. However, according to project management, most of the loan-providers had stopped their loaning process in the earthquake affected areas due to resource starvation and vulnerability of clients. Banks (e.g., Bank of Khyber) and informal MFIs (e.g., SRSP) had suffered huge losses due to bankruptcy of their clients after the earthquake. None of the other commercial banks had developed any special offers for the earthquake affected people. The mission was encouraged to learn that the project was making efforts to contact some key stakeholders (Khushali Bank) to re-start a soft-loan program to help these trained beneficiaries.

Another key area was skill enhancement of already trained individuals which were mentioned in the project document as well. The mission was informed that this particular aspect of training was being dealt by various organizations including PPAF, UN-Habitat, and SDC etc. Apparently, these organizations had started refresher training of existing masons, carpenters, welders and steel fixers in earthquake-resilient technologies through short-courses of 2-3 days. Since the target for these training courses was entire union councils of the project area, yet it was decided by the project not to venture into this activity.

The establishment of Employment Information Center (EIC) one each in Balakot and Muzaffarabad is a positive and useful activity and has the potential to establish linkages between the public Vocational Centers and skilled laborers for prospective employment opportunities. The following table provides details on various activities carried out by the Centers.

Parameter	Balakot			Muzaffarabad			Total		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
Registered Persons	3,251	662	3,913	2,741	1,210	3,951	5,992	1,872	7,864
Persons referred for jobs	548	136	684	255	80	335	803	216	1,019
Persons who got employment	169	45	214	96	29	125	265	74	339

It was observed that in line with the above activity the project had also taken some other good initiatives such as On-the-job Training or arranging apprenticeship for trainees in construction and marble sectors.

### Enterprise Development Training

UNIDO being assigned to achieve this end through arrangement of stakeholder dialogues, training and exhibition programmes. It was reported that before starting EDT, a detailed TNA was carried out by consultants to understand the need and potential of different enterprises in the area. The focus remained on refresher trainings in different skills by the Project.

The Mission observed that three different types of trainings were imparted in this sub-component, i.e.

- One-day sensitization sessions for Bankers, Chambers of Commerce and existing entrepreneurs;
- 3-day training course for existing entrepreneurs;
- 5-day training course for new entrepreneurs

It was observed that these trainings were helpful for their specific audience to learn and refresh the basics of entrepreneurship.

The Mission also found that the Programme had developed cordial relationships with the private sector and Chambers of Commerce in the two areas. According to Programme team, representatives of Chambers of Commerce in Muzaffarabad took active part in all programme interventions i.e. attending conferences and workshops and showed their interest in working with the external investors on joint ventures.

### TBA Training

This activity is implemented by UNDP. The project has trained 91 women as TBAs in both Tehsils. The Project has outsourced these trainings to different service providers. The Mission observed that although these trainings are in line with the community demand, so far little efforts have been made to link these TBAs with relevant Government institutions, i.e., RHCs, BHUs or other Health facilities.

In some cases, it was also observed that women who were already trained as Lady Health Workers (LHWs) by the Government were re-trained as TBAs. While it helps as a refresher for the skilled LHWS, it might have deprived other interested vulnerable women from various communities who would have benefited from this opportunity.

#### **4.4.4. Output 4: Revival of Agriculture Sector**

The UN Food and Agriculture Organization (FAO) has the responsibility to implement this output under CBLRP. Revival of agriculture and food security is crucial for livelihoods recovery of the vulnerable populations in the earthquake affected areas in NWFP and AJK. This output may be rephrased as revival of agro-forestry sector in light of mission findings and recommendations as detailed in the next section.

The objective of this output are to increase agricultural productivity and income generation through: (a) the introduction of improved varieties of seeds/saplings and their

demonstration on farmers' fields; (b) rehabilitation of basic and critical infrastructure according to findings and priorities of communities identified in a participatory manner; (c) an increased capacity of community members and activists to sustain increases in agricultural productivity and income generation, and maintaining the rehabilitated facilities; and (d) reforestation and stabilization of degraded and damaged areas.

It involves the following activities with communities:

- Capacity building of the rural communities through long term FFS and short term training courses,
- The disbursement of high yielding crop seeds with balanced fertilizers,
- Rehabilitation of micro agro-infrastructures like check dams, water storage tanks, animal drinking ponds, field terraces, stone protection walls and water channels.
- Integrated management of watershed and reforestation activities,

The mission observation on this output including key activities are given below:

The activities are undertaken through the relevant line departments (agriculture, on-farm water management and forestry) and will render these line departments accountable to their rural communities and farming clients besides building their capacity through on-job training and exposure to the new concepts and approaches. This would also create a sense of ownership and sustainability once the programme is phased out.

Training and support to the vulnerable groups:

The project envisages 5,000 beneficiaries trained in on-farm sector and demonstration of 30 community based food processing units.

Training of beneficiaries in on-farm sector:

Under this component FAO had planned to train 5000 farmers in various on-farm activities. So far the FAO has trained 2700 farmers either through direct training, on job training, and or through Farmers Field Schools.

One day sensitization trainings have been provided in crop management on wheat, maize and vegetable. These were usually accompanied with distribution of seed and fertilizer packages. Vegetable seed kits have been distributed to female individuals benefiting 6600 house holds and more than 200 selected female beneficiaries were imparted one-day kitchen gardening training courses.

To enhance capacities of the farmers, the establishment of Farmers Field School (FFS) has also been adopted which is an emerging approach in the program area and appraised to the most potent intervention for capacity building. It's a full-season crop husbandry learning process. A total of 35 FFS have been planned to be established (20 in Muzaffarabad tehsil and 15 in Balakot tehsil), directly benefiting around 2000 interested individuals/farmers.

The Kissan Welfare Association (KWA) has been engaged to train selected activists among the farming communities as master facilitators/trainers who could then run the FFS in their respective villages. It was observed that the agriculture extension staff (Field Assistants) working in the area have limited involvement in this activity. It was also ascertained that there was limited participation of female (only some in AJK) in view of cultural limitations.

#### Establishment of Food Processing Units

FAO has prepared plans to establish 30 food processing units with individual communities. A feasibility study has been conducted by an FAO consultant. After proper review of the feasibility report, it was found that Food Processing Unit was a misnomer as it was narrowly focused.

#### Income generating and food security

Agriculture implements and tillage pools:

32 tillage pools are envisaged under this output in which some farm equipments/spray pumps/threshers will be provided to the COs/Cluster. Detail feasibility study been conducted by FAO. Based on the findings of the study a number of tillage pools would be established in various agro-ecological zones. FAO has suggested establishing 12 tillage pools, 6 each in both tehsils rather than establishing 32 tillage pools envisaged in the project document.

Tillage Pools are conceived for easy access to small agricultural implements at the cluster level. The mission is of the view that this activity will have issues relating to the ownership, management, operation and maintenance of these implements as the tillage pool case has been reported as failure at the Farm Services Centers established with Extension department in NWFP

#### Provision of high quality seed and balanced fertilizers:

For immediate revival of agriculture sector, improved seed of maize and wheat together with balanced fertilizers in packages were distributed to the community members in the first year of the project, meeting all the targets. Also the targets for the distribution of vegetable seed for kitchen gardening and oat/sorghum seed for fodder have also been met. The Chicken re-stocking – poultry units for women were envisaged under the project but due to intermittent cases of bird flu, this activity has been dropped.

The seed distribution activity was accompanied with one day training on cultivation of these high quality seed and balanced used of fertilizer. A post distribution survey in Kharif 2007 was conducted by the project team to assess the results of this intervention. The results indicate that germination of the maize seed was 88% for both hybrid and Pahari seed. These were two different varieties distributed on the recommendation of the Ministry of Agriculture and Livestock, Islamabad. In discussion with farmers, the mission observed that in general farmers were happy with this intervention because seed was not available after the earthquake and without this intervention it would have not been possible for them to cultivate maize. Farmers also reported that yields of both wheat and maize were higher than local varieties and farmers have kept the seed for future use.

Some hybrid seed of maize crop was also distributed to farmers. The mission observed that some farmers have also kept hybrid seed for next season which is not a recommended practice. This necessitates a follow-up training of the CO members in post harvest management, including seed management practices.

#### Establishment of seed villages:

The project document envisaged the establishment of seed villages to demonstrate on farmer's land the viability and usefulness of improved varieties. These include the establishment of maize, vegetable, oat/sorghum seed farms, fish farms and fruit plant nurseries.

FAO has proposed re-focusing of activities under the "seed villages" budget line from maize and wheat seed production to the expansion of FAO's on-going farmer field school at model villages operating through adaptive research and participatory extension interventions. These revisions have been brought after the findings of an assessment and two other studies recently completed by FAO in Balakot and Muzaffarabad Tehsils that concluded that (a) the production of pure and certified seed stock under such informal arrangements on the small land holdings with diversified cropping pattern in the project area is unfeasible due to limited highly technical knowledge of crop breeding and anticipated high incidences of cross-pollination with local varieties; and (b) establishment of seed villages is long term planning and priorities for livelihoods recovery under CBLRP are short to mid term. The decision to withdraw from seed village activities was agreed between a backstopping FAO mission and the Mansehra Executive District Office (Agricultural Extension Directorate) and the AJK Department of Agriculture (Directorate of Agricultural Extension) in November 2006.

#### Establishment of Fish Farms:

32 fish ponds are envisaged under the project, out of which only 6 ponds have been developed. This activity certainly has a demonstration effect as it will infuse interest in other people to initiate interest in this enterprise for their livelihoods. It will also contribute toward the nutritious food availability in the area. The MTR mission visited a fish pond each at AJK and NWFP and found that this intervention benefits only few well off individuals of the community. For example the fish pond at Badan Shahal Mazullah was developed at the approximate cost of Rs. 150,000 and the owner of fish pond was a prosperous individual.

#### Establishment of Fruit Plant Nurseries:

The project envisages 32 fruit plant nurseries to be established with farmers in the two Tehsils. In a field visit to Gulmera catchment (UC Thalhata), community level stakeholder meeting was undertaken and afterward a joint field visit of all the established nurseries was conducted. The nurseries performance and community interest was agreeable. At the outcome level, it would have permanent desirable impacts, but not appropriate as per the project's strategic objectives of recovery tantamount to immediate relief.

Fruit nurseries are being established with interested farmers with a view to promote certified fruit plants in the project area. The mission observed that only a few well-off farmers were benefiting from this activity. This approach is not appropriate within the context of recovery project entailing immediate support required to reach to maximum number of deserving people.

The mission is of the opinion that in establishing fruit nurseries, the entrepreneur is the main beneficiary, while the local farmers would only benefit through easy access to certified seedlings at their doorstep. This enterprise approach makes much sense in the medium to long-term development project, but not in this recovery project. An equitable approach would have been to provide certified fruit seedlings procured from certified nurseries and agricultural research institutes and distribute free of cost to the interested farmers to cover maximum number of households in the project area.

#### Revival of Local Forestry (activity under output 5)

FAO is implementing this activity on government owned forests. The scientific management of communal forest will partially conserve the forests and green cover. It will help recovering the eroded lands and control the landslides. Subsequently it will reduce the intermittent floods and soil erosion thus protecting the agriculture land, irrigation system, and habitation. The mission endorses the revision of targets from 100 acres to 200 acres which had already been achieved in December 2007.

The mission observed that activities such as forest plantation, judicious use of fire and timber wood, and the Environmental Assessment study overlap between FAO and UNDP. Close coordination would be needed between UNDP and FAO in the implementation of these activities.

#### **4.4.5. Output 5: Revival of Local Forestry Sector**

After the earthquake, forest areas have been greatly affected and are subjected to further degradation due to uncontrolled logging for reconstruction of half a million houses. This component has been introduced under CBLRP to reduce pressure on the already degraded forest to carry out reforestation in the affected areas, including scientific management of govt/communal forest, provide training to communities in judicious use of timber and fuel wood and introduction of alternate sources of energy. The result of this output would lead to mitigation of environment effects due to deforestation and ensure supply of timber and firewood in future.

Under this activity, during the project period, forestry seedlings had to be provided to plant up to 10,000 ha community land. Last year, the UNDP procured some 246,000 seedlings and distributed amongst the community organizations. This year, UNDP is planning to distribute additional 400,000 seedlings, while the remaining seedlings (400,000) would be distributed next year. Simultaneously, reforestation was also carried-out by FAO on government/communal land involving forest departments in both the areas.

UNDP has also provided training to 35 farmers in management and caring/protection of plants (pest and disease control etc.). Training of 1200 community members was planned to judiciously use fire and timber wood and promote alternate material for reconstruction. So far UNDP has trained a total of 300 community members and the rest will be trained during the current and next year.

The planned environmental assessment study has been initiated by UNDP for which a consulting firm has already been hired and field work has been started recently. The main objective of the study is to assess the extent and nature of environmental damages in the earthquake affected areas of Balakot and Muzafarabad Tehsils. On the basis of findings, the study will propose strategies and guidelines for the mitigation of environmental effects in the different interventions of the programme and will include a comprehensive forestry and land resource development plans for four pilot micro-watersheds in the program areas.

#### **4.4.6. Output 6: Critical Micro Infrastructure Project**

The purpose of this component is to provide immediate relief as well as opportunities to generate income by getting beneficiaries engaged in activities such as rehabilitation of small sale productive and social infrastructure activities. These activities varied from rehabilitation of check dams, irrigation channels, animal drinking ponds, field terraces (by FAO), bridal paths, water storage tanks and foot bridges (by UNDP), and essential link roads (by ILO).

The rehabilitation of basic and critical infrastructure identified according to prioritized needs of communities is a crucial endeavor essential for recovery of agricultural production and environment restoration. At outcome and impact level rehabilitation of water storage tanks, irrigation channels, field terracing, check dams for water harvesting and flood protection walls, the crop area will increase and crop yields significantly enhanced and will enable the farming communities to bring positive change in the traditional cropping pattern i.e. addition of fruit and vegetables. On the other hand, rehabilitation of bridal paths, bridges and link roads will help the communities for easy access to markets and other socio-economic facilities.

Following table shows work in process and progress achieved by the end of December 2007:

Activity	Total Targets	Achievement/underway December 31, 2007
Check Dams	150	10
Water Storage Tanks	314	80
Animal Drinking Water Ponds	50	6
Field Terracing (HA)	886	43
Stone Protection Wall (CFT)	50,000	43,500

Water Channels (KM)	50	14
Link Roads (KM)	325	104
Other micro infrastructure	171	40 completed, 106 underway

The mission observed that good progress has been achieved by the programme. The rehabilitation of link roads, irrigation schemes, foot bridges and bridal paths helped beneficiary communities in multiple ways. These schemes indirectly helped many non CO members.

The programme has proposed revision of some of the targets under various categories of this component. The mission after conducting discussions with various stakeholders has endorsed these revisions. (See section on revised targets).

While “rehabilitating the critical micro infrastructure”, ILO was using a renowned “Labour-Based Infrastructure Technology (LBIT)” which is specially designed for the crisis-hit areas and has short and medium term benefits for the communities. The LBI Technology focuses on achieving three-fold benefits from all infrastructure projects, i.e.,

- i. Service delivery on sustainable basis;
- ii. Capacity Building of local Communities in project planning, management and implementation; and
- iii. Short-term employment provision to the local communities

The LBI Technology is particularly helpful for the Social Mobilization process as it creates and strengthens the capacity of CO/WOs to plan, manage and implement infrastructure activities in a most efficient and professional manner as well as establish internal control mechanisms through internal Audit Committees to keep a check on expenses being made by CO/WO. This ensures transparency in all physical infrastructure schemes by the communities themselves and empowers the communities by giving them a sense of responsibility and ownership in CO/WO affairs.

Before the implementation of infrastructure scheme, Community members are formally trained in a) Project Management; b) Project documentation and Auditing; and c) Operations and Maintenance of schemes. These trainings are very well received by community members and various evaluations indicate that these trainings had a positive impact on the quality of work in all infrastructure schemes.

## **4.5. Management and Coordination**

### **4.5.1. Coordination**

It was noted by the mission with satisfaction that the project had put in place some sound coordination mechanisms. These included joint planning to avoid duplications, efforts were made to develop yearly plans in collaboration with partners, and though it was not successfully done yet, it was still an encouraging step, and the project had conducted an exercise to develop plans for the third and last year of the project in a joint manner. This

exercise may also be helpful in continuing One UN debate which is currently being conceptualized on pilot basis in Pakistan.

The mission also observed that since January 2007 monthly review meetings were held with the participation of mid to senior level staff of the IPs. These meetings were focused on reviewing the progress and issues. Similarly, Programme Managers of the IPs were also conducting a monthly meeting to discuss various issues faced by IPs.

The mission noted that the PMU while made responsible to ensure the allocated resources for the programme are utilized effectively, however, does not have the leverage to deny any forthcoming requests for funding from IPs. The funds are transferred to the accounts of the IPs and funding for activities planned by individual IPs are transferred from their respective offices. This by no means is an efficient system and does not serve the purpose of one project. The PMU is also dependent on IPs to collect financial information in order to compile and produce quarterly and six monthly financial reports.

#### **4.5.2. Logical Framework Analysis**

After a thorough review of the of the Logical Framework analysis (LFA) document, the mission agreed with the CBLRP management observation that the originally conceived LFA had flaws in its design. Indicators developed for various activities in a careful manner helps the management to monitor, evaluate and correct the course in a systematic way. However, due to vague indicators provided in the programme, LFA did not help the programme management and other partners to pay more attention to the *effect* of the interventions.

While the overall objective of the programme cannot be changed, the project should have made revisions to the results of log frame bi-annually (as proposed in the project document) and the current version would have been the third of the series. However, the mission is of the opinion that such an exercise of revising the log-frame bi-annually would not be necessary. A timely revised log frame (at least once during the project period), with adequate and appropriate indicators, would have given a proper boost to the monitoring and evaluation of the interventions and enabled the roll-out and functioning of a proper M&E plan for the programme. However, for various reasons this document could not be revised until recently.

#### **4.5.3. Monitoring, Evaluation and Reporting**

The mission observed that the project has M&E sections at all offices reproducing segregated reports and such efforts usually lead to segregated results. As a consequence, different data protocols and multiple reporting channel at different offices sometime generate confusion.

The project has not established a proper centralized monitoring, evaluation and reporting system which could have benefited all the implementing partners in an independent and objective manner. Currently, each implementing partner monitors progress against the plans with the help of their own monitoring staff. This may help in provision of regular updates on progress achievements for physical interventions to upper management, but is surely not an effective way to get an independent, transparent and analytical perspective

of various activities being implemented at the field level. Peer or partner's indicator information system may be developed to understand and integrate all programme activities.

The programme envisaged a baseline survey and bench marks set prior to initiating planned project activities. The results of the baseline survey were only available at the end of year 2006. This situation did not permit CBLRP to make effective use of the results of the baseline survey to carry out impact assessment of programme interventions.

The programme has conducted only a few activity-based sectoral case studies e.g. follow-up study on provision of seed, trainings etc. However, these case studies mostly pose a positive picture of programme activities. It is always important to highlight the weaknesses and lessons learned.

## **4.6. Cross cutting Issues**

### **4.6.1. Selection of beneficiaries**

The selection of vulnerable beneficiaries of the programme was weak. The main reasons for this were a lack of precision in programme design and a tendency to predetermined activities in certain key components. The result was that the impact on the vulnerable relied on the assumption that benefits would trickle down to all households of the target communities, as with roads, markets, irrigation works and agricultural extension.

### **4.6.2. Gender**

The programme has made some efforts in reaching out to both genders. Formation of community organizations for both male and female members of the communities is an encouraging step which may ensure that benefits reach to both male and female members of the community. However, it is obvious that there has not been substantial progress achieved in this area. A change in attitude and increase awareness should start from the management and the staff of the programme, as they will have to take a lead in carrying this message forward to the communities.

### **4.6.3. Vulnerability & Equity**

The mandate of the programme was to reach out to a large group of households in both Tehsils, and focus on those most affected in their livelihoods by the earthquake, like female-headed households, land-less or disabled persons.

This commitment to the most vulnerable was not always reflected in the initial design of the interventions. They were not aimed at the most vulnerable or did not take in account the difficulties in how to identify and reach out to that group.

This offers a greater challenge for the CBLRP, ensuring that the interventions are aimed at the most vulnerable and that mechanisms are in place to reach out in an effective manner to that group. This has implications for many parts of the programme, including the social mobilisation: how to make COs and clusters more inclusive and aware of their own responsibilities towards the disadvantaged.

#### **4.6.4. Sustainability**

In order to achieve sustainability in community recovery and development programmes two things are very important: a) building the capacities of the beneficiaries so that they are able to analyze their own situation, organize themselves and make use of their enhanced capacities to fend for themselves, and b) linking them with similar initiatives at local levels and the government line departments. CBLRP has done a good job in revitalizing Community Organizations (COs), providing them with the necessary tools and training to build their capacities. However, a lot more is yet to be done to link these COs with similar long-term development initiatives and government line departments.

#### **4.7. Budget**

The mission had great difficulty in linking budget and expenditures to related activities. While the updated figures for the overall budget were available, due to the fact that all IPs have their own independent financial management systems, it was not possible to access to detailed “activity-wise” budget figures. Unavailability of detailed budget figures did not help in updating consolidated and compiled budget/expenditure figures up to 31<sup>st</sup> December to analyse the status and expenditure trends. Hence the analysis on project expenditures was made based on the most updated figures available up to October 2007. According to these available figures, by the end of October 2007, CBLRP programme was able to spend 35% of the total budget for the entire term of the programme.

Given the fact that the programme had faced delays in the first year in the implementation of planned activities, it was expected that it would pick-up pace and show a much better performance in year 2. However, by the end of October, the cumulative expenditures made on account of both years could not surpass the mark of 50%. The programme management explained that the expenditures will pick-up in the remaining 5 months (November 2007 to April 2008) of the programme as most expenditures had been committed on activities being carried out in the last six months of second year.

In August 2007, the programme proposed some budgetary modifications to the overall contract between UNDP and EC. The amendment was approved by the EC. These revisions are proposed keeping in view of some approved changes made to the original budget by the Steering Committee. Most of the changes proposed were to boost the human resources of the programme to implement planned activities in a smooth, effective, and successful manner. One of the changes to the original budget was recruitment of an International Technical Advisor made responsible to provide guidance to NPC and other programme managers related to conceptual, operational and administrative procedures.

Since no additional funding from the donors expected to support these proposed changes to the original budget, UNDP had to commit a total of EUR 514,133 from its portion of activity based budget (line item 6.2). The revised budget had no financial implications on

the overall committed budget lines of other IPS. Following are some of the explanations on the revised budget:

- (i) Hydel Power Projects: 10 hydel power projects were targeted to be implemented by the project in both regions. A total of EUR 208,333 was allocated for these activities. The project later on found that there was no demand from the community for these activities and it was also learned that the government was planning to initiate similar activities in both regions. Keeping this in view it was decided not to venture into these activities.
- (ii) Another activity was demonstration of 600 solar geysers and solar lamps at community buildings. UNOPS, on behalf of CBLRP is procuring 600 geysers and will soon be made available to the project. The total cost on procurement of these geysers is estimated at EUR 456,523 as against an allocation of EUR 554,761. As a result a saving of EUR 98,000 is envisaged from this activity.
- (iii) Substantial savings have also been recorded from various other planned activities. These include EUR 111,543 from output 1 (hardly any money was spent on community dialogues, revitalization of COs etc. The costs of social mobilization staff came from the HR budget of UNDP);
- (iv) A saving of EUR 17,957 from post training evaluation activities (trainings were outsourced to HRDN and there is still enough money available to implement this activity);
- (v) An allocation of EUR 35,014 was made to design an MIS for the line departments. The project has done some calculations and it is estimated that there will be a saving of EUR 12,000 from this account as the MIS would not cost more than EUR 23,000.
- (vi) The programme for variety of reasons has decided not to go for planned activity of Market Information System which will save the allocated sum of EUR 35,000.

#### **4.8. One UN and Follow-up Project**

CBLRP is an innovative idea and could be conceived as pilot design for One UN. The programme has four reputed UN agencies working together under the umbrella of CBLRP. This could be considered as a model for one UN. At onset each partner explained that they had faced difficulties during the earlier stages of programme implementation, they all agreed that there was significant improvement in working together as a team in the past 10 months.

The mission observed that each implementing partner, community organizations as well as individuals attributed various activities to individual implementing partners and their respective programme components, while the name of CBLRP was lost and occasionally reflected. This was also evident from various presentations made by implementing partners where each partner was labeling successes and achievements of programme interventions as their individual success or achievement. For instance, formation of COs, irrigations schemes, vocational trainings etc. were referred to as specific UNDP, FAO, and ILO activities respectively. The same was reflected in community and cluster

meetings. With the exception of some COs where passing reference was made to the CBLRP, the mission was unable to identify any concrete examples where the idea of One CBLRP was effectively demonstrated under the banner of this programme.

CBLRP could become a good precedent, case study, lesson learnt, and archetype for workable conceptualization of One-UN. If the programme flourishes, the inspiration of One-UN will thrive on. The CBLRP head unit will be instrumental to enhance coordination, cultivate working relationship among different IPs as well offer a platform to the conflict resolution initiatives. The constitution of an apex body is essential for inculcating the element of ownership among all implementing partners functioning under overarching umbrella of CBLRP.

It is important to discuss that while World Food Programme (WFP) informally is supporting some vocational trainings organized by the ILO, no formal efforts were made to bring it on board to become active part of the programme activities. Similarly, UNICEF had ongoing programmes in the region and would have complimented UNDP's water supply, hygiene and TBA training activities. This would have also helped making CBLRP a rather larger UN representative pilot for the One UN concept. The mission felt it desirable, if feasible, to bring these two UN agencies on board.

## **5. MISSION RECOMMENDATIONS**

### **5.1 Recommendations for Revision of Programme Targets**

The mission had detailed discussions and protracted meetings with each individual IP to discuss whether the targets set for the project were achievable within the given budget and timeline. It was observed by the mission that some of the targets set under output 1, 3 and 6 were over ambitious and were not attainable in the remaining time period of the programme. The mission, nonetheless, acknowledged that despite time and resource constraints substantial efforts have been made by all the IPS to achieve their targets.

In view of the budgetary limitations and available time to complete the targets, revisions have been proposed by the programme management and the mission endorses these revisions.

Following are details of the proposed revisions:

(i) Output 1: Strengthening and Formation of Community Organizations (COs):  
The task of revitalizing 1750 COs in both Muzaffarabad and Balakot Tehsils was set as part of this output. The project has so far revitalized 957 male and female COs in the project area. Of these 522 were in Muzaffarabad and the remaining 435 were in Balakot. The mission after discussions with the programme team recommended that the number of COs revitalized in Muzaffarabad was sufficient and need not to revitalize more COs. In Balakot, however, the mission recommended that programme may form and revitalize another 87 COs (focus more on female COs) and increase the number from 435 to 522. The mission further recommended that focus should be more on consolidating activities

of the revitalized COs and help link these COs with the government line department, NGOs and other civil society institutions.

(ii) Output 3: Skill Development of Vulnerable Groups:

This target set for this output again was not a realistic one. The programme document had set a target of 11076 persons to be imparted training on various vocational trades. Keeping in view that the budgeted amount was less than the cost required for imparting good quality training, and the fact that such a large target would dilute the focus of IP who will only be able to achieve the quantity at the cost of quality, the mission recommended that the training target must be reduced from 11,076 to 9,000 as proposed by the programme.

The mission was of the opinion that achieving 9000 training figure was still a huge target. However, realizing that the programme had invested lots of efforts in developing a portfolio of vocational trainings, had made proper arrangements to select the required beneficiaries and had also made concrete plans to impart training courses, it was agreed not to alter this number. The mission, however, strongly recommends that the extra money available through this reduction be used for arranging refreshers and exposures for the trained personnel to further improve their skill level and to make trainings more accessible through mobile units.

(iii) Output 6: Rehabilitation of Critical Micro Infrastructure

It was observed that some of the targets under this component did not match the cost estimates done during the programme design. For instance, per kilometer cost estimates done for rehabilitation of link road projects was unrealistic. The programme had estimated US\$ 2,307 per km for rehabilitation of link road. For INGO and government project the rehabilitation cost per km was US\$ 8,333 and US\$ 13,333 respectively. This did not help CBLRP in attracting skilled labour to invest their time and effort for fewer wages.

Due to this gap in cost estimates and market rates, the programme had estimated that with the available amount only 140 of a total of 304 KM link roads could be rehabilitated. The mission recommends that CBLRP sticks to this revised figure and concentrate on rehabilitating the agreed upon 140 KM link roads. The mission also recommends that that programme management recalculates budget figures available in this head and explore ways to revise the cost of the roads to attract the labour force and complete the target in a successful manner.

As mentioned in the chapter of overall budget, due to the fact that there was no demand from the community and that the government had plans to implement micro-hydel schemes in the earthquake hit areas, CBLRP Management has decided not to implement target activities such as implementation of 10 hydel power projects. Similarly, Market Information System (MIS) activity being a long term development activity, programme management had also decided not to implement this activity. Keeping in view of pros and cons involved with these activities, the mission endorses the decision of the management and recommends not to venture into these activities.

Due to budgetary constraints, targets set for various productive physical infrastructure activities need also to be revised. The programme had done a fair calculation of various such activities to be implemented and has proposed revised targets for these activities. The mission reviewed these activities and has come to the conclusions that given the budgetary constraints it is not possible to achieve all the set targets and endorses the proposed revisions to these targets and recommends the following revised targets to be implemented in the remaining time period of the project:

Key activity	Unit	Original Target	Revised targets
Check dams for water harvesting	No	150	130
Water Storage tanks	No	314	52
Animals drinking water ponds	No	50	34
Field terracing	Ha	866	293
Stone protection walls	CFT	50,000	50,000
Water Channel development	KM	50	50

## 5.2 Out-put wise Recommendations

### 5.2.1 Output 1. Strengthening of Community Organizations

- The target for COs formation is overambitious and should be scaled down to focus on the quality of interventions. AJK has already formed 522 COs which should become a benchmark for Balakot as well. The mission recognises the cultural limitations for working with women. However, the social organization team should make all efforts to focus more on formation of female COs to meet the remaining targets in Balakot.
- In view of the short time left for the programme to complete its activities, future efforts should be focused on consolidation of activities in the COs and clusters. In general the COs consolidation activities may include formation of new clusters and mainstreaming of existing cluster organizations, encouraging saving and credit exercise, arranging frequent follow up visits and community meetings, setting proper constitution, by laws and election process to strengthen the conflict resolution capacities and create more democratic essence within the communities.
- In particular the consolidation activities should include refresher training courses for both male and female activists, savings and credit, linkages development with NGOs and line departments, exposure visits, and focused trainings on development of comprehensive plans, financial management and development of project proposals.
- The mission recommends that a strategy on cluster formation may be developed and realistic targets for cluster organizations should be included in the next annual plan.
- Owing to limited resources allocated for Community Physical Infrastructure (CPI) schemes in the budget (output 6), the mission recognises that not all COs would be able to receive CPIs. The mission recommends that efforts should be made to avoid aggregation of physical infrastructure activities in few selected easily accessible UCs, and encourage equitable distribution of CPIs based on needs and priorities of all the communities fall under the program area.

- For sustainability purposes, it is important that the COs in both tehsils should be linked with the local NGOs. The mission recommends that detailed MOUs should be signed with AJKRSP and NRSP in AJK, and SRSP and Sungi in Balakot and to involve them in social organization activities from now onwards in their respective areas for smooth transition after CBLRP phases out.

### **5.2.2. Output 2: Revitalization of the Capacity of the Concerned Line Departments at the local level as well as NGOs**

- As mentioned before that due to unrealistic targets set for the programme, CBLRP has not done enough to accomplish this target. The mission strongly recommends that the programme strives to further involve line departments and enhance their skills in participatory approaches to community development including formulation of community development plans, identification of community needs, and implementation of sectoral activities in a proactive manner.
- The mission suggests that the programme must also involve local NGOs and civil society institutions and link project COs and clusters with these institutions. Representative group/groups of cluster organizations may be formed to induce coordination mechanism within various communities of origin.

### **5.2.3. Output 3: Training and Support to the Vulnerable Groups**

The Mission recommends the following changes to the work plan / targets of Output 3:

- Training Needs Assessment (TNA) or Needs Assessment Exercises (NAEs) requires change of target from “number of COs” to “number of studies”.
- The Programme has already completed detailed TNAs in Balakot and Muzaffarabad and based on their findings, organized a “Broad-based Consultative Workshop” to identify key training areas for the earthquake-affected areas. During this TNAs exercise, a representative data was collected from all the union councils of two Tehsils. The programme need not to repeat this exercise – as most of the demographic and socio-economic patterns would remain same.

### Enterprise Development Training

- The investor’s conference organized by the programme with the chamber of commerce and private investors from all over the country was a useful exercise. The MTR mission endorsed such activities to be replicated and initiated frequently. However, this would need regular and focused follow-ups to attract the investors to establish small and medium enterprises in collaboration with the local male and female entrepreneurs. The mission endorses the proposed follow-up conference to be held in early May/June which is envisaged to invite foreign investors for joint ventures.
- The mission equally endorses the proposed training of trainers for enterprise development. Keeping in view the field requirements, emphasis should be given to provide training on value chain product development, identifying potential niches and establishing linkages with markets. However to make this venture

- further successful, the mission recommends that ToT should also involve female entrepreneurs and ensure their participation in the planned exposure visits.
- UNIDO will be phasing out in the middle of 2008. Keeping in view the critical support by UNIDO in this project, the mission recommends that this IP should continue until the end of the project. If it is not possible to provide an extension to UNIDO due to budgetary constraints, some of the follow-up activities such as product development, enterprise development and linking communities with micro finance institutions should be taken under the ILO activities.

### TBA Training

- The programme has done a good job in conducting 91 trainings as against a set target of 50 TBAs to be trained. Keeping in view of the importance attached with this subject matter, it is recommended that the focus of these training should be on interested vulnerable women not only to expand the cadre of trained persons in this specialized field but also providing a livelihoods to some of the deserving vulnerable women.
- Age and literacy of women should be considered before short-listing training participants for such trainings. Additionally, in order to ensure maximum utilization of skills and to avoid any future migration of trained women from one village to other, married women should be given preference to attend these trainings.

#### **5.2.4. Output 4: Revival of Agriculture Sector**

- The mission is of the view that except for the FFS the duration of all agricultural related training needs to be increased. Both male and female progressive farmers should be selected at cluster level and at least one-week training should be arranged in crop management followed by refresher trainings. The training module should also include marketing aspects covering the value chain starting from production to the marketing.
- Trainings on post harvest management, grain storages, integrated pest management, livestock management, food-processing and poultry management should also be organized, especially for women.
- Before selecting the trainees it is important that a profile of each trainee be developed by the programme to identify how many trainings have already been imparted to individual trainees, and what is the relevance of the selected participants with regards to the intended training.
- The establishment of FFS as a means of training is an excellent initiative. The mission strongly supports the expansion of FFS approach for capacity building in agriculture to benefit more communities. FFS for female should also be established with a focus on kitchen gardening and livestock management.
- It is important to mention that livestock, a major livelihood support in the earthquake affected areas has been ignored under CBLRP. There is a need to revisit activities under this component and include some training for capacity building in livestock management and improvement.

### Establishment of Food-Processing Units

- The activity of establishing food-processing units needs to be renamed as Small-Scale-Agri-Businesses.
- The mission is of strong views that in the short-run the establishment of food-processing units would benefit only well off community and may be discouraged. Instead, long duration trainings may be organized for the interested communities (with a focus on women) to build their capacities in food processing at household level. The proposed honey beekeeping intervention should be dropped because it would benefit very few selected persons as well the area is deficit in flora required for commercial migratory beekeeping.
- Some of the recommended trainings include training in growing off-season vegetable production and processing, vegetable seed production and management, walnut value addition and processing of medicinal plants. Different mushrooms and morels should also be included in the medicinal plant activity. Floriculture needs to be added in the list of agribusiness capacity building.

### Agriculture Implements and Tillage Pools

- The mission recommends that instead of tillage pool, the project may look at the possibility of establishing Farmer Services Centres (one in each Tehsil) and the allocated budget may be used as a revolving fund for the centre. Cluster members (including women activists) should be encouraged to become members of the FSC to benefit from its services. The Farm Services Centres in each tehsil, however, has to be linked to the agriculture department for close management of the revolving fund. FAO should conduct a feasibility study for establishing Farmer Services Centre and if not found feasible, the allocated budget may be used for some other short-term productive activities like additional FFS for women.
- The mission agrees with proposal that chicken re-stocking – poultry units for women should not be carried out. However, the mission recommends that vaccination of poultry birds should be conducted in both the tehsils including local activists trained in poultry management.

### Establishment of Seed Villages

- The mission endorses the revisions to seed villages in light of the arguments put forwarded in the main chapter and recommends re-focusing of activities under the “seed villages” budget line from seed production to the expansion of on-going farmer field school.
- A follow-up training on maize seed post harvest management should be conducted discouraging the practice of hybrid maize seed. Exposure visit of the cluster activists to seed production and value addition institutions (Punjab Seed Corporation, Agri-institute at Pir Sabak and Tarnab and other areas will be useful for establishing future links).

### Establishment of Fish Forms

- The mission recommends that in order to capture portion of the costs benefiting only some well off communities, TOPs should be revised with the direct

beneficiary of the fish ponds, involving COs in which about 50% of the cost incurred on fish ponds should be recovered overtime from its profits in 3 installments and used by the COs as revolving fund for community level activities.

#### Establishment of Fruit Plant Nurseries

- A two prong approach is recommended to render immediate relief to the communities of origin. First by establishing a few fruit nurseries (taking into account that sufficient number of certified seedlings are not available in the open market) and simultaneously procure seedling from the certified nurseries in open market and provide free of cost to maximum number of farmers.
- In this regard, the mission recommends the number of fruit nurseries to be curtailed to 5 in AJK and 2 in NWFP (Gulmera & Besian Shohal) against the revised target of 22.
- TOPs should be signed with the project nursery owners with a mandatory clause that every project nursery owners should once provide at least 6 budded or transplantable fruit/forest plants to maximum of 50 member HHs in respective communities. Addendum of above cited clause should be annexed with the already signed TOPs with the project nurserymen.
- True to type (certified by FSCRD) improved budded fruits plants should be procured from certified sources and distributed in the project areas as well recommended by the local agricultural department.
- FFS on orchard management may also be established.
- The forest nurseries should continue as there is high demand for community plantation. This may well suited to the strategic objective of ameliorating environmental hazards.

#### **5.2.5. Output 5: Revival of Local Forestry Sector**

- The mission endorses activities being carried out with regards to reforestation of degraded areas and scientific management of communal forests. It will help recovering the eroded lands and control the landslides and improve the environment.
- The mission observed that forestry seedlings are also distributed among the community organizations by the social mobilization team as well as by FAO under output 5. The mission is of the opinion that all the activities related to forest plantation and training in caring/protection of plants and judicious use of fire and timber wood falls in the NRM/Environment sector. Therefore, the mission recommends that all the above mentioned activities should be implemented jointly by UNDP-FAO.
- The environmental impact study has already been contracted out to a consulting firm. The mission is of the opinion that FAO should be closely involved in supervision of this study including the approval of the work plan, collecting of data, consultation with key stakeholders, and final technical clearance of the consultancy report.

### **5.2.6. Output 6: Critical Micro Infrastructure Project**

- The mission has agreed to revise some of the targets set under this component. The details on revised targets have been provided under chapter 5.1.
- It was observed that the project had not carried out environmental impact studies to safeguard the effects of micro infrastructure related interventions. The mission strongly recommends that the committee formed by the project for this purpose should be activated to conduct EIAs prior to and after the completion of these physical infrastructures.

## **5.3. Recommendations on Management and Coordination**

### **5.3.1 Coordination**

- The mission is satisfied with the coordination efforts made by the programme management by organizing monthly meetings of programme management and project staff. In order to make the forum of these monthly meetings effective, it is recommended that the sequence of field and PMU level meetings be arranged in a way that the results of the field meetings feed into the agenda of the PMU level meetings of Programme Managers of various IPs. This will help in realizing the issues faced by the field teams allowing the programme managers to jointly review and resolve these issues.
- The Annual Work Plan is a rudimentary planning tool with several limitations. One of them is that it does not focus on linkages and collaboration between the partners. A detailed planning matrix, prepared jointly by all partners, for the final year would ensure a smoother implementation and better integration of the activities.

### **5.3.2 Logical Framework**

- CBLRP management has recently revised log frame document which had changes made even to the over-all objective of the project. It is strongly recommended not to make any changes to the original project objectives, but efforts should be made to make changes to sections under results only. It was observed that revisions were also made to the “purpose” in the log frame document. This reads better now and helps in spelling out the purpose in a clear and concise manner. The mission endorses that the project adopts this revised document as the programme LFA after presenting it in a consultative workshop. A copy of the revised log frame is attached as annex 3.

### **5.3.3 Monitoring, Evaluation and Reporting**

- There is a need to establish a central CBLRP M&E team that formulates standardized data sheets for all partners to compile consolidated and authentic information. For uninterrupted information flow, it should have close networking with all partners. At liaison with partners, the Head Unit M&E team should develop all CBLRP documentations (Monthly, Quarter, Semi-annual and Annual reports).

- The programme needs to carry out periodic case studies of various livelihoods activities such as training, FFS, Agricultural inputs, enterprise development, improving environment, critical community infrastructures, community organization, conflict resolution and their effectiveness. However, these case studies would not help in correcting the course of action and sometime carry no weight if the focus is barely to collect positive aspects of the project.
- The results of the baseline survey might not help in a great deal to carry out impact assessment of programme interventions. However, it is recommended that CBLRP arranges an impact study through an external monitoring and evaluation mission at the end of year three that should provide basis for any possible follow-up project/programme in the future.
- There is a need to make joint programme report, an opportunity for all the implementing partners to jointly review the progress, reflect back on both positives and weaknesses, and jointly plan future activities for improvements.

#### **5.3.4. Cross-Cutting Issues**

##### Selection of Beneficiaries:

- The mission observed that the selection of beneficiaries has not been done in a systematic manner. In order to ensure that genuinely deserving vulnerable beneficiaries are selected, efforts should be made that every time before starting the activity the vulnerable individuals needs to be defined through brainstorming session in stakeholder dialogue.
- The mission recommends that a comprehensive mapping of the CO members and non-members may be carried out and their needs addressed in the remaining project period.

##### Gender:

- The mission underscores that there are real challenges in achieving participation of female members of the community, especially in Balakot. However, it is important that programme makes persistent efforts to include the gender concerns in the planning and implementation of the different activities. This will help the design and use of specific indicators for gender *and* ensure that the indicators are gender sensitive.

##### Sustainability:

- In order for the CBLRP interventions to be sustained it is essential that formal arrangements are made from now onward to link these COs and clusters organizations with similar initiatives taken up by various civil society organizations and the NGOs. The mission has already recommended under output 1 that CBLRP must establish linkages with the newly established AJKRSP and NRSP in Muzaffarabad, and SRSP and SUNGI in Balakot. Formalizing these links from now onward would help these organizations in making necessary arrangements to take over and complement the role of the CBLRP.
- CBLRP must also make efforts to link the activists of the COs and the Cluster organizations with the government line departments. One must always keep in

mind that the only sustainable institution in any country is the government. It is the government that is mandated with the development and uplifting of the underdeveloped earthquake hit impoverished Tehsils of Muzaffarabad and Balakot. Linking CBLRP revitalized COs and Cluster organizations with government departments would help in sustaining and maintaining some of the critical physical and social infrastructure and natural resource management activities on a sustainable basis.

- The mission acknowledges that establishing these linkages with the government and NGOs on formal and firm grounds is a challenging task. Keeping this in view, the mission recommends that the project initiates the process of handing over some of the mature COs on pilot basis from now onward to RSPs and other active civil society organizations. This will help transition of handing over process in a smooth manner.

### **5.3.5. Budget**

- The mission has thoroughly reviewed the revised budget and endorses the revisions made to UNDP portion of the programme budget (line item 6.2). A copy of the revised budget has also been attached with this report as Annex 4. The mission is satisfied that due to these revisions, planned activities have not been altered seriously. These revisions should put the programme back on the right track to concentrate on implementation of planned activities.
- The mission strongly recommends that the Implementing Partners should compile, consolidate, and provide updated Activity Wise Budget figures to PMU at least every quarter if not every month.

### **5.3.6. Programme Extension**

- The CBLRP was delayed for over eight months for variety of reasons e.g. staff recruitment, procurement, MoUs among the IPs etc. The delay impacted both physical and financial progress of the programme. The mission recommends that the CBLRP management reviews physical and financial status and comes up with a proposal for a no cost extension of programme activities for a period of no more than 6 months to complete the planned activities in an effective and quality controlled manner.

### **5.3.7. One UN**

As mentioned above that CBLRP is one of the only pilots of the proposed “One UN” debate. The mission discussed the concept of “One UN” with various programme stakeholders, staff members and implementing partners. Based on the outcome of various suggestions and discussions, the mission has put forwarded some recommendations to make current CBLRP or any future follow-up programme more efficient and effective (also see Annex 5):

- There should have been one hierarchy or least one governing unit led by Head of Office (HoO) with small but consolidated team (Head of Programming (HoP), M&E, HR, and Finance) working exclusively under the emblem of CBLRP i.e. not UNDP, FAO, ILO etc.

- All sectoral or organizational heads i.e. ILO, FAO, UNDP, and UNIDO should have been reporting to CBLRP head of Programming (HoP).
- Monthly or quarterly meetings of all the programme managers should have been held at CBLRP head office, subsequently fortnightly meeting should have been arranged at field offices (NWFP and AJK) attended by M&E team from CBLRP headquarter.
- The CBLRP head Office should have components of M&E, Finance, logistics and HR. Finance and Logistics sections could be optional (debatable) depending on the scheme of understanding.
- The M&E, logistics, Finance and HR to be the cross-cutting components pervading through entire CBLRP projects/programmes.
- There should have been one personnel policy and one salary bands. For instance there is yawning differences among the partner's polices, salary band, fringe benefits, contract status etc.
- HR should have standardized performance evaluation system, employee selection criteria, TORs, contract etc and to evaluate the employee performance and accordingly suggest comparable recommendations. In addition HR to recommend capacity building initiatives for CBLRP staff and subsequently arrange training/refresher courses,
- Implementing partners have M&E units at their respective offices, it is observed that data protocols are different at different offices; these segregated efforts generate segregated results sometime adding confusion. One apex CBLRP M&E team could have helped formulate standardized data sheets for all the implementing partners to compile consolidated and authentic information system. For uninterrupted information flow, it should have close networking with all partners. The M&E team to develop all CBLRP documentations (Monthly, Quarter, Semi-annual and Annual reports) and create a master document "Peers Indicator Database" showing progress of respective implementing partners.

## Community Based Livelihood Recovery Programme (CBLRP)

### Discussion note on the pace of the social mobilisation – July 10, 2007 – updates Jan 2008

#### 1. Introduction

The fast pace of the social mobilisation in the CBLRP is hailed as one of the successes in the first year of the CBLRP. Almost 600 COs were set up or revitalised in the two districts, exceeding the target set for the first 12 months of 450.

The total number of COs that CBLRP should mobilize is 1,750. For the second year, the initial target was set at adding another 1,000 COs. In the latest version of the AWP, this target has now been reduced to 600, with the explicit understanding that the COs would be mobilized before the Mid Term Review (MTR) of the programme in January.

This proposed change in pace is a reaction to concerns from different sides on the pace of the social mobilisation and, linked with that, the quality of the work. The different programme partners and the EC, through the monitors and the technical advisor, have voiced out that they would like to see a reduction in pace to safeguard the quality of the interventions. Within the UNDP-CBLRP team there are different views: some people share the concerns and would like to slow-down the pace of mobilisation while others would like to move ahead with the mobilisation as fast as feasible<sup>1</sup>.

It is important that we reach on a consensus on this matter and formulate a policy that is shared and implemented by all concerned. The current diffusion of views and ambiguity in this matter could soon start to backfire and affect the operations. This document lists a number of arguments in favour for reducing the scope of the social mobilisation as it does for keeping up with the original pace.

#### 2. Social mobilisation in the CBLRP context

What do we mean with “mobilising a CO”? In general terms, it means that members of the community have participated in a “dialogue”: a meeting with CBLRP staff wherein the programme is explained. If the community members are interested in working together with the CBLRP, they will hold a meeting, facilitated by a CBLRP social mobilizer, during which the CO is officially set-up and a rudimentary type of needs assessment is conducted.

In many instances, COs had been set up before in the communities and the programme is merely “revitalising” inactive organisations.

The key-people of the COs have the opportunity to participate in different training programmes on management and leadership skills. In every community, one or two volunteers, the so-called “activists” are given basic training that enables them to support the COs.

COs can gain several benefits from the programme:

- Small community-based infrastructure works
- Agricultural training for CO members
- Skill development training for CO members
- Integrated resource management (in selected villages through FAO)

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<sup>1</sup> The community development coordinator of Gari Habibullah, Allah Bahksh, wrote a “*Discussion paper on the establishment of community organisations in tehsil Balakot, district Mansehra*” in which he argues to limit the number of COs that would be involved in the CBLRP in GH

Activist and CO leaders are the main points of contact with the CBLRP.

### **3. Moving ahead with CO mobilisation as planned. Why?**

In this scenario, the CBLRP would aim to include *at least* 600 other COs in the programme in Year 2 and would try to achieve the set target of 1,750 as soon as possible.

#### **a. It is part of the project design and work plan**

The Overall Work Plan states that CBLRP has to work together with 1,700 COs. Changing that target would be a substantial change to the programme and we should not do that until we would have a clear mandate (like from the MTR). Delaying the current pace of mobilisation until the MTR would bring serious problems with timing if that review would decide to remain with the original timing,

#### **b. We have to reach out to and involve as many people as possible**

To have a serious impact and restore the livelihoods of the affected population it is instrumental that we try to reach out and involve as many people as possible. Working through COs is the most effective way to do this and we should aim to give as many COs as possible to join the programme.

The participants in the ILO and FAO training are, partially, determined by the number of COs that participate in the CBLRP. Reducing the number of COs would mean reducing the number of (potential) trainees. Delaying the mobilisation might imply that many training would have to be scheduled at the final phase of the programme.

#### **c. UNDP staff is well up to the task**

The past six months have proven that the UNDP social mobilizers are able to handle a large workload in a fast and effective way: almost 600 COs were revitalised. Adding, at least, the same number in Year 2 would not pose a major challenge in terms of workload and can be handled with the available human resources.

#### **d. It is all about “re-vitalisation” not mobilising**

In many communities, the groundwork for social mobilisation has been laid in past (in AJK, up to 2004 by UNDP’s own community development project) and COs have been active, several community members have already participated in capacity building and are well aware on how to run a CO. This makes the exercise the mobilising communities easier and much-less time consuming.

#### **e. Opening up linkages with other projects / donors**

There is a ceiling to the number of CO that will be able to benefit from infrastructure works or other tangible improvements in the communities (in the order of 700 COs). The others will benefit from training only. However, the CBLRP will support the COs in making linkages with other projects and attracting other donors for the village development. This approach could have a multiplication effect for the COs in questions and justifies the mobilisation of as many as possible.

#### **f. Activist and clusters of COs are able to provide support and guidance to the COs**

CBLRP has invested in the training of a large group of activists and they should be able to provide sufficient guidance and support to COs. Clusters of COs, of which a number were dormant and have been restored now, can fulfil a similar role. This takes away a substantial part of the workload of the social mobilizers and enables the mobilizers to focus on working with new COs (where, again, activists and clusters will step in)

#### **4. Scaling down the number of COs and slowing down the mobilisation Why?**

In this scenario, the number of new COs would be limited to maximum 600 in Year 2 until the MTR. More attention would be given to strengthen the existing COs and clusters and ensure proper selection of trainees and communities for the other interventions. The programme would aim to reduce the original target of 1,750 to 1,200

##### **a. the original target of 1,700 was not grounded in reality**

The original intention of the programme was to work with 1,700 COs spread over a number of tehsils. In the final grant agreement, the number of Tehsil was brought back to two, but the number of COs remained unchanged. The number of 1,750 is very high if you take in consideration the number of villages and households in the two sub-districts<sup>2</sup>. In Balakot the theoretical coverage would exceed 100%, in Muzaffarabad it would be more than 60% (including the urban areas).

Infrastructure projects are the most visible benefits that a CO can derive from the CBLRP. The total number of infrastructure projects is limited: approx. 500 divided among ILO, UNDP and FAO. This will leave a large number of COs will only capacity building.

This all implies that CBLRP should work with lesser COs and review the geographical coverage over the two districts.

##### **b. Social mobilizers are over-burdened**

In each tehsil, CBLRP has a team of five people working on community development: two teams of a male and female community mobilizer and one coordinator. They are responsible for the community mobilisation, act as a liaison with the communities, work with the activist and clusters, coordinate the seed and fertilizer distribution of FAO and are in charge of the selection of trainees and communities for the interventions of FAO and ILO and UNDP. This is a considerable work load and it difficult to manage all those activities and ensuring their quality.

The village infrastructure works, which are now in full swing, require a close involvement of the social mobilizers, in the preparation and follow-up. Adding a large number of new COs will only increase this workload and will leave very little time left to work with the existing COs and their activists and clusters and keep track of their actuation.

##### **c. Selection of communities and trainees is suffering**

UNDP is responsible for the selection of communities and individuals for the FAO and ILO activities. A correct choice is important as it determines to a great extent the effectiveness of those interventions. The current workload of the social mobilizers obliges them to "source out" the selection of trainees to the activist and CO-leaders with very limited ability for monitoring and quality control. Though there are no hard data available, there is concern that in many cases not

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<sup>2</sup> Balakot tehsil has approx. 23,000 households, Muzaffarabad 80,000 HH. The average CO has approx.40 members. In Balakot upto 90% of the COs are male-only, in Muzaffarabad that is 60%.

the most appropriate people are nominated for training, receive seeds etc... The CBLRP focus on the most vulnerable groups might not require enough attention.

The process of selection of communities eligible for benefits (like infrastructure works) has happened in a fast manner and there is a similar concern that not enough time or attention was given to make sure the most appropriate communities were chosen.

Instead of focusing the attention on mobilising new COs, the social mobilizers would have to dedicate more time and resources to proper selection and quality control

**d. Working with activist and clusters requires time and resources as well**

The approach to use activists and clusters to work with the COs and develop those further is a good one and has plenty of potential. To make this effective, those activist and clusters will require substantial support in the form of training, backstopping and other interactions with the CBLRP. The social mobilizers will need enough time to work with them.

**e. Mobilisation will create expectations with the communities that can not be met**

The CBLRP will not be able to provide each COs with tangible benefits: a majority of COs will have to do with capacity building and skill development. This might not meet their expectations and create feelings of discontent towards UNDP (especially if neighbouring communities would benefit).

Facilitating linkages with other projects and donors could circumvent this problem. However, making those linkages happen will need time and sustained efforts of the community mobilisation team

**f. large number of COs will endanger sustainability**

The CBLRP should be able to mobilise 1,750 COs. The strong performance in the first year is a clear indication in that direction. However, a substantial number of COs will not lead more than a "paper" existence, with some members attending one or two training programme and not really much more. In January 2008, CBLRP is now working with approx. 1,000. Adding another 700 in the coming months is feasible, but there is a real possibility that as fast as those COs have been "re vitalised" they will disappear again and the resources the programme has invested in them will have no impact.

The large number of COs and the fast pace of mobilisation is a crucial design error and should be rectified

**DISCUSSION PAPER ON ESTABLISHMENT OF COMMUNITY ORGANIZATION IN TAHSIL BALAKOT DISTRICT MANSEHRA**

**DISCUSSION PAPER ON COS NUMBERS**

**Question:** *Why Establishment of large numbers of COs as anticipated in the project document (1000 in numbers a share of GHB), are essential when Project has not enough resources to deliver solid services? )*

Reference: Project Document CBLRP, for earthquake affected area of AJK/NWFP

Specific Reference:

**Output 1 : Strengthening and Formation of Community Organization.**

**Table 1 (Abstract from the Project Document)**

Expected Output	Key Activity	Unit	Total Target	Year 1 Target	Year 2 Target	Year 3 Target
Output 1 Strengthening and Formation of community organization	Dialogue with Communities established	No	2000	500	1000	500
	Community Organization formed/revived with broader participation of people specially poor and vulnerable groups	No	1750	450	1300	0

The table refers to the 100% target of AJK and NWFP so, 50% each is considered.

This paper argue whether huge target in COs numbers is attainable and work able in the prevailing scenario of Tahsil Balakot area of District Mansehra NWFP; the focused area of the project.

**BACK GROUND**

Rehabilitation of local livelihood means following the earth quack area is a big challenge. Large numbers of national and international NGOs and donors are already engaged in the process. The project focus area, Tehsil Bala Kot consists on 12 union councils with a total population of 214,630 persons out of which male population is 106,217 and female 108,413 of all age groups. The population having the age of 18 years and above is 100230 which is the potential group and can join and constitute the Community Organization in their respective village/hamlets\*.

Out of 12 Union Councils in Tehsil Bala Kot, District Mansehra, 10 were badly hit by the earthquake where remaining two union councils (i) Kaghan and Karnol has not faced serious losses of life and property damages. Any how, going with 12 union councils considering the age group 18 years and above being direct members of the certain COs or head of the household who joins the organized groups is just 100230 persons both sexes.

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\* District Census Report 1998, Population Census Department Government of Pakistan

The average household size is 7.3 persons in the area which constitutes 29401 households throughout the 12 union councils of Tehsil Balakot. Let us assume with the current staffing arrangement and time period ( For COs Formations 2 Years) UNDP has accessed all geographical area and the average CO membership size is 50 HH<sup>1</sup>, still we can go for 580 COs not more than this. Past history of the COs Formation reveals that majority of the COs with UNDP are existing groups which were formed by different NGOs working in the area during the last 10-15 years. The remarkable point to mention here are that these COs are large in size and our field staff can not willfully break them into the further small groups which shall ultimately show the way to further disintegration and cohesion in the local beneficiaries.

### Argument 1

Having 29401 households, and taking an average size of 50HH per CO, one can go for 580 individual COs at the maximum. The large majority of the dwelling is up in the mountain and scattered in nature. Secondly, the project area is water shed of Jehlam River which receives heavy rain and access road which are narrow dirt tracks are blocked due to land slide and hamper the over all project smooth operation.. Moreover, assume ably 10% of the local population (21,463) settled in the mountain is completely not accessible by jeep either. The question arises how such settlements can be taken along for development through CBLRP.

UC Kaghan with population of 22548, Mahandri with 22598, Hangrai with 18252 and Kawai with 13738 comprise the population of 77,136 persons. All the four union councils are in north of Tehsil Headquarter Balakot and fall in 5000ft of the above mean sea level. The area is not open for six months October through March every year due to heavy snow fall and winter rains. Hence, mobilization and service delivery is more cumbersome in this area and thus 10,566 households stay at brink from the usual operation. Thus a large number of populations unwillingly stay away due to communication and typical weather problems.

Further more, large numbers of households having middle/high income status are out migrated from the area besides large numbers of death in earthquake.

### Argument 2

The available resources with CBLRP are pretty insufficient which could not be delivered in equitable way to the large numbers of COs. For instance refer to the following data picked from the project document refer to output no.6

#### Abstract from output: 6 Critical Micro Infrastructure Rehabilitated/Established

S/No	Description of Output 6	Unit	100% Target	GHB Share 100%	Possible Numbers of CO which Can be Served GHB
1.	Check Dams For Water Harvesting	No	150	75	75
2	Water Storage Tank	No	314	157	52
3	Animal Drinking Water Ponds	No	50	25	8
4	Field Terraced	Ha	866	433	44 (if 10 hac/CO)
5	Stone Protection	Cft	50,000	25000	25 (if 1000cft/CO)
6	Water Channel development	KM	50	25	25 (if 1 km/CO)
7	Link Road	Km	325	162	35 (Cos ILO Confirm)

<sup>1</sup> Existing 225 COs profiles taken on board with UNDP-CBLRP during the year first 2006

8	Hydel Power Projects	No	10	5	5
9	Other Micro Infrastructures	No	171	86	86
Total numbers of CO which can potentially be served with minimum benefits (CPI etc)					355

This particular analysis is concerned with the structural development where various COs can be benefited out of it. Again if we go behind the project target which is 1000 COs the marginal package in hand is still insufficient to serve up all of them. Having large numbers in hand shall raise the expectation of the local population and large numbers of them ultimately shall go empty hand other than training few person in on and off farm sector.

### **Argument 3**

Above all what so ever is calculated in argument 2, there is another project scenario as well which includes the training of the large numbers of people in off farm sector by adopting several areas of trades and skills. Still this is insufficient and probably do not satisfy the large memberships in the CO. Training it self is debatable whether after training people shall be able to find the immediate job on the basis of trainings.

Secondly training in on farm sector is not unique in nature. Local farming community is well aware of the prevailing agricultural practices and this project is not bringing and sizeable change in the agricultural sector like introducing new crops mainly cash crops. The agriculture in the area is traditional in nature which mainly cater the household's needs at local level.

Above all, the expectation of the general population is the development and rehabilitation works rather than training. Moreover, the working National and International NGOs are also training the people in similar trades and skills and in some case trainees are paid for the time taken. Secondly, the local public takes interest in training just to ensure the future business.

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### **Conclusion.**

Due to in sufficient package in hand with the project it is noticeable that large numbers of CO (1000 as per plan) may not be served in term of rehabilitation and development which is the prime demand in the local area. Consequently, people shall label UNDP for favoritism and there are risks that of demonstration against the UN. There are such evidence on ground that local people have already demonstrated against SRSP, Sungi, ACTED and relief Internation.

With the commencement of constructions works on different schemes (CPI) large numbers of CO members are visiting office enquiring about the resolutions through which they identified their needs. Constructions works on behalf of IP like FAO and ILO shall further instigate those COs who have not received any CPI schemes.

This suggested that over all target having 1000 COs on board may be changed up to 450 at maximum in total which can be served with at least by one intervention. Idea for having more COs is not straight forwardly rejected and new COs beyond the figure of 450 can be considered in different way to release the local pressures in future, entertain the deserving left over groups and above all.



## Revised Logical Framework Community Based Livelihood Recovery Programme, January 2008

Project Description	Indicators	Sources of Verification	Risks and Assumptions
<p><b>Overall Objective:</b> The social – economic fabric in the earthquake affected areas is restored by reinstating the socio – economic infrastructure and livelihoods</p>	<ul style="list-style-type: none"> <li>▪ % increase in income levels of the target households from baseline</li> <li>▪ % households covered by the project interventions</li> <li>▪ No. of project beneficiaries.</li> </ul>	<p>Baseline and exit-surveys Government reports</p>	
<p><b>Purpose:</b> The income, social cohesion and livelihoods opportunities of 50,000 earth-quake affected households in the rural areas of Balakot and Muzaffarabad sub-district are increased.</p>	<ul style="list-style-type: none"> <li>▪ % increase in income levels of the target households from baseline</li> <li>▪ % increase in food security of the affected households</li> <li>▪</li> </ul>	<p>Base line and exit Surveys Monitoring reports Project progress reports Field visits reports Government reports</p>	<p>No natural calamities Law and order situation remains peaceful Govt. support continues</p>
<i>T</i>			
<b>Results</b>			
<p><b>Result 1:</b> Community based organizations are revitalized and strengthened to improve social cohesion and ensure effective participation in livelihood recovery</p>	<ul style="list-style-type: none"> <li>• No of active CO and clusters of COs (gender segregated)</li> <li>▪ No. of COs and clusters of COs implementing community-based projects</li> <li>▪ No. of COs accessing funds from Local Government or other sources</li> <li>▪ % of community members participating in the CO (gender segregated)</li> <li>▪</li> </ul>	<p>Base line and exit Surveys Monitoring reports Project progress reports Field visits reports of social organizers Communities organizations records Local government and NGO records</p>	
<p><b>Result 2:</b></p>	<ul style="list-style-type: none"> <li>▪ Number and type of GLDs and CSOs involved in CBLRP programme activities and support</li> </ul>	<p>Base line and exit Surveys</p>	<p>Govt. line departments are willing to work with the project and modify the</p>

Project Description	Indicators	Sources of Verification	Risks and Assumptions
The capacity and service delivery of government line departments (GLD) and civil society organizations (CSO) are restored and strengthened	<p>provided.</p> <ul style="list-style-type: none"> <li>No of projects for COs formulated and approved for funding by govt. line departments and NGOs</li> <li>No of village development plans formulated in consultation with the COs and clusters of COs</li> <li></li> </ul>	<p>Project Progress Reports</p> <p>Records of NGOs / govt. departments</p> <p>Project expense reports</p> <p>Field visits reports / mission reports</p>	<p>business processes</p> <p>Enough commitment at leadership level exists to collaborate with the project</p> <p>Govt. willing to provide building for IT equipments and take responsibility for its maintenance</p> <p>Sufficient donor interest in the earthquake affected areas</p>
<p><b>Result 3:</b></p> <p>The off-farm income generating opportunities and capacities of affected households are strengthened and restored (</p>	<ul style="list-style-type: none"> <li>No. of person trained in various skill trades (gender segregated)</li> <li>No. of persons self-employed in micro- and small-enterprises (gender segregated)</li> <li>No of trainees employed by private-sector enterprises</li> </ul>	<p>Base line and exit Surveys</p> <p>NAE and TNA reports</p> <p>Project quarterly and annual progress reports</p> <p>Budget expenses report</p> <p>Evaluation mission reports</p> <p>Field report of concerned implementing agency</p>	<p>Communities willing to take training and use these for enhancing their income</p> <p>Market for skilled labor exists</p> <p>Enough expertise available to impart training</p>
<p><b>Result 4:</b></p> <p>The agricultural capacities and food security of affected households are restored and strengthened.</p>	<ul style="list-style-type: none"> <li>% increase in yields of various crops from baseline</li> <li>No of agriculture implements pools established and functional and the No of households that make use of the pools</li> <li>No of households using Improved varieties of seeds</li> <li>No of people/ communities using Improved agricultural practices</li> <li>Increase in irrigated area</li> <li></li> </ul>	<p>Base line and exit Surveys</p> <p>Project quarterly and annual progress reports</p> <p>Budget expenses report</p> <p>Evaluation mission reports</p> <p>Field report of concerned implementing agency</p> <p>Meetings with farmers / field visits reports</p> <p>On ground verification</p>	<p>Farmers willing to adopt new technologies</p> <p>Natural calamities don't affect local agriculture</p> <p>Improved seeds and fertilizers are available in the market</p>
<p><b>Result 5:</b></p> <p>The capacity of community</p>	<ul style="list-style-type: none"> <li>Newly planted / protected area (ha)</li> <li>% reduction in firewood consumption from the</li> </ul>	<p>Base line and exit Surveys</p> <p>Project quarterly and annual</p>	<p>Communities are willing to carry out plantation on their lands and take</p>

Project Description	Indicators	Sources of Verification	Risks and Assumptions
organisations to manage forest and other natural resources is strengthened	<p><b>baseline</b></p> <ul style="list-style-type: none"> <li>▪ Number of forest species suitable to the local climate introduced</li> <li>▪ No of communities using alternative sources of energy</li> <li>▪</li> </ul>	<p>progress reports</p> <p>Budget expenses report</p> <p>Evaluation mission reports</p> <p>Field report of concerned implementing agency</p> <p>Meetings with farmers / field visits reports</p> <p>On ground verification</p>	<p>responsibilities for their protection</p> <p>New technologies are available in the market and communities are willing to adopt them</p>
<p><b>Result 6:</b></p> <p>The critical community infrastructure is rehabilitated</p>	<ul style="list-style-type: none"> <li>▪ No. of PSI (physical and social infrastructure) schemes implemented by the COs</li> <li>▪ No. of work days created while building infrastructure projects</li> <li>▪ No. of households benefited from PSI schemes.</li> <li>▪ No of communities with improved access to sanitation facilities, water supply and storage facilities, and road access for better livelihoods</li> </ul>	<p>Base line and exit Surveys</p> <p>Engineering / experts survey and feasibilities reports</p> <p>On ground verification through field visits / meetings with communities</p> <p>Project quarterly and annual progress reports</p> <p>Budget expenses report</p> <p>Evaluation mission reports</p>	<p>Good working cooperation with concerned line departments, availability of construction materials, no natural calamities</p> <p>Partner local communities are willing to take responsibility in implementation of activities and their sustainability</p>
<p><b>Result 7:</b></p> <p>Small and mid-scale private sector investments in the earthquake affected areas are promoted and facilitated</p>	<ul style="list-style-type: none"> <li>▪ No of private sector investments</li> <li>▪ No of business networks established</li> <li>▪ No of members of business networks</li> </ul>	<p>Project quarterly and annual progress reports</p> <p>Evaluation mission reports</p>	
<b>Activities</b>			

**Budget and expenditures for UNDP-part of line-item 6.2. Direct grants to te communities  
Proposed Revised expenditures Jan 24-2008**

all amounts in EUR

Expected Output	Key Activities	Unit Cost (Euro)	Activity Target				Budget			Expenditures until 30/12/07		1 US\$ = EUR 0.77		Total EUR	Balance EUR	Revised balance spending EUR	Savings EUR	Remarks
			Total	Partner	Amount (Euro)	Year 1	Year 2	Year 3	US\$	EUR	US\$	EUR						
Output 1: Strengthening and formation of community organizations	Base line survey	40,014	1	UNDP	40,014	40,014	0	0	28,009	21,567			21,567	18,447	18,447	0	will be used for an exit survey in 2009	
	Dialogues with communities established	45	2,000	UNDP	89,167	22,292	44,584	22,292		0			0	89,167	20,000	69,167	none of these funds has been used, will be reduced significantly with the remainder of the money earmarked for supporting clusters	
	Community Organizations formed / revived with broader participation of people especially the poor and vulnerable groups	17	1,750	UNDP	30,376	7,811	22,565	0		0			0	30,376	10,000	20,376		
	Cadre of activist capable of effectively steering, controlling and sustaining community organizations identified	9	3,500	UNDP	32,000	7,314	18,286	6,400	0	0			0	32,000	10,000	22,000		
	Leadership and management skills basic training, advanced courses and refresher courses organized:				503,901				115,192	88,698	342,792	263,950	352,648	151,253	151,253	0	for training for Year 3	
	3 days basic training (events) @ 25 persons per event	847	140	UNDP	118,643	27,118	67,796	23,729		0			0		HRDN			
	7 days advanced training events @ 25 per event	1,977	140	UNDP	276,836	63,277	158,192	55,367		0			0		HRDN			
	1 day refresher course @ 25 per event	161	100	UNDP	16,124	0	9,674	6,450		0			0		HRDN			
	Conferences for office bearers of the community organizations held for mutual learning and experience sharing	212	60	UNDP	12,712	3,178	6,356	3,178		0			0		HRDN			
	Community members are trained in special areas related to management of community organization including (but not restricted to) project planning, book keeping, scheme implementation and management etc	840	60	UNDP	50,420	8,403	16,807	25,210		0			0		HRDN			
	Post training evaluation exercises undertaken to assess the effectiveness of a course curriculum / contents and revisions made accordingly	14,006	3	UNDP	42,017	14,006	14,006	14,006	5,273	4,060			0	4,060	37,957	30,000	7,957	three evaluations planned: two for the CO training and one for the other training programmes of UNDP
	Various channels of communication including print and electronic media, seminars, workshops, symposia effectively used - events	139	27	UNDP	3,750	694	1,667	1,389		0			0	0	3,750	3,750	0	
	Training of community members as TBAs - beneficiaries	1,111	50	UNDP	55,556	11,111	33,334	11,111	20,222	15,571	7,250	5,583	21,153	34,403	24,403	10,000		based on planned training, significant savings can be made
	Training of communities on personal hygiene - beneficiaries	10	1,750	UNDP	17,013	3,889	9,722	3,403	7,350	5,660			0	5,660	11,354	11,354	-1	

Activity Based Budget

Expected Output	Key Activities	Unit Cost (Euro)	Activity Target		Budget			Expenditures until 30/12/07				Balance	Revised balance spending	Savings	Remarks			
			Total	Partner	Amount (Euro)	Year 1	Year 2	Year 3	Spent		Committed					Total		
									US\$	EUR	US\$						EUR	EUR
Output 2: Revitalization of the capacity of government at the local level as well as NGOs	Identify potential govt line departments and non governmental development agencies as Project partners and for collaboration with community organizations (meetings, workshops)	280	20	UNDP	5,602	2,241	2,241	1,120			0		0	5,602	0	5,602	no cost incurred, and no expenses planned	
	Need assessment workshops with the identified line agencies for enhancing their capacity as service providers	210	24	UNDP	5,043	3,362	1,681	0			0		0	5,043	1,000	4,043	will be reduced in scope	
	Awareness / sensitization workshops with the identified line departments on the concept of participatory development and roles and responsibilities of every partner involved	252	24	UNDP	6,051	1,513	3,530	1,009			0		0	6,051	1,000	5,051	will be reduced in scope	
	Restoration and enhancement of infrastructure of the Govt. line department including support in the areas like provision of computers and other IT accessories for effective and participatory planning, management and monitoring of development and poverty a	35,014	1	UNDP	35,014	35,014	0	0	48,500	37,345			0	37,345	-2,331	0	-2,331	
	Designing of MIS for line departments	35,014	1	UNDP	35,014	35,014	0	0			0		0	35,014		23,000	12,014	will be reduced in scope
	Training of staff in MIS operations and the use of IT and other newly developed infrastructure - training events	2,313	1	UNDP	2,313	2,313	0	0			0		0	2,313		2,313	0	
	Training of staff in designing and formulating new projects -trng events	1,215	12	UNDP	14,583	7,292	4,861	2,431			0		0					HRT see output 1 - HRDN training
	Training of staff in business processes re-engineering to simplify the business procedures to develop, implement and monitor projects on fast-track basis and with active participation of all stake holders in all stages of project cycle	1,215	12	UNDP	14,583	7,292	4,861	2,431			0		0					HRDN
	Dialogues with the senior Govt. officials and other policy makers to accept the simplified business procedures based on participation of stakeholders	701	8	UNDP	5,604	2,802	2,802	0			0		0	5,604		2,000	3,604	
	Periodic coordination mechanisms established and promoted at the district level for optimum use of resources, avoiding duplication, knowledge sharing, information dissemination, accessing and pooling of funds etc	140	20	UNDP	2,802	560	1,121	1,121			0		0	2,802		2,802	0	
Development of a market information system wherein all information relevant to micro businesses development are available timely and accurately	35,013	1	UNDP	35,013	35,013	0	0			0		0	35,013		0	35,013	will not take place, not relevant in the project areas	
Output 5: Forestry	Community based assessment exercises to assess the environmental effects undertaken and a plan of interventions developed	33,612	1	UNDP	33,612	33,612	0	0			0	49,800	38,346	38,346	-4,734	0	-4,734	
Provision of high performing species of plants at the community level	13	10,000	UNDP	134,750	26,950	53,900	53,900	28,046	21,595			0	21,595	113,155	103,155	10,000		
Training in management and caring / protection of plants (pest & diseases control, etc.)	1,050	35	UNDP	36,764	10,504	15,756	10,504	11,288	8,692	6,166	4,748	13,440	23,324	18,324	5,000			
Training of communities to use e fire- and timber-wood judiciously and promote alternate materials for re-construction - beneficiaries	35	1,200	UNDP	41,667	6,945	24,306	10,417	10,831	8,340	6,033	4,645	12,985	28,682	23,682	5,000			

Activity Based Budget

Expected Output	Key Activities	Unit Cost (Euro)	Activity Target		Budget				Expenditures until 30/12/07				Balance	Revised balance spending	Savings	Remarks				
			Total	Partner	Amount (Euro)	Year 1	Year 2	Year 3	Spent		Committed						Total			
									US\$	EUR	US\$	EUR						EUR		
	Demonstration of solar water geysers and solar lamps at community buildings	833	666	UNDP	554,761	0	249,900	304,878			0		0	554,761	456,523	98,238	significant changes are foreseen, still awaiting UNOPS confirmation			
Output 6: Critical infrastructure	Hydel power projects Other micro infrastructures including street pavement, water supply schemes, small hanging bridges	20,833 5,140	10 171	UNDP UNDP	208,333 878,986	41,667 200,470	104,167 400,941	62,500 277,575			0	472,857	364,100	376,840	290,167	654,267	208,333 224,719	0 224,719	208,333 0	will not take place, no change
<b>Total</b>					<b>3,339,024</b>	<b>661,670</b>	<b>1,273,053</b>	<b>900,417</b>				<b>747,568</b>	<b>575,627</b>	<b>788,881</b>	<b>607,438</b>			<b>1,137,725</b>	<b>514,332</b>	







## Annex 5

### Community Based Livelihood Recovery Programme - Overall Work Plan - Progress against Targets

version Jan 7 -2008

Outputs and Key-activities	Unit	Total Target	Progress until Dec 31-07
<b>Output 1: Strengthening and formation of Community Organisations</b>			
1.1. Dialogues with communities established	No.	2,000	1,242
1.2. COs formed / revived with broader participation of people especially the poor and vulnerable groups	No.	1,750	957
1.3. Cadre of activist capable of effectively steering, supporting and sustaining COs identified	No.	3,500	3,194
1.4. Leadership and management skills basic training, advanced courses and refresher courses organized:			
<i>1.4.1. Three days basic training (events) @ 25 persons per event</i>	No.	140	32
<i>1.4.2. Seven days advanced training events @ 25 per event</i>	No.	140	32
<i>1.4.3. One day refresher course @ 25 per event</i>	No.	100	13
1.5. Conferences for office bearers of the COs held for mutual learning and experience sharing	No.	60	13
1.6. Community members are trained in special areas related to management of COs including project planning, book keeping, scheme implementation and management etc	No.	60	10
1.7. Post training evaluation exercises undertaken to assess the effectiveness of a course curriculum / contents and revisions made accordingly	No.	3	1
1.8. Various channels of communication including print and electronic media, seminars, workshops, symposia effectively used - events	No.	27	8
1.9. Training of community members as TBAs - beneficiaries	No.	50	91

**Annex 5**

**Community Based Livelihood Recovery Programme - Overall Work Plan - Progress against Targets**

version Jan 7 -2008

<b>Outputs and Key-activities</b>	<b>Unit</b>	<b>Total Target</b>	<b>Progress until Dec 31-07</b>
1.10. Training of communities on personal hygiene - beneficiaries	No.	1,750	654

## Annex 5

### Community Based Livelihood Recovery Programme - Overall Work Plan - Progress against Targets

version Jan 7 -2008

Outputs and Key-activities	Unit	Total Target	Progress until Dec 31-07
<b>Output 2: Revitalization of the capacity of government at the local level as well as NGOs</b>			
2.1. Identify potential GLD and NGOs as Project partners and for collaboration with community organizations (meetings, workshops)	No.	20	16
2.2. Need assessment workshops with the identified line agencies for enhancing their capacity as service providers	No.	24	16
2.3. Awareness / sensitization workshops with the identified line departments on the concept of participatory development and roles and responsibilities of every partner involved	No.	24	6
2.4. Restoration and enhancement of infrastructure of the Govt. line department including support in the areas like provision of computers and other IT accessories for effective and participatory planning, management and monitoring of development and poverty a	No	1	0
2.5. Training of staff in designing and formulating new projects -trng events	No.	12	6
2.6. Training of staff in business processes re-engineering to simplify the business procedures to develop, implement and monitor projects on fast-track basis and with active participation of all stake holders in all stages of project cycle	No.	12	6

## Annex 5

### Community Based Livelihood Recovery Programme - Overall Work Plan - Progress against Targets

version Jan 7 -2008

Outputs and Key-activities	Unit	Total Target	Progress until Dec 31-07
2.7. Dialogues with the senior Govt. officials and other policy makers to accept the simplified business procedures based on participation of stakeholders	No.	8	
2.8. Periodic coordination mechanisms established and promoted at the district level for optimum use of resources, avoiding duplication, knowledge sharing, information dissemination, accessing and pooling of funds etc	No.	20	15
2.9. Designing of MIS for line departments	No.	1	0
2.10. Training of staff in MIS and IT		1	0
2.11. Development of a market information system wherein all information relevant to micro businesses development are available timely and accurately	No	1	0

## Annex 5

### Community Based Livelihood Recovery Programme - Overall Work Plan - Progress against Targets

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Outputs and Key-activities	Unit	Total Target	Progress until Dec 31-07
<b>Output 3: Training and support to the vulnerable groups</b>			
3.1. Needs Appraisal Exercise (NAE) and Training Needs Assessment (TNA) carried out with organized COs	No.	1,750	2 appraisals
3.2. 11076 beneficiaries trained in construction and other off farm sectors	No.	11,076	2,084
3.3. Training tools for trainees	No.	12,000	
3.4. Training equipments for training centre - no of training centres	No.	3	0
3.5. Support to emergency employment information centre	No.	3	0
3.6. 5000 beneficiaries trained in on- farm sector	No.	5,000	2,700
3.7. Demonstration of community based food processing units	No.	30	0
3.8. In case of financial needs, proper sources of funding like banks, leasing companies, development agencies etc are identified and potential enterprises are linked up (meetings / workshops)	No.	24	6

## Annex 5

### Community Based Livelihood Recovery Programme - Overall Work Plan - Progress against Targets

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Outputs and Key-activities	Unit	Total Target	Progress until Dec 31-07
<b>Output 4: Revival of the agriculture sector / Income generation and food security</b>			
4.1. Agriculture implements and tillage pools established	No.	32	0
4.2. Provision of high yielding varieties of crops			
4.2.1. <i>Maize</i>	HH/ 0.2ha	6,000	6,600
4.2..2. <i>Sorghum</i>			NA
4.2.3. <i>Vegetables</i>	HH/ 0.05h	6,000	6,600
4.3. Provision of fertilizer DAP and Urea	HH	18,000	6,600
4.4. Chicken re-stocking- poultry units for women	No.	10,000	0
4.4. Seed villages established to demonstrate at farmers lands the viability and usefulness of improved varieties of crops			
4.4.1. <i>Maize + fertliser</i>	ha	480	480
4.4.2. <i>Vegetable</i>	ha	48	48
4.4.3. <i>Oats</i>			
4.4.4. <i>Estbalishment of fish farms</i>	No.	32	7
4.4.5. <i>Fruit plant nurseries</i>	No.	32	22

**Annex 5**

**Community Based Livelihood Recovery Programme - Overall Work Plan - Progress against Targets**

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Outputs and Key-activities	Unit	Total Target	Progress until Dec 31-07

## Annex 5

### Community Based Livelihood Recovery Programme - Overall Work Plan - Progress against Targets

version Jan 7 -2008

Outputs and Key-activities	Unit	Total Target	Progress until Dec 31-07
<b>Output 5: Revival of local forestry sector</b>			
5.1. Provision of high performing species of plants at the community level	Acres	10,000	2,000
5.2. Training in management and caring / protection of plants (pest & diseases control, etc.)	No.	35	10
5.3. Training of communities to use fire- and timber-wood judiciously and promote alternate materials for re-construction - beneficiaries	No.	1,200	371
5.4. Scientific management of govt. / communal forest	Acres	100	0
5.5. Demonstration of solar water geysers and solar lamps at community buildings	No.	723	0
5.6. Community based assessment to assess the environmental effects		1	0

## Annex 5

### Community Based Livelihood Recovery Programme - Overall Work Plan - Progress against Targets

version Jan 7 -2008

Outputs and Key-activities	Unit	Total Target	Progress until Dec 31-07
<b>Output 6: Rehabilitation of critical micro-infrastructure</b>			
6.1. Check dams for water harvesting	No.	150	10
6.2. Water storage tanks	No.	314	80
6.3. Animal drinking water ponds	No.	50	6
6.4. Field terracing	ha	866	43
6.5. Stone protection walls	CFT	50,000	43,500
6.6. Water channels development	KM	50	14
6.7. Link Roads and other cash for work activities	KM	325	104
6.8. Hydel power projects	No.	10	0
6.9. Investment conferences with private sector	No.	3	4
6.10. Capacity Building Events for enterprise development	No.	4	32
6.1.1. Other micro infrastructures including street pavement, water supply schemes, small hanging bridges	No.	171	55

















