

# Evaluation of the "Project for the restoration of livelihoods in Khyber Pakhtunkhwa Tribal Districts"

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**Evaluation of the “Project for the restoration of  
livelihoods in Khyber Pakhtunkhwa Tribal Districts”**

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## Abstract

The Khyber Pakhtunkhwa Newly Merged Districts (NMDs) remain one of the most impoverished regions of Pakistan. Economic activity in the NMDs is dominated by subsistence agriculture and livestock rearing which provides livelihoods to about 97 percent of the population. Prolonged conflict and the resulting displacement of the local population have caused damages and losses to agriculture land and irrigation structures, as well as livestock populations and animal shelters. Following the military clearance in 2015, displaced families have begun returning to their homes.

To undertake the early restoration of agriculture-based livelihoods in the NMDs, the “Project for the restoration of livelihoods in Khyber Pakhtunkhwa Tribal Districts” was launched in November 2018 with a total budget of USD 13.38 million. The project was funded by FCDO (erstwhile DFID) and implemented by the Food and Agriculture Organization of the United Nations (FAO) in North Waziristan, South Waziristan, Kurram, and Orakzai Districts. The overarching aim of the project was to better prepare communities to cope with shocks by providing them with better access to agriculture and livestock-based livelihoods, and supported 62 487 households.

The final project evaluation assessed project design, its achievements *vis-à-vis* its objectives, its impact and its success areas, gaps and lessons learned through a mixed-methods approach combining in-depth analysis of project documents with direct observations in the field, key informant interviews, in-depth interviews, and focus group discussions. The evaluation found that the project was successful in meeting or nearly meeting most of the output targets set out, including enhancing the skills and understanding of 1 328 individuals on climate-smart agriculture practices; rehabilitating seven Farm Service Centres, providing 2.4 million livestock vaccinations, supporting 14 veterinary clinics and rehabilitating 60 irrigation schemes; providing improved/climate-resilient seeds to 22 750 households, establishing 2 014 fruit orchards and 1 350 vegetable enterprises, and providing 12 200 dozens of sexed semen.

However, the original project design was found to be overly ambitious and complex given the limited project duration and challenging operational environment. The project also faced delays throughout implementation, which were further exacerbated by the COVID-19 pandemic.

Recommendations for future projects include: basing project designs on baseline surveys and lessons learned from similar past projects; ensuring the sustainability of rehabilitated schemes through well-designed management and operations and maintenance plans, complementing productivity enhancements with value chain development, setting gender-disaggregated activity targets and linking interventions with broader outcomes for women beneficiaries, and incorporating anticipated procurement-related delays in project design.



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## **Abbreviations and acronyms**

DFID	Department for International Development
FAO	Food and Agriculture Organization of the United Nations
FATA	Federally Administrated Tribal Area
FCDO	Foreign, Commonwealth and Development Office
FSC	Farm Service Centre
KP	Khyber Pakhtunkhwa
KPMD	Khyber Pakhtunkhwa Merged Districts
NMD	Newly Merged District



## Executive summary

1. This report provides evaluation results for the “Project for the restoration of livelihoods in Khyber Pakhtunkhwa Tribal Districts” (UNJP/PAK/148/UNJ). The project started in November 2018 and was extended until March 2021. The originally planned end date of October 2020 was extended at no cost due to implementation delays. The total approved budget was USD 13.38 million, which was subsequently revised to USD 11.98 million. The project was funded by the United Kingdom’s Department for International Development (DFID), under Naway Wraz Programme (Khyber Pakhtunkhwa Merged Districts (KPMD) Programme).
2. As an implementing partner for Pillar 1 (Resilience and Recovery) of the KPMD programme, the Food and Agriculture Organization of the United Nations (FAO) project assisted about 62 487 households in the target Newly Merged Districts (NMDs), by helping two sets of beneficiaries including returnees and local population to resume agricultural production and restart normal economic activities.
3. The one main intended outcome of the project was “Enhanced resilience to shocks of Khyber Pakhtunkhwa (KP) Tribal Districts communities and returnees.” FAO directly implemented the project in collaboration with government departments and community organizations. The evaluation assesses the project implementation period from November 2018 to 31 January 2021. The evaluation has covered all key activities undertaken within the framework of the project as described in the project document where focus was on output and outcome level results.

## Key findings

### Project design, approach and relevance

4. The project was in line with three pillars of the Government of Pakistan’s Sustainable Return and Rehabilitation Strategy (SRRS) for 2015/2016, namely Pillar 1 (Rehabilitation of Physical Infrastructure), Pillar 3 (Expansion of Government Service Delivery) and Pillar 4 (Reactivation and Strengthening of the Economy). More specifically, the project was also aligned with the KP Tribal Districts Agriculture Action Plan, which was prepared by the NMD Secretariat, KP with the assistance of FAO.
5. The grievance redress mechanism (GRM) was piloted by the Foreign, Commonwealth and Development Office (FCDO) under the KPMD programme. The communities benefiting from the programme are requested to provide regular feedback through multiple channels for continuous improvements.

### Capacity development

6. A total of 1 390 individuals (825 male and 565 female) including representatives of government line departments and farmers from the targeted communities, were trained by the project. The trainings for farmers predominantly focused on promotion of climate-smart agriculture (CSA) while capacity of the government officials was enhanced on PC1 development. Two sessions of the government officials were dropped due to COVID-19. During the project, seven Farm Service Centres (FSCs) were also rehabilitated and achieved target of 4 000 male farmers registration through the Agriculture Extension Department. This will help revive the role of FSCs.

## **Irrigation schemes**

7. The project has rehabilitated 60 irrigation schemes with a total command area of 21 838 acres. Although the project had an initial target of 65 schemes to rehabilitate, 5 were eventually dropped due to conflicts arising over selection of contractor in South Waziristan (Wana).

## **Integrated natural resource management (INRM)**

8. FAO facilitated development of eight integrated natural resource management plans, two of which were approved by the Government. These were based on a watershed and agro-ecological zonal approach utilizing elements of social cohesion, inclusiveness and broadening the natural resource base.

## **Crop production support**

9. Most individual activities in crop production improvement were effective and 99 percent of beneficiaries of Kharif seeds for 2019 had fully utilized the packages including certified maize seeds. On average, farmers reported a 34 percent increase in production. Similarly, Rabi seeds provided much-needed relief to local farmers in the target districts whose livelihoods have been severely disrupted due to the ongoing crisis. However, COVID-19 also caused delays in distribution and some procurement issues, which resulted in some activities being dropped by the project.
10. To promote sustainable and modern agriculture practices, FAO installed 800 tunnels serving 400 farmers (2 tunnels per farmer) in the target districts along with vegetable seeds and toolkits, to ensure regular maintenance of the tunnels. This activity got delayed due to closure of industries during the COVID-19 lockdown.
11. FAO has established 2 014 Orchards in the target NMDS by distributing saplings of different fruits. In addition to fruit trees, the project also provided toolkits and fencing material to a selected number of beneficiaries. Some irregularities were reported by the farmers during the distribution, but no major problems were reported in the quality of the saplings distributed. In addition, the project also established 28 nurseries in the target NMDs. (18 fruits and 10 forest) to strengthen the enterprises. These will help in fulfilling demand of the local orchards.
12. FAO provided support to farmers in developing agri-based enterprises in potato and tomato. Despite delays in distribution and cancellation of fertilizers, farmers across the target districts reported impressive revenues from the tomato crop. However, potato farmers from Kurram District reported several issues with the seed distributed under the project such as mixing of varieties, procurement delays, etc., which adversely affected the potato crop production.

## **Livestock support**

13. The important livestock support were feedlot units and vaccination against peste des petits ruminants (PPR) and foot-and-mouth disease (FMD). These not only helped in improving animal health, but also contributed to meat production and income of farmers in the area. An alarming 25-30 percent mortality rate was reported in small ruminants soon after distribution.
14. Livestock support in the form of one goat was provided to the female beneficiaries. Initially, Turkey birds were planned to be distributed but due to unavailability of the birds, one goat was

distributed among 1 000 women headed households as a response to COVID-19. This activity also faced delays due to unavailability of funds in the FAO system.

## Gender analysis

15. Women constitute nearly half of the adult population and play a crucial role in household food security by tending to livestock and kitchen gardens, etc. However, while women have been supported through various project activities, including livestock distribution and agriculture/horticulture support packages, the targets in the project logical framework are not gender-disaggregated. Accordingly, the proportion of women benefitting from various activities has been random.

## Conclusions

**Conclusion 1.** The project was highly relevant to the needs of beneficiaries. Direct implementation by FAO was efficient and effective in the context of this project. However, the overly ambitious and complex project design coupled with unprecedented challenges caused as a result of the COVID-19 pandemic affected project performance.

**Conclusion 2.** FAO's intervention contributed to successful rehabilitation of irrigation schemes, laying the foundations for increased land productivity. At the same time, sustainability of these schemes is not ensured due to the absence of operation and maintenance plans, and responsible local associations

**Conclusion 3.** FAO contributed to income generation through support to small-scale agriculture and livestock enterprises, which can be further strengthened through support to market linkage development.

**Conclusion 4.** While FAO made efforts to mainstream gender-related considerations in its interventions, the scope of women-specific interventions remained rather limited.

**Conclusion 5.** Implementation of critical interventions (such as provision of crop inputs and livestock) were delayed in part due to FAO's internal procurement complexities. This issue was further aggravated by the onset of COVID-19, which caused additional delays.

## Recommendations

**Recommendation 1.** Project design and management team should improve/update project design on the basis of thorough analysis of the development and operational context, and integrate lessons learned from previous implementation experiences.

**Recommendation 2.** To ensure long-term sustainability, the project's irrigation rehabilitation schemes need to be supported by well-designed management, operation and maintenance systems that promote efficiency gains and sustainability of the irrigation networks.

**Recommendation 3.** Project strategy should focus on strengthening sustainable enterprise development and enhanced livelihoods opportunities through value chain development and market-led initiatives, by complementing productivity enhancement with interventions focusing on improved input linkages, better storage and processing, and analysis of marketing options.

**Recommendation 4.** Project team should develop targeted interventions that take into account gender-related inequalities, particularly in the areas of improving nutrition and enhancing livelihood opportunities among the female beneficiaries.

**Recommendation 5.** Project teams should anticipate delays caused by procurement and logistical challenges as well as the ongoing COVID-19 pandemic, and accommodate these accordingly in their planning processes.

# 1. Introduction

16. This report provides evaluation results for the “Project for the restoration of livelihoods in Khyber Pakhtunkhwa Tribal Districts” (UNJP/PAK/148/UNJ). The project started in November 2018 and was extended until March 2021. The originally planned end date of October 2020 was extended at no cost due to implementation delays. The total approved budget was USD 13.38 million, which was subsequently revised to USD 11.98 million. The project is funded by the United Kingdom’s Department for International Development (DFID), under Naway Wraz Programme (Khyber Pakhtunkhwa Merged Districts (KPMD) Programme).<sup>1</sup>
17. As an implementing partner for Pillar 1 (Resilience and Recovery) of the KPMD programme, the Food and Agriculture Organization of the United Nations (FAO) project assisted about 62 487 households in the four selected districts: Kurram, Orakzai, North Waziristan, and South Waziristan, by helping two sets of beneficiaries including returnees and local population to resume agricultural production and restart normal economic activities.
18. The one main intended outcome of the project is “Enhanced resilience to shocks of Khyber Pakhtunkhwa (KP) Tribal Districts communities and returnees.” FAO directly implemented the project in collaboration with government departments and community organizations.

## 1.1 Purpose of the evaluation

19. The main purpose of the final evaluation is to provide accountability to donors and partners by assessing FAO’s contribution to the overall improved agriculture-based livelihoods in the targeted districts and to draw lessons from the implementation processes that could inform future decisions by FAO, Foreign, Commonwealth and Development Office (FCDO) and United Nations (UN) partner agencies on the formulation of a second phase or follow-up intervention.

## 1.2 Intended users

20. The intended users of this report are KP Provincial Government, donors (FCDO), FAO Management, project managers and staff, UN Resident Coordinator’s Office, FAO personnel and other development actors in Pakistan. This report will facilitate the decision makers in making better decisions and adopting effective accountability measures based on the evidence collected both from the field and desk review. The report intends to provide information for programmatic improvement and organizational development as it has an in-depth information about the current activities undertaken, staff engaged and suggestions for improvement while keeping the geographical and cultural context in mind.

## 1.3 Scope and objectives of the evaluation

### 1.3.1 Scope of the evaluation

21. The evaluation assesses the project implementation period, from November 2018 to 31 January 2021. The evaluation has covered all key activities undertaken within the framework of the project as described in the project document where focus was on output and outcome level results. The evaluation has also covered all the activities implemented and planned at district,

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<sup>1</sup> The programme name was changed from Khyber Pakhtunkhwa Merged Districts Programme to Naway Wraz Programme which means “new day” in Pashto to build a connection with the local communities that can associate with the name more.

institutional and community levels within the Newly Merged Areas Secretariat Departments, and district local governments and communities in the districts of Kurram, Orakzai, North Waziristan and South Waziristan.

### 1.3.2 Evaluation objectives and key questions

22. The objectives of the evaluation were to:

- i. assess the appropriateness of the project's design and approach;
- ii. assess the project's achievements and contributions *vis-à-vis* its objectives;
- iii. assess the actual and potential impact of the project and its contribution to resilience and agriculture-based livelihoods;
- iv. assess the programme contribution to the development of individual and institutional capacities; and
- v. identify success areas, gaps and lessons, and make the appropriate recommendations to the project team, the donor and other stakeholders to guide decision-making and plan for subsequent phases or similar projects in Pakistan.

23. The evaluation attempted to address the following key questions which are in line with the evaluation objectives, and learning and accountability needs of the evaluation audience:

- i. To what extent were the project design and intended objectives relevant to the needs and priorities of the target areas?
- ii. To what extent has the project's design and implementation incorporated inclusive programming approaches and contributed to addressing gender considerations and needs of vulnerable groups (minorities, people with disabilities, others)?<sup>2</sup>
- iii. To what extent have the project's activities contributed to an increase in sustainable agricultural productivity in the target areas, and to the milestones of recovery and economic growth set in the Tribal Decade Strategy (TDS) and Accelerated Implementation Plan (AIP)?
- iv. To what extent have the project's implementation and coordination arrangements been efficient in delivering project outputs?
- v. To what extent has the project contributed to the development of capacities among communities and line departments of the involved government agencies, at both individual and institutional levels?<sup>3</sup>
- vi. To what extent has the project demonstrated coherence with other components of the DFID joint-UN programme, other FAO projects and other development activities in the target districts, as well as adherence to the 'One UN' paradigm?
- vii. How has the project adapted to the onset of the COVID-19 pandemic and what lessons can be drawn for agriculture and food security programmes aimed at alleviating the negative impacts of the pandemic?<sup>4</sup>

## 1.4 Methodology

24. The evaluation was conducted according to the United Nations Evaluation Group (UNEG) Norms and Standards and Ethical Guidelines for Evaluation and is in line with the FAO Office of Evaluation (OED) Manual and methodological guidelines and practices. In view of the ongoing COVID-19 pandemic, the evaluation team had given a special emphasis on the adherence to the principle of

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<sup>2</sup> To avoid redundancy, this question is covered under the Gender Analysis section of the report

<sup>3</sup> This question is covered under the Effectiveness section as one of the project's output indicators.

<sup>4</sup> The response to COVID-19 is also covered under the Effectiveness section as one the project's output indicators.

“do no harm” and undertaken all the activities in line with local Government regulations and guidelines, as well as guidelines of the UN Security Team in Pakistan.

25. The evaluation was conducted using a consultative and participatory approach and employed mixed methodologies, combining qualitative and quantitative data to capture information relating to the evaluation objectives. The evaluation was guided by an in-depth analysis of the documents provided by project staff, which was further used to develop the evaluation matrix and data collection tools in order to validate the field visits findings. The list of documents reviewed is available in the bibliography, while the evaluation matrix and the data collection tools are attached in Appendix 2 and 3, respectively.
26. Data from the field was collected using the following methods: i) direct observations in the field; ii) key informant interviews; iii) in-depth interviews; and iv) focus group discussions.
27. The evaluation team visited three of the four project districts, that is South Waziristan, Orakzai and Kurram to collect data from the below mentioned stakeholders and observe activities on the ground. Specifically, focus group discussions were conducted with female beneficiaries in all of the visited districts in order to obtain their viewpoints about the project and assess the future needs of women in the area. Moreover, site visits were conducted to validate interventions such as irrigation schemes and Farm Service Centres (FSCs).
28. In addition, the evaluation team also visited Peshawar, Tank and Hangu (Kohat) districts in order to meet key informants relevant to the evaluation. Overall, a significant number of stakeholders were consulted/interviewed during the process, including:
  - FAO management and operational staff and other partners
  - districts government and line departments
  - beneficiary groups
29. The list of stakeholders interviewed is available in Appendix 1.

## **1.5 Limitations**

30. COVID-19 posed multiple challenges in the conduct of this evaluation. Members and families of the evaluation team were personally affected by the virus, which resulted in extending the assignment timeline by one month.
31. Furthermore, due to COVID-19 and other project delays, some of the major interventions were implemented much later in the project, which created hindrances in assessing the impact of these activities. For example, distribution of feedlot units and rehabilitation of irrigation schemes was recently completed. Similarly, tunnels were installed but farmers/beneficiaries did not get the chance to cultivate vegetables in the newly installed tunnels. However, where possible the evaluation team has tried to provide projected impact of some of the activities undertaken during the project.

## **1.6 Structure of the report**

32. After this introduction chapter, Chapter 2 provides project background and the theory of change; Chapter 3 presents the main evaluation results, based on the key evaluation questions; Chapter 4 covers the gender dimension; and Chapter 5 presents final conclusions and recommendations.



## 2. Background and context of the project

### 2.1 Description of the project

33. The “Project for the restoration of livelihoods in Khyber Pakhtunkhwa Tribal Districts” (UNJP/PAK/148/UNJ) started in November 2018 and has been extended until March 2021 at no-cost. By targeting two sets of beneficiaries including returnees and those who stayed behind, FAO provided support to 62 487 households (406 166 individuals) through sustainable agriculture development interventions. Funded by the FCDO with a total budget of USD 13.38 million, then revised to USD 11.98 million, the project was implemented in the targeted districts of North Waziristan, South Waziristan, Kurram, and Orakzai.
34. The one main intended outcome of the project is “Communities are better prepared to cope with shocks.”
35. In the wake of the COVID-19 pandemic and other implementation concerns, FCDO reassessed programme activities and revised different targets.<sup>5</sup> As a result, the project outcome was achieved through five output indicators under one main output as shown in Table 1.

**Table 1. Scope of the project**

Outcome	Communities are better prepared to cope with shocks	
	Outputs	Output Indicators
Output 2.1	Communities provided with better access to agriculture- and livestock-based livelihoods	<ul style="list-style-type: none"> <li>i. No. of individuals with enhanced skills and understanding of climate-smart agriculture practices</li> <li>ii. No. of selected government facilities strengthened to improve the supply of agriculture and livelihood support from the state to communities in the NMDs.</li> <li>iii. No. of studies conducted, and scientific knowledge produced to support the agriculture policy formulation and planning for NMDs</li> <li>iv. No. of households provided with improved varieties of seeds and livestock to support food security post COVID-19.</li> <li>v. No. of small-scale enterprises operationalized to strengthen nodes of agriculture and livestock value chains in NMDs</li> </ul>

36. The project was part of a larger UN joint programme covering interventions related to food security and livelihoods, Water, Sanitation and Hygiene (WASH), birth registration, social protection, education, and governance. The UN joint programme is coordinated by the UN Resident Coordinator’s Office (UNRCO) and managed through a Project Steering Committee co-chaired by RCO and FCDO (formerly DFID), and which includes representatives from FAO, United Nations Children’s Fund (UNICEF), UN Women

<sup>5</sup> The initial project design had four Outputs. However, due to slow progress owing to overambitious targets, complex project design and COVID-19 crisis, the logframe was revised in consultation with FCDO.

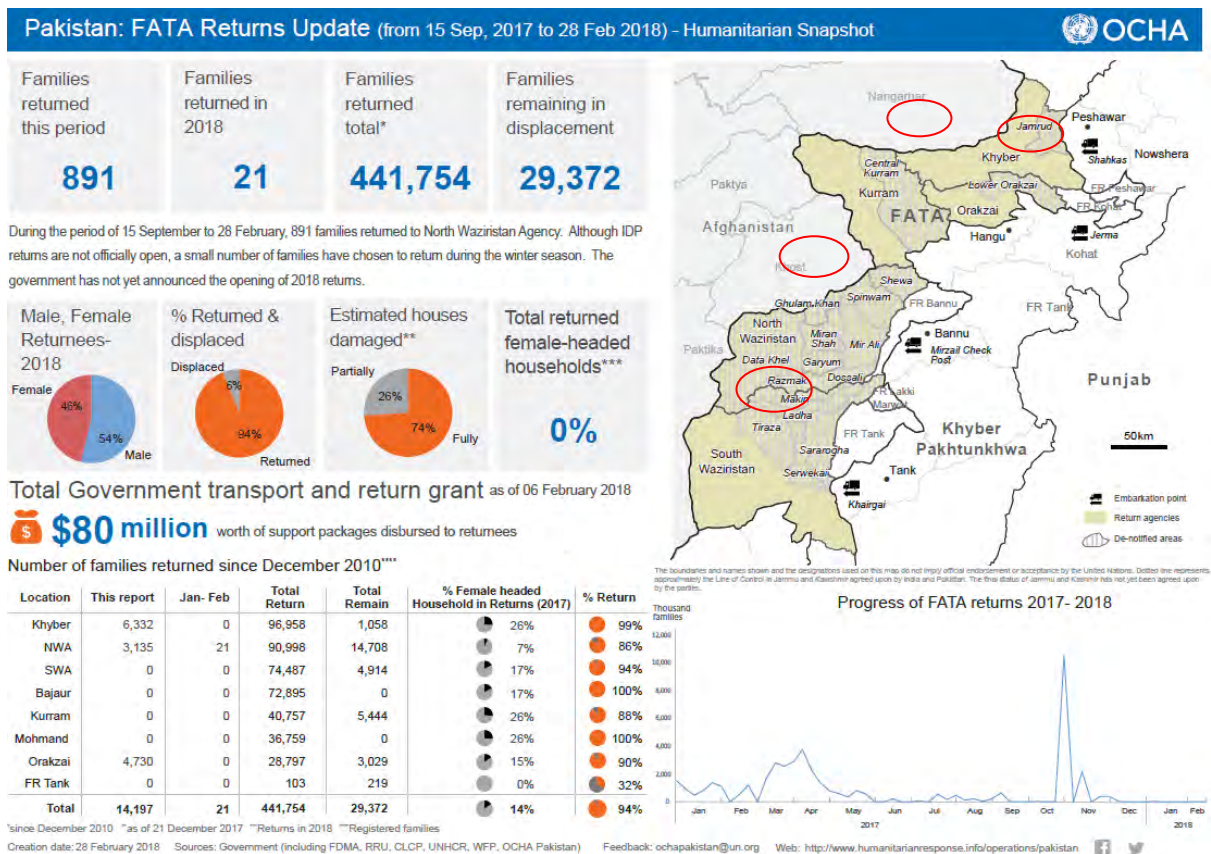


## 2.2 Context of the project

37. The former Federally Administered Tribal Areas (FATA) of Pakistan have long been a semi-autonomous region in the north-west of the country, consisting of seven tribal agencies (districts) and six frontier regions, directly governed by Pakistan's Federal Government through a special set of laws called the Frontier Crimes Regulations (FCR). Since the early 2000s, a series of military confrontations between the Pakistani Army and armed groups have caused displacement of millions of people to bordering districts in the province of Khyber Pakhtunkhwa.
38. In May 2018, following extensive public debates around the governance of FATA, it was officially merged into the province of Khyber Pakhtunkhwa through a constitutional amendment voted by the National Assembly, and approved by the KP Provincial Assembly and the President of Pakistan. Since then, FATA was named as Newly Merged Districts (NMDs). These Merged Areas remain one of the most food insecure and vulnerable regions of the country and have the lowest rates of access to basic services such as health and education.
39. Economic activity in the NMDs mostly consist of subsistence agriculture and livestock rearing, which provides livelihoods to about 97 percent of the population. For over three decades the region has experienced regressive economic growth due to insecurity which caused disruption of economic activities.
40. The conflict, as well as the lack of maintenance caused by displacement, has resulted in damages and losses to agriculture land and to irrigation structures, livestock populations and animal shelters, soil and water conservation facilities, water harvesting structures, fishponds and hatcheries, commodity processing facilities, and forest and rangeland areas, fishery and government facilities (veterinary centres, research and extension, etc.. Moreover, the damages to the market infrastructure have severely disrupted the local supply chains and links with external markets. Likewise, the livestock subsector has been severely affected due to lack of veterinary services, supplies and non-availability of fodder. This has resulted in high rate of livestock mortality and distress selling. In addition to the militancy, the floods of 2010 inflicted substantial damages to farmland, water and irrigation systems, and other infrastructure in NMDs, as no prevention or rehabilitation measures had been taken due to the absence of the local population from the area.
41. After the military clearance, the displaced families started the process of returning to their former homes of early 2015. The process is still ongoing at a slow pace because of loss of livelihoods and reduced income opportunities in NMDs. The findings of the Inter Agency Early Recovery Need Assessment (IAERNA), conducted in March 2013, highlighted that the number of livestock heads had decreased by 35 percent due to various reasons, predominantly deaths and distress selling. Currently, livestock is ranked as the third primary source of income (Planning Commission of Pakistan & UNDP & University of Oxford, 2016) following agriculture and shop keeping/business, for returnees to NMDs.
42. In the Tribal Districts, where average size of land holding is much smaller than the national average, livestock activities are critically important for rural livelihoods. The livestock subsector not only contributes to the production of animal outputs but also to employment generation (especially women), improvement in crop productivity through fodder linkages including leguminous crops and farm-yard-manure linkages, and stabilization of rural livelihoods through saving in the form of animals. Therefore, livestock activities are highly important in FATA and their pro-poor and pro-women nature is worth emphasizing.

43. According to the estimates of the Integrated Food Security Phase Classification (IPC, 2021), in the period January-May 2020, around 1.18 million people (23 percent of the population) in 13 NMDs (districts/tribal sub-divisions) of Khyber Pakhtunkhwa, Pakistan is estimated to be in IPC Phase 3 (Crisis) and Phase 4 (Emergency). Previous estimates in 2017 (WFP & Food Security Cluster & FATA, 2017) of food insecurity among returned households find that around 24 percent of returnees are food insecure.

**Figure 1. FATA returns update**



Map conforms to UN. 2020. [Map 4170, Rev. 19.](#)

44. Following the improved security situation in some former FATA areas, since 2015, the Government of Pakistan, through the FATA Secretariat, has developed and launched the FATA Sustainable Return and Rehabilitation Strategy (SRRS), which initiated the returns of internally displaced persons to their original locations and re-establishment of their livelihoods. The SRRS remains the main framework for rehabilitation and recovery activities in the Merged Areas, under the responsibility of the Newly Merged Areas Secretariat of the Khyber Pakhtunkhwa Provincial Government. The One UN Programme III (2018-22) (UN Pakistan, 2021) and FAO's Country Programming Framework (CPF) 2018-22 have aligned to the Government's SRRS, as well as to Pakistan's long-term development strategy, Vision 2025.

45. In this context, FAO, supported by several donors, initiated three recovery projects in the affected former FATA areas for early restoration of agriculture-based livelihoods, including the current project under evaluation.



### **3. Key findings**

#### **3.1 Evaluation Question 1 (Relevance). To what extent were the project design and intended objectives relevant to the needs and priorities of the target areas?**

##### **3.1.1 Strategic alignment**

46. At strategic level, the project's theory of change is based on linking the relief efforts with recovery, rehabilitation and development. This makes the project highly relevant and aligned with the Government's priorities in NMDs, One UN programme, and FAO Pakistan's Country Programming Framework, which stresses an immediate emphasis on reducing poverty, hunger, and building a more sustainable and resilient agriculture and food systems (FAO, 2020b).
47. The project mainly contributes to two strategic priority areas (SPAs) of the One UN Programme-II (2012 to 2017), SPA 6 (Food and nutrition security for the most vulnerable groups) and SPA 3 (Increased resilience to natural disasters, crises and external shocks).
48. In terms of alignment with the Government's priorities, the project supports the KP Tribal Districts Sustainable Return and Rehabilitation Strategy 2015/2016 and complements the overall sector development and stabilization during a four-year period. The project is in line with three pillars of the strategy, namely Pillar 1 (Rehabilitation of Physical Infrastructure), Pillar 3 (Expansion of Government Service Delivery) and Pillar 4 (Reactivation and Strengthening of the Economy).
49. More specifically, the project is aligned with the KP Tribal Districts Agriculture Action Plan, which was prepared by the NMD secretariat, KP with the assistance of FAO. The Action plan is comprised of main technical components including i) revitalization of essential food crop production to ensure household food security; ii) support to smallholder horticulture and commodity marketing for income generation; iii) strengthening crop advisory system and community capacity development; iv) revitalization of livestock production to ensure food security and income generation; v) strengthening livestock support services and community capacity building; and vi) rehabilitation of irrigation and water management systems (FAO, 2020b).

##### **3.1.2 Stakeholder engagement and field assessment**

50. Led by the UNRCO, the project has been designed in close consultation with all key stakeholders including Newly Merged Areas Secretariat, KP, and FAO management. Additionally, the project also consulted line departments and district administrations for final endorsement before starting implementation. Furthermore, to identify any possible issues that may affect the achievement of results, FCDO in collaboration with UNRCO and the implementing UN agencies conducted a conflict-sensitivity analysis before project implementation. Based on discussions with the project staff, FAO's previous experience of working in FATA was supplemented with the findings of the conflict sensitivity analysis, particularly in case of identification of beneficiaries and managing risk and public expectations related to highly valued interventions (including feedlot units) and irrigation schemes.<sup>6</sup>

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<sup>6</sup> The location of a family's land share and distance from the source of water determines their status in the collective ownership of water, which can become a source of conflict among different groups. Source: conflict sensitivity analysis

### **3.1.3 Identification of beneficiaries**

51. The project adopted a multi-stage participatory approach for identification of beneficiaries. In the first stage, the number of direct beneficiaries was estimated using the findings of the "Detailed Food Security Assessment (DFSA)."<sup>7</sup> More specifically, within the returning temporarily displaced persons families having agriculture-based livelihoods, a vulnerability criterion was applied to estimate the number of direct beneficiaries. In addition to the vulnerability factor, some of the key criteria for selection included prevalent law and order situation, accessibility, and potential for proposed interventions.
52. Followed by the identification of total estimated number of beneficiaries in the target districts, FAO initiated the identification of individuals for specific project interventions. This process was initiated at community and village levels, where through the help of community-based organizations (CBOs, locally called Khel) and village organizations (VOs, formed by clustering the different CBOs) the project identified vulnerable and deserving beneficiaries for different interventions. To ensure transparency and fair selection, the project revalidated the identification of beneficiaries through tribe based jirgas (involving tribal elders), line departments and district administrations. This was also verified during the evaluation mission, where key stakeholders including project beneficiaries and district administrations acknowledged and appreciated FAO's approach for selection of beneficiaries to be fair and just.

## **3.2 Evaluation Question 2 (Efficiency). To what extent have the project's implementation and coordination arrangements been efficient in delivering project outputs?**

### **3.2.1 Project design**

53. Given the challenging operational environment and limited duration of the project, the evaluation team found the original project design to be overambitious and complex. The expectation to implement 51 activities under four outputs over a two-year project was unrealistic, which impacted the project's overall performance. Furthermore, as also acknowledged by the donor, the theory of change between individual interventions and the planned outcome (improved community resilience) was weak. It remained unclear to what degree the multiple interventions under Pillar 1 were improving communities' resilience to shocks (FCDO, 2020).
54. In fact, this issue was not only specific to FAO, as previously the entire KPMD programme scored two consecutive 'B' scores in Annual Reviews conducted by the donor in March 2019 and March 2020 (FCDO, 2020). Acknowledging the underperformance in light of the challenges faced by FAO, the donor approved multiple revisions to the project.<sup>8</sup> Furthermore, as a remedial action, FCDO placed the entire KPMD programme on a performance improvement plan (PIP). The PIP introduced a leaner/simplified structure, which resulted in better results for Q7 and Q8 (FCDO, 2020), eventually earning an A score for the programme.

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<sup>7</sup> Conducted by the Food Security Cluster in September 2014 in the conflict-affected and hosting areas of KP and KP Tribal Districts.

<sup>8</sup> The project underwent three revisions (August 2019, October 2019, and March 2020 in light of COVID-19 scenario)

### 3.2.2 Timeliness

55. During the two-year period, the project experienced several delays. Although the contract was signed on 29 October 2018, due to a combination of reasons including internal resourcing gaps within formerly DFID during the first six months of the programme, and significant changes in the external context (the unexpected pace with which the merger was announced), which meant that activities had to be rescope (FCDO, 2020), the project could not be initiated until April 2019, consequently experiencing at least five months in start-up delays.<sup>9</sup> In addition to such delays, multiple interventions were affected due to FAO's internal procurement procedures,<sup>10 11</sup> as well as unavailability of funds attributed to variances between the donor and FAO's financial forecasting and planning.<sup>12</sup> Moreover, although FAO continued implementation during COVID-19, the project's supply chain was severely affected due to extended country-wide lockdowns creating hindrances in procurement and delivery of goods.
56. Despite the above-mentioned delays, FAO completed all of its Phase I activities<sup>13</sup> except for two of the remaining activities carried forward to March 2021, which could not be completed due to seasonal constraints and the closure of some markets following the COVID-19 pandemic (FCDO, 2020).

### 3.2.3 Financial management

57. The project had an initial budget of USD 13.38 million (GBP 10.5 million). However, due to subsequent revisions in the output indicators and targets, as well as FCDO's reallocation of funds related to COVID-19, the total budget was revised to USD 11.99 million (GBP 9.4 million).<sup>14</sup> In terms of financial performance, although the project experienced slow utilization of allocated funds during the initial quarters (Q1-Q6), the pace of delivery increased towards the end (Q7-Q8). By 31 January 2021, the project had utilized 97.5 percent of the budget.

### 3.2.4 Donor coordination and reporting

58. In order to provide proactive monitoring and learning opportunities, and streamline coordination with the donor and other UN agencies, FAO implemented several mechanisms in close consultation with UNRCO.
59. These included agency/pillar level regular progress meetings with the FCDO technical leads, senior management-led Management Committees, government-led Steering Committees, and Working Groups, etc. In addition to these, quarterly progress of the project was documented in narrative quality progress reports and submitted to UNRCO.
60. According to the project staff, whilst the donor showed great flexibility and understanding to the overall programme, the reporting requirements were too cumbersome sometimes at the risk of project delivery.

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<sup>9</sup> Based on discussions during debriefing held on 16 February 2021.

<sup>10</sup> Various progress reports highlighted the challenges associated with FAO procurement. For instance, in Q4 progress report, it is mentioned that "Due to longer procurement timelines for FAO, on time delivery of goods/commodities is becoming a challenge."

<sup>11</sup> Details on procurement and other delays provided in section on Effectiveness.

<sup>12</sup> According to the Annual Review, FAO lagged behind on financial variance.

<sup>13</sup> Of the 51 activities FAO was implementing, 4 were cancelled.

<sup>14</sup> The total budget for FCDO's KPMD programme Phase I was GBP 4 million but after COVID-19 related revisions, the budget was reduced to GBP 28 million. Source: KPMD Annual Review- October 2020.

### 3.2.5 Monitoring and evaluation

61. Project performance was largely measured against the output indicators provided in the logframe and subsequently the performance improvement plan implemented by the donor. Based on the review of the logframe, the evaluation team found the link between different activities and the overall project outcome to be weak. Furthermore, with the exception of one output indicator on trainings, the targets for other indicators (specifically 2.2.4 and 2.2.5)<sup>15</sup> are not gender-segregated, which makes it difficult to assess the effectiveness and impact of key interventions specifically for women beneficiaries.
62. Being a direct implementer, the monitoring and evaluation (M&E) mechanism placed within the project is fairly lean and comprises of quarterly progress reports submitted to UNRCO, post-distribution surveys, post-harvest surveys, post-monitoring and assessment reports, and success stories. Moreover, as part of the overall KPMD programme, the project was also assessed through third party monitoring and frequent visits to the target districts by the UNRCO office. In addition, to ensure programme improvement and effective outreach, FAO incorporated a community feedback mechanism in the project further detailed below.

#### Grievance redress mechanism

63. Piloted by FCDO under the KPMD programme, the communities benefiting from the programme are requested to provide regular feedback through multiple channels for continuous improvements.
64. In order to improve grievance redress mechanism's visibility and beneficiary feedback, FAO distributed 25 000 pocket cards as information, education and communication material in the target NMDs, in addition to informing beneficiaries through other mediums of interactions. Between Q3 and Q8, the UNRCO-led GRM system received 70 complaints and 76 comments with feedback from beneficiaries across all five Newly Merged Districts (FCDO, 2020). Of these, 24 percent complaints and comments were recorded for FAO. Based on the review of sample complaints and discussions held with keys stakeholders in the field, the nature of complaints ranged between nepotism, corruption, and sectarian biases. Notwithstanding the nature of complaints, according to the evaluation team findings, FAO has made commendable efforts in incorporating the beneficiary feedback mechanism by not only responding to individual grievances, but also using the medium for taking corrective and preventive action for improving the overall programme delivery.
65. While acknowledging the efficacy of the GRM, it is important to note that, in certain instances, the beneficiary feedback mechanism can result in higher transaction costs for the project. For instance, in Q7, upon donor request, FAO had to suspend the entire feedlot unit intervention for two months due to complaints raised on unfair selection criteria.<sup>16</sup>

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<sup>15</sup> 2.2.4: No. of households provided with improved varieties of seeds and livestock to support food security post COVID-19;

2.2.5 No. of small-scale enterprises operationalized to strengthen nodes of agriculture and livestock value chains in NMDs.

<sup>16</sup> This issue is further elaborated in the Effectiveness section (Ref: Feedlot units).

### 3.2.6 Staffing

66. In order to ensure efficient project delivery and implementation, the project is staffed with 51 personnel as shown in Table 2.

**Table 2. Number of staff**

Designation	Unit
Project Coordinator	01
Deputy Project Coordinator	01
District Coordinators	04
M&E Specialist	01
Horticulturist	01
Livestock Specialist	01
Social Environmental Safeguarding and Risk Management Specialist	01
Training Specialist	01
INRM Specialist	01
Irrigation Engineer	01
Social Mobilizers (two teams of male and female SM per district)	16
FFS Facilitators (two teams of male and female FFS per district)	16
Administration Assistants	02
Sub Engineers	04
<b>Total</b>	<b>51</b>

67. In terms of staffing, the evaluation team found the M&E and field personnel to be particularly understaffed, a concern which was also shared by the project management. The extensive scope of the project spread over a large and mostly inhospitable geographic area overburdens the staff at the risk of compromising the quality of project interventions. The issue of understaffing can best be understood by the field office locations, which are situated inconveniently far from the intervention districts. For instance, given the administrative set-ups and prevalent law and order concerns, the field office of S. Waziristan is established in Dera Ismail Khan and Orakzai's field office is located in Kohat.<sup>17</sup> This particular aspect further adds to the complexity of the project delivery, which should at best be supported with at least sufficient number of field staff.
68. Irrespective of the challenges noted above, the evaluation team found the project staff to be highly resilient and committed to achieving the desired project outcomes in a very fragile context.

<sup>17</sup> To put the distances in perspective, it takes almost 3.5 hours to reach Wana from D I Khan.



### 3.3 Evaluation Question 3 (Effectiveness and Impact). To what extent have the project's activities contributed to an increase in sustainable agricultural productivity in the target areas?

69. This section assesses the effectiveness and expected impact of different interventions under each output indicator as shown in Table 3.

**Table 3. Output indicators**

Output Indicator	Targets	Achievements (% age)
No. of individuals with enhanced skills and understanding of climate-smart agriculture practices	1 382 Individuals	100%
No. of selected government facilities strengthened to improve the supply of agriculture and livelihood support from the state to communities in the NMDs	<ul style="list-style-type: none"> <li>• FSCs - 7</li> <li>• Value chain development – 14</li> <li>• Irrigation Channels – 60</li> <li>• INRM – 2</li> <li>• Rehabilitation and Reconstruction Unit Support – 1</li> <li>• Livestock Vaccination- 2.4 m</li> </ul>	98%
No. of studies conducted and scientific knowledge produced to support the agriculture policy formulation and planning for NMDs	<ul style="list-style-type: none"> <li>• CSA villages</li> <li>• CSA Profiling</li> <li>• AE Zoning</li> </ul>	90%
No. of households provided with improved varieties of seeds and livestock to support food security post COVID-19	<ul style="list-style-type: none"> <li>• Improved Seed – 22 750 households</li> <li>• Sexed Semen – 12 200</li> <li>• Women supported with Goats – 1 000 households</li> </ul>	99%
No. of small-scale enterprises operationalized to strengthen nodes of agriculture and livestock value chains in NMDs	<ul style="list-style-type: none"> <li>• Tunnel farming - 400</li> <li>• Nurseries – 28</li> <li>• Orchards – 2 014</li> <li>• Vegetable enterprises-1 350</li> <li>• Feedlot fattening units-520</li> </ul>	98%

#### 3.3.1 Output Indicator 1. Number of individuals with enhanced skills and understanding of climate-smart agriculture practices

70. To develop capacities of farmers and line agencies, between Q1-8, FAO trained a total of 1 390 individuals (825 male and 565 female) including representatives of government line departments and farmers from the targeted communities (FAO, 2020c).

71. The trainings for farmers predominantly focused on promotion of climate-smart agriculture practices and adoption of modern agriculture techniques among beneficiaries. For this purpose, FAO established 46 farmers field schools (FFS) delivering training to 1 085 individuals, 51 percent of whom were female beneficiaries. According to the Annual Review conducted by FCDO in October 2020, on average the training led to 22 percent higher yields for trained farmers

compared to farmers who had not been trained. It is worth noting that the quality of inputs utilized by untrained farmers were generally the same as for the trained farmer, but the training, timing of inputs and techniques taught (including monitoring of crops) were primarily responsible for the increased yields (FCDO, 2020). Similarly, to promote and strengthen existing tomato and potato enterprises, the project arranged exposure visits for 25 female and 55 male farmers.

72. In addition, 160 farmers were trained on livestock rearing, vaccination, feeding and marketing approaches. During a four-day session held in Peshawar beneficiaries were trained by facilitators from the University of Agriculture, Peshawar, and Livestock Department KP with expertise on livestock rearing and its associated operations (FAO, 2020d).
73. In terms of qualitative impact, the evaluation mission found an uptake of knowledge received in different trainings among beneficiaries across target districts.
74. To build the capacity of line departments 75 government officials were trained during the course of the project in different topics including i) Livestock Emergency Guidelines and Standards (three day event); and ii) Training on Project Development & Management with focus on PC-1 development and gender mainstreaming. Although the project had planned to train an additional 75 officials in three sessions, two of these sessions were dropped due to COVID-19, and an earlier session for district administration staff was cancelled due to unavailability of the staff (FAO, 2020e).

### 3.3.2 Output Indicator 2. Number of selected government facilities strengthened to improve supply of agriculture and livelihoods support from the state to communities in the NMDs

#### Farm Service Centres<sup>18</sup>

75. To strengthen the Government's capacity and accelerate farmers access to the service centres, by the end of Q8, FAO had completed 100 percent of rehabilitation work in seven Farm Service Centres and achieved the target of 4 000 male farmers registration through the Agriculture Extension Department.

**Table 4. Number of Farm Service Centres**

District	Number of FSC
SWD	04
NWD	01
Kurram	02
Orakzai	00
<b>Total</b>	<b>07</b>

76. Although FAO was able to achieve the desired target within a stipulated time frame, the signing of a Letter of Agreement with the Agriculture Extension Department (which was agreed in principle in May 2020) was postponed until September 2020 due to unavailability of funds and other limitations as a result of COVID-19 (FAO, 2020f).
77. To assess the effectiveness of this intervention, the evaluation mission visited a recently rehabilitated FSCs and also held discussions with the beneficiaries. During discussions, most

<sup>18</sup> The FSC is a government-led public-private partnership-based institution, where registered farmers can avail subsidized services and inputs.

farmers acknowledged that previously they were unaware of any such service, but after registration farmers plan to access the FSCs for multiple services such as information on certified seeds, farm machinery, and enhancing knowledge on increasing overall agricultural productivity.

78. As envisaged in the project design, it is hoped that the above intervention will help revive the role of FSCs while establishing linkages with the producer marketing groups, and quality input providers through continued engagement and capacity development.

### **Livestock vaccination and support to veterinary centres**

79. In its continued efforts to strengthen the line departments and improve service delivery, FAO signed a Letter of Agreement with the Livestock and Dairy Development Department (L&DDD, Merged Areas Secretariat) to provide carpet vaccination against peste des petits ruminants (PPR) and foot-and-mouth disease (FMD). Based on discussions with the project staff and as also highlighted in the progress report (Q8), FAO has already handed over about 2.4 million vaccination doses to the Department, 1 277 300 of which (53 percent) (215 000 FMD, 1 062 300 PPR) have already been administered as of 31 October 2020. To complete the set target and achieve the milestone, the Letter of Agreement for the administration of vaccines (FMD and PPR) has been extended until 31 March 2021 through a no-cost extension.
80. Since livestock rearing is one of the mainstays of the local economy in NMDs, the eradication of PPR and FMR will not only secure livelihoods of vulnerable farmers, but also help improve overall food security and nutrition in the target districts. While there are no exact figures, based on discussion with the line departments, the intervention is expected to considerably reduce the chances of outbreaks of peste des petits ruminants and foot-and-mouth disease in the targeted areas, which otherwise can have drastic effects on the local economy due to high mortality rates in the infected animals.
81. In addition to livestock vaccinations, FAO has also provided support to 14 veterinary clinics. Some of the key activities under this intervention include i) solarization of all clinics to provide uninterrupted electric power required for general operations including diagnostic laboratories, ii) renovation of laboratories in all clinics; and iii) provision of diagnostic tools for the laboratories.
82. According to the Q8 progress report, FAO has been able to complete all the programme targets against this indicator. However, while the diagnostic tools have been provided to the concerned Government department, FAO personnel would coordinate with the department to expedite the installation of all equipment.
83. It is expected that functional diagnostic laboratories will enhance the capacity of the target districts to cope with viral animal diseases in the form of detection of causative agents, early diagnosis, and in-time treatment, consequently ensuring increased animal production as well improved resilience of vulnerable beneficiaries in terms of food security.

### **Irrigation schemes**

84. To enhance the agricultural productivity of recipient communities in the target NMDs, the project rehabilitated 60 irrigation schemes with a total command area of 21 838 acres. The breakdown of schemes rehabilitated by districts is shown in Table 5. Although the project had an initial target of 65 schemes to rehabilitate, five were eventually dropped due to conflicts arising over selection of contractor in South Waziristan (Wana).

**Table 5. Number of irrigation schemes**

District	Number of irrigation channels
SWD	07
NWD	20
Kurram	23
Orakzai	10
<b>Total</b>	<b>60</b>

85. The effectiveness of this particular intervention is further assessed below.

### Identification of schemes

86. Based on the desk review and discussions held with the project staff, the selection of schemes was finalized in close consultation with key stakeholders including the Directorate and Irrigation Departments, followed by final endorsement from the district administration in each NMD. This was also confirmed during the evaluation mission to the NMDs. According to the interviews held with government representatives, irrigation departments from the target NMDs provided a long list of schemes to the Directorate, which was subsequently shared with FAO. To shortlist schemes for rehabilitation, FAO, in collaboration with the district authorities, conducted a joint assessment based on a set criterion and eventually submitted the final list to the district administrations for endorsement.

### Implementation of works

87. Although the project was able to achieve its targets successfully, implementation started much later than planned owing to multiple delays as detailed below:

- KP-FATA merger. Based on discussions with the project staff, significant delays occurred during the last phase of scheme identification due to the ongoing changes in the government departments as a result of the KP-FATA merger. Consequently, the rehabilitation work could not be initiated until Q6.
- Selection of contractors. To ensure transparency and accountability, FAO hired contractors through open tenders following FAO's international procurement guidelines. This, however, created rifts in some of the communities, who argued that local contractors should have been given precedence when awarding contracts for rehabilitation of schemes. In order to explain the procurement guidelines and resolve consequential disputes, FAO, in close coordination with the district administration and line departments, held several meetings with community elders on the eight disputed sites (three in Orakzai and five in South Waziristan). Finally, as a result of FAO's continued efforts, the communities were convinced of competitive tender processing and disputes were eventually settled on all eight sites. However, given the time consumed in arbitration, and other compelling reasons, FAO had to eventually drop the rehabilitation of five schemes in Wana, South Waziristan, while completing rehabilitation work on 60 schemes in total.

### Quality of infrastructure

88. During the evaluation mission's visit in selected sites, the team found the quality of the infrastructure of the rehabilitated schemes to be suboptimal in appearance. However, based on follow-up discussions with the project staff, it was reported that in addition to the construction

work being monitored and supervised by FAO engineers, further assessments and quality checks conducted by FAO<sup>19</sup> also deemed the overall quality of infrastructure as satisfactory.

### **Operation and maintenance**

89. Although rehabilitated, at present the project does not have any operation and maintenance plans in place to ensure long-term sustainability of the irrigation schemes. According to the initial design, the project had planned to mobilize farmers for formation of water user associations. However, due to the delays caused in finalization of schemes and subsequent restrictions on large gatherings due to COVID-19 lockdowns, the activity could not be materialized.<sup>20</sup>

### **Productivity improvement**

90. In terms of contribution to overall agricultural productivity and water resource management, the rehabilitated schemes are expected to accrue major benefits to farmers, including reduced conveyance losses, fewer water disputes among farmers, sufficient water for tail end farmers, and reduced irrigation time. In many cases, the improved watercourses are also expected to bring new area under cultivation and increase the agricultural land value in the target NMDs. This was also confirmed during a site visit in lower Kurram where, after rehabilitation of the 4 100 RFT channel, farmers can now efficiently irrigate their land, which for the past 15 years remained largely uncultivable due to irrigation issues. Moreover, as a direct result of the channel rehabilitation, additional 30 acres have been brought under cultivation increasing the total command area to 300 acres and appraising the present value of the land by 400 percent.<sup>21</sup> With a continuous and steady supply of water, it is further hoped that improved irrigation would also result in diversification of crops as farmers will no longer be reliant on rainfed crops only.

### **Support to the Rehabilitation and Reconstruction Unit**

91. To bolster response capacity of relevant government agencies in the COVID-19 scenario, in July 2020 FAO signed a Letter of Agreement with the Provincial Disaster Management Authority (PDMA) for provision of technical support. According to the plan, support will strengthen the essential human resources in their salaries, along with other operational costs of the Rehabilitation and Reconstruction Unit under PDMA (FAO, 2020f).
92. In addition, FAO became the first UN agency in Khyber Pakhtunkhwa to provide 1 400 personal protective equipment (PPE) kits to the Department of Health through the PDMA (UN Pakistan, 2020).

### **Integrated natural resource management plans**

93. In order to prioritize restoration of the agriculture production through rehabilitation/development of land and infrastructure, FAO facilitated development of eight integrated natural resource management plans, two of which were approved by the Government (FAO, 2020g).
94. As envisaged in the project document, the integrated natural resource management (INRM) component is based on a watershed and agro-ecological zonal approach utilizing elements of social cohesion, inclusiveness and broadening the natural resource base.

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<sup>19</sup> Based on lab test results of the material which was satisfactory.

<sup>20</sup> Based on feedback received on the Debriefing Presentation dated 15 February 2021.

<sup>21</sup> Value of land increased from 40 lakh per marla (225ft<sup>2</sup>) to 200 000 per marla.

95. To achieve this objective, according to the revised logframe, three activities under the two already approved integrated natural resource management plans were implemented in Kurram and North Waziristan as follows:
- Flood protection wall at Dogar Masozai Sub-Basin – Kurram. A 150 RFT-long gabion structured flood protection wall has been rehabilitated to provide a shield to agriculture land and assets prone to flood erosion.
  - Rehabilitation of fishpond- North Waziristan. A community owned fishpond (size 18' x 9') was 100 percent reconstructed/rehabilitated after selection on the request of the district administration.
  - Irrigation channels at Dhandy Sub-Basin – North Waziristan. Two irrigation channels (3 000 RFT-long) rehabilitated and handed over to the target communities.

### **3.3.3 Output Indicator 3. Number of studies conducted and scientific knowledge produced to support the agriculture policy formulation and planning for NMDs**

96. To assist the relevant green sector departments in agriculture planning and devising related policies, FAO commissioned four different knowledge products including i) climate-smart agriculture profiling of 20 villages; ii) climate-smart agriculture profile of Khyber Pakhtunkhwa iii) re-defining agro-economic zones of KP; and iv) action analysis of the agriculture sector and way forward in KPMD.
97. For this purpose, FAO signed Letters of Agreement with the International Center for Tropical Agriculture (CIAT), Climate Change Centre, University of Agriculture, Peshawar, and University of Peshawar. By Q8, FAO had received draft reports on climate-smart agriculture village profiles, and climate-smart agriculture profile of KP. However, the action analysis of the agri-sector was dropped due to delayed issuance of 'No Objection Certificate' (NOC) by Economic Affairs Division to University of Peshawar. Furthermore, the Annual Review noted that although completed, the work on re-defining agro-economic zones of KP seems to have limited uptake within the Government of KP in practice (FCDO, 2020).

### **3.3.4 Output Indicator 4. Number of households provided with improved varieties of seeds and livestock to support food security post COVID-19**

#### **Provision of improved varieties of seed**

98. As a response to the COVID-19 pandemic and its consequent impact on long-term food security, in Q6 FAO added new activities to the revised project logframe. Resultantly, activities under this output indicator were geared towards not only providing an emergency response, but also continue the project's pre-planned activities of seed and livestock distribution for ensuring long-term food security of the beneficiaries in the target NMDs.
99. To achieve the above objective, FAO planned three activities in response to COVID-19, including i) distribution of climate resilient seeds for production and multiplication of cereal, cash, and leguminous crops among 11 000 households along with the fertilizers (di-ammonium phosphate and sulphate of potash);<sup>22</sup> ii) support an additional 4 000 farmers in harvest and post-harvest management for Rabi crop; and iii) provide seed storage (silos) to 8 000 beneficiaries (FAO, 2020f).

<sup>22</sup> In consultation with the Agriculture Department of respective districts, different types of vegetable and cereal seeds were considered, keeping in view the variances in weather in the targeted districts. District North Waziristan lies in the sub-tropical zone and has hot weather, while Kurram, South Waziristan and Orakzai lie in the semi-temperate zone and face severely cold winter.

100. Due to the fast-approaching sowing season, FAO took an initiative and adopted emergency procurement mechanisms for quick response. According to the purchase orders issued, the expected delivery was planned for end of May 2020 (FAO, 2020h).
101. However, owing to multiple setbacks including issues with seed quality, vendor delays, and challenges associated with COVID-19 lockdown (detailed below), some of the planned distribution (3 500 households maize, 1 750 households cucumber, 4 000 beneficiaries assisted with post-harvest management-thrashing) had to be dropped; whereas the remaining 6 250 households received other seed packages<sup>23</sup> as planned.

### **Distribution issues faced in COVID-19 response**

102. Maize seed. After the completion of the procurement process, FAO technical unit found issues with the quality of the seed. Since the compromised seed could not be distributed among beneficiaries, FAO asked the vendor to replace the lot with certified seed. However, as the order could not be delivered within the stipulated time frame, distribution of maize seed was dropped. Instead, subject to FCDO's approval, FAO Management decided to facilitate the same beneficiaries in Rabi package (50 kg wheat seed) distribution due in October 2020. It was further decided that once approved by the donor, FAO will fast track procurement to ensure the completion of distribution before the end of the project.
103. Cucumber seeds. Although finalized, procurement of cucumber seeds had to be dropped due to suspended international shipment and non-availability of seeds in local markets. Since the donor had already been informed of this issue, the activity was removed from the workplan altogether.
104. Assistance in post-harvest management. The activity was included in the revised plan in April-May 2020, however, due to delayed approvals, the activity could not be undertaken and hence dropped.
105. Portable seed storage (Silos). The contract to procure 4 000 seed silos was issued but due to slow-paced resumption of industries, the order could not be materialized as per agreed timelines. Similarly, the additional 4 000 silos were planned to be procured using the fast-track repeat orders which, however, could also not be fulfilled by the vendor due to the same reason. Resultantly, the initial plan of 8 000 siloes was reduced to 4 000, which was subsequently planned for distribution in Q8.
106. Finally, after FCDOs approval, in Q8 of the project, FAO was able to fulfil its commitment by completing the distribution of Rabi package among 3 500 beneficiaries,<sup>24</sup> who earlier could not receive the Kharif package due to quality issues with maize seed. In addition, by 31 October, the project had also distributed 3 579 silos with a commitment to distribute the remaining 421 before the end of the project.
107. While it is imperative to appreciate FAO's effort in compensating Kharif farmers in the upcoming Rabi season, it is equally important to acknowledge that due to procurement-related issues, the would-be recipients of Kharif 2020 package were compelled to use the local seed which is fraught with multiple issues including low germination rates and poor yields, etc.
108. In terms of effectiveness, while FAO faced a major setback in the distribution of Kharif package-maize seed (2020), it is important to highlight that similar distribution in Kharif and Rabi 2019 had

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<sup>23</sup> Seeds distributed included: 10 kg rice, 10 kg mung bean, 10 kg red bean, 10 kg French bean, 1.5 kg sunflower, and 1.5 kg turnip plus two bags of fertilizers (50 kg sulphate of potash, 50 kg di-ammonium phosphate).

<sup>24</sup> The post-harvest survey will take place in May 2021 activity.

yielded positive results both in terms of distribution and increased production. According to the key findings of the post-harvest survey, 99 percent of beneficiaries of Kharif seeds for 2019 had fully utilized the packages that included certified maize seeds, with farmers on average reporting a 34 percent increase in production.<sup>25</sup> Similarly for Rabi seeds (50 kg wheat bags distributed among 8 000 households), due to timely provision of the seeds as well as appropriate type, the germination rate was reported to be more than 95 percent, which is a high achievement for the project (FAO, 2020d). As the rabi crop was sown before the onset of COVID-19, it provided much-needed relief to local farmers in the target districts, whose livelihoods have been severely disrupted due to the ongoing crisis (FAO, 2020a).

### **Provision of livestock support**

109. In order to revitalize livestock production in the target NMDs, under a Letter of Agreement with the Livestock and Dairy Development Department Merged Areas, FAO handed over 12 200 sexed semen to the Department to be administered as a breeder improvement programme of large ruminants. It is assumed that each targeted household will be assisted with two sexed semen for their large ruminants, as a result assisting 6 100 households in total (FAO, 2020i).
110. The intervention aims to help the communities with cross-breeding local cows with exotic cattle breed semen through artificial insemination (AI), being the most efficient way to upgrade the genetic quality of their offspring and sustainably increase milk and meat production. The 12 200 doses of sexed semen provided to the Livestock Department are not only meeting the deficiency of quality semen within the area/Department, but also increasing prospects of female calves born from the artificial insemination to 90-93 percent. The larger percentage of female calves born will help increase in cross-bred population in the shortest possible time and will ultimately increase milk and meat production, contributing to increased profitability and food security in the region (FAO, 2020c).
111. By the end of Q8, the Livestock Department was able to administer a total of 6 980 (57 percent) sexed semen out of total handed over stock of 12 200 doses. The Department plans to administer the remaining doses by March 2021 under an extended Letter of Agreement (FAO, 2020c).
112. Similarly, to achieve breed improvement in small ruminants, FAO planned to distribute Rams and Bucks to 1 750 households. However, by end of Q8, only 52 percent of the distribution target had been achieved. According to the progress reports and discussions with project staff, the vendor could not arrange delivery of the remaining animals due to issues related to the COVID-19 lockdown; and subsequent requests for an extension from the vendor were declined by the FAO technical team in view of the approaching winter season. Resultantly, the reduction in scope of this activity by 886 rams/bucks along with the financial impact was communicated to FCDO (FAO, 2020c).

### **Support the vulnerable women households through livestock**

113. To support female beneficiaries through livestock-related interventions, the project had initially planned to distribute homestead poultry packages among women-headed households. However, due to compounded issues recently experienced with poultry package in another project implemented by FAO,<sup>26</sup> the management decided to instead replace the intervention with Turkey Birds. Resultantly, in Q5 of the project, 500 Turkey birds were distributed among 50 female headed

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<sup>25</sup> An average of 448 kg/acre was reported after FAO intervention compared to the NMD average that varies between 298–373 kg/acre.

<sup>26</sup> Based on discussions with the project staff.



households in Kurram Tribal District, while distribution of 400 birds to the remaining 40 female headed households was delayed until March 2020.<sup>27</sup>

114. In Q6, however, the intervention was dropped due to unavailability of turkey birds in the local market and instead replaced with distribution of one-goat package to 1 000 women-headed household (Including 90 women who had previously received turkey birds) as a response to COVID-19.
115. The distribution of goats to female beneficiaries was finally initiated in Q8 of the project after experiencing delays due to unavailability of funds in the FAO system (FAO, 2020f). By 31 October 2020, based on revised target, 950 women-headed households had received a goat (FAO, 2020c).
116. The intervention is expected to contribute to immediate food security needs of women-headed households as well as a source for asset multiplication in the future. This was also confirmed during the evaluation mission to the target districts. According to the recipients of the package, majority of whom were widows, the provision of goats was greatly appreciated as the women plan to use the goats for multiplication purposes, including sale of offspring for income generation and meeting essential expenditures such as health and education of their children.

### **3.3.5 Output Indicator 5. Number of small-scale enterprises operationalized to strengthen nodes of agriculture and livestock value chains in NMDs**

#### **Tunnel farming**

117. To promote sustainable and modern agriculture practices, FAO installed 800 tunnels serving 400 farmers (two tunnels per farmer) in the target districts. In addition to the structures, the beneficiaries have also been provided with vegetable seeds along with toolkits, to ensure regular maintenance of the tunnels.
118. It is worth noting that FAO introduced tunnel farming in the region for the very first time. Through this intervention, FAO aims to introduce the concept of off-season vegetables in the region, which will not only contribute to food security of vulnerable households, but also result in higher revenues for farmers. As off-season vegetables fetch extra revenue and are consistently demanded round the year, tunnel farming will enable farmers to generate additional income and eventually establish profitable agriculture enterprises.
119. Although approved in Q5, due to closure of industries during the COVID-19 lockdown, the delivery of material was delayed until July 2020, and subsequent installation of all tunnels was completed in Q8.

#### **Orchards and nurseries**

120. The diversified agro-climatic conditions of NMDs are highly conducive for the cultivation of almost all fruits ranging from temperate to tropical species. However, unfortunately the orchards in the region are also faced with low yields mainly attributed to the unavailability of quality planting material, use of primitive cultural practices by the orchardists, scarcity of water and little technical know-how about modern fruit production practices (FAO, 2017). To address this issue, FAO assisted in establishing/developing 2 014 Orchards in the target NMDS by distributing saplings of different fruits as shown in Table 6. In addition to fruit trees, the project also provided

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<sup>27</sup> Naway Wrez -Q5 Progress Report. Distribution was delayed due to extreme cold weather in Kurram.

toolkits and fencing material to a selected number of beneficiaries.<sup>28</sup> During discussions with beneficiaries, except for irregularities found in the package,<sup>29</sup> no major problems were reported in the quality of the saplings distributed. On average, each beneficiary received 80-100 saplings of different fruit trees.

**Table 6. Number of orchards established by the project**

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

121. In addition, the project also established 28 nurseries in the target NMDs. (18 fruits and 10 forest) to strengthen the enterprises.

### Feedlot fattening units

122. To promote livestock-related enterprise development in the project districts, FAO established feedlot fattening units of high-quality meat producing large and small ruminants.<sup>30</sup>

123. According to the initial targets, 520 feedlot units (160 large and 360 small) were supposed to be established. However, towards the end of the project, FAO struggled with arranging 96 units of small ruminants as the vendor failed to meet the delivery deadline and requested for an extension beyond the project end-date. Although the FAO technical team considered the extension request, it was eventually declined as the upcoming cold weather would have substantially increased the risk of animal mortality due to extreme cold weather. As a result, the intervention was capped at 424 feedlot units (160 large and 264 small). The decision was timely reported to FCDO, and the cost was deducted from the final tranche and subsequently returned the donor (FAO, 2020c).

124. As the provision of feedlot units was the most attractive<sup>31</sup> yet contentious intervention of the project, the evaluation team assessed this intervention on multiple factors as detailed below.

### Identification of beneficiaries

125. Based on discussions with the project staff, the beneficiaries for the feedlot units were identified and selected in close consultation with the Livestock Department, village committees, and local jirgas. This was also confirmed and acknowledged by key stakeholders in the target districts, including representatives of line departments, district administration and beneficiaries alike. Among other qualifying factors, the selection criteria primarily comprised of: i) previous experience of rearing sizeable number of animals; ii) sufficient space to keep the animals,

<sup>28</sup> Beneficiaries in Wana (S.W), reported receiving only fruit saplings.

<sup>29</sup> According to the project staff, only selected farmers received fencing material. However, other beneficiaries also reported not having received the toolkits.

<sup>30</sup> Small Ruminants: (15 calves, 50 bags of feed, and a chopping machine) and Large Ruminants: (10 lambs or kid, 50 bags of feed, and chopping machine).

<sup>31</sup> Based on the type of ruminant (small/large), the value of a single feedlot unit ranged anywhere between PKR 75 000-125 000.

including proper shed; iii) potential to grow and sustain the enterprise; and iv) commitment to FAO terms and conditions (attached in Appendix 3).

126. Interestingly, while no issues were raised during the identification phase (FAO, 2020h), soon upon implementation, both FAO and FCDO were inundated with complaints<sup>32</sup> from the districts on unfair selection of beneficiaries for the feedlot units, citing among other grievances, nepotism from the field staff, and leniency of criteria for certain beneficiaries. The issue became so critical that in Q7 of the project, upon the donor's request, FAO had to suspend the entire activity for two months (FAO, 2020f). However, since most of the complaints were politically motivated (instigated by the maliks and local Members of the Provincial Assembly),<sup>33</sup> the project was able to amicably resolve all complaints with the help of respective district administrations and local elders.

### **Logistics and distribution**

127. The logistics and distribution of the animals in the target districts saw multiple challenges, particularly in case of small ruminants. According to the data received from the field and based on a conservative estimate, an alarming 25-30 percent mortality rate<sup>34</sup> was reported in small ruminants soon after distribution.<sup>35,36</sup>
128. According to the evaluation missions' findings, the high mortality rate in small ruminants is attributed to several contributing factors as detailed below.

### **Distribution timeline**

129. Due to the country-wide lockdown restrictions placed as a result of COVID-19, more than 80 percent of the total feedlot units were distributed in the last quarter of the project. Based on the evaluation teams' finding, the large-scale distribution in such a short span most likely stretched the project's capacity to conduct thorough quality checks at distribution points - also acknowledged by the project's livestock expert - which may have resulted in overlooking weak animals prior to distribution among beneficiaries. Furthermore, since the animals were distributed in colder regions, this also risked their survival due to insufficient time for acclimatization in the destined region.

### **Quarantine limitations**

130. Based on FAO specifications - according to the project's livestock expert - animals should be ideally quarantined within 30 km from the distribution point. However, given serious concerns regarding volatile law and order situation and limited space availability in the NMDs, the vendor was given the flexibility to instead quarantine within 100 km. Consequently, due to large variations in the climatic conditions between quarantine locations vs distribution points, this did not allow for the animals to acclimatize within the acceptable radius of their intended delivery locations, thereby putting additional stress on the already fragile animals.

### **Mishandling by beneficiaries**

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<sup>32</sup> 55 percent of the total (40) complaints received on GRM portal were related to feedlot units.

<sup>33</sup> Based on discussions with project staff and representatives of the district administration offices (ADC, DC).

<sup>34</sup> Acceptable rate of mortality in small ruminants is less than 10 percent.

<sup>35</sup> Based on qualitative data, i.e. discussions with project staff, beneficiaries and representatives of the Livestock Department.

<sup>36</sup> In contrast, no major issues were reported in large ruminants due to their resilience to climatic changes, etc.

131. To minimize the risk of COVID-19, FAO had to restrict the distribution points away from the villages and it is believed that beneficiaries' mishandling during transportation from the distribution points also contributed to the mortality of the animals.

### **Veterinary services**

132. Absence of proper veterinary services in the target districts (particularly in remote areas) has also been noted as one of the primary contributing factors for the mortality rate among small ruminants. According to the representative of the Livestock Department in Orakzai,<sup>37</sup> due to extreme cold weather compounded by unavailability of proper veterinary services, almost all small ruminants (i.e. 2 feedlot farms at 15 animals per package) distributed in upper Orakzai (Kalaya) had perished.
133. However, even where beneficiaries had access to vet services, sick animals could not be revived. Based on discussions in the field, in a bid to save their animals, the recipients of feedlot units reported spending large sums on purchase of medicines, but without success. This issue was also highlighted in the UNRCO field visit report, according to which one beneficiary in Orakzai spent more than PKR 12 000 in vet-related costs (UNCRO, 2020).

### **Livestock management trainings**

134. In addition to the above-listed factors, project staff noted that mortality rate in animals could have been considerably reduced if FAO could deliver its scheduled trainings. Although the project had planned 16 training sessions<sup>38</sup> on livestock management for feedlot unit beneficiaries, unfortunately due to COVID-19 only five sessions could be conducted,<sup>39</sup> and the rest were dropped.
135. Despite facing multiple challenges as detailed above, the feedlot intervention has a substantial scope in the NMDs especially during the annual Eid ul Azha holiday period, which sees a substantial demand for high quality animals across the country. This is also evidenced in the success story recorded by FAO in which a young progressive farmer was able to make a handsome profit after fattening ten small ruminants for four months and subsequently selling them in the local mandi generating a profit of PKR 540 000 (FAO, n.d.a).
136. By introducing high-quality meat producing breeds in the region, FAO aims to strengthen the overall livestock sector, which will not only contribute to improving overall nutrition for beneficiaries, but also bolster the local economy through availability of improved breeds.

### **Vegetable enterprises**

137. In order to transition from subsistence-based traditional agriculture to a commercialized agriculture production system, FAO provided support to farmers in developing agri-based enterprises in potato and tomato. The effectiveness of this intervention is further assessed below.

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<sup>37</sup> Based on key informant interviews held during field mission.

<sup>38</sup> Trainings scheduled: five trainings for beneficiaries of large ruminants feedlot units, and 11 trainings for beneficiaries of small ruminant feedlot units.

<sup>39</sup> Trainings conducted: three trainings for beneficiaries of large ruminants feedlot units, and two trainings for beneficiaries of small ruminant feedlot units.

## Potato

138. In Q6 of the project, FAO supported 500 potato farmers<sup>40</sup> with provision of seed (FAO, 2020f). Prior to distribution, 25 male farmers from S. Waziristan were also trained on climate-smart agriculture practices. As part of a four-day practical demonstration organized in Batakundi Naran (Manshera), the selected farmers were oriented on improved techniques for potato cultivation, harvesting, grading, packing and marketing (FAO, 2020d).
139. During the evaluation mission, however, farmers from Kurram District<sup>41</sup> reported several issues with the seed distributed under the project. In addition to late distribution, beneficiaries also complained of receiving poor quality seed. This issue was reverified in discussion with the representatives of the FSC. According to key informants, instead of the expected variety,<sup>42</sup> the bags contained a mix of at least five-six different varieties. Also, due to procurement delays as a result of COVID-19, the seed was delivered late (20 March), which meant the ideal sowing season in February had already passed. Already frustrated with the situation, the beneficiaries' troubles were compounded by heavy rains, which delayed sowing by yet another month. As a result, due to poor yields, the potato farmers reported heavy losses as they couldn't even recover their expenses.

## Tomato

140. Similarly, in efforts to strengthen vegetable-based enterprises, the project also provided support to 500 tomato farmers (FAO, 2020f). In contrast to potato intervention, however, FAO's support to tomato enterprises yielded an overwhelmingly positive response from the field.
141. Based on discussions with both men and women beneficiaries in Orakzai, S. Waziristan, and Kurram, the tomato crop was a success due to FAO's intervention, which included: provision of quality hybrid seed (Sahel),<sup>43</sup> packing material, trainings on modern and climate-smart agriculture practices, and exposure visits. Although the package was also supposed to include fertilizer, due to last minute cancellation of No Objection Certificate, fertilizer was excluded from the package.<sup>44</sup>
142. However, despite distribution delays<sup>45</sup> and cancellation of fertilizers, farmers across the target districts reported generating impressive revenues from the tomato crop. According to the findings of the assessment of vegetable enterprises conducted by FAO, the average production per acre was recorded as 200 maunds (at 40 kg per maund) which lies in the normal production range of the same varieties in the merged districts. In monetary terms, on average beneficiaries reportedly earned PKR 4 million from one acre of land for an average price of PKR 60/kilo.<sup>46</sup>
143. This was also confirmed during the evaluation mission. Based on discussions with male beneficiaries, average revenue reported for one acre in Orakzai was Rs 260 000; whereas for the same acreage, farmers in Kurram reported earning an average revenue of Rs 440 000; essentially earning 40 percent higher returns than Orakzai. Interestingly, during discussions held with the district administration offices and beneficiaries in Kurram and S. Waziristan, some of the

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<sup>40</sup> 400 farmers in S. Waziristan and 100 farmers in Kurram.

<sup>41</sup> Since the evaluation mission only met with potato seed beneficiaries in Kurram, it is not certain of the outcome of potato seed intervention in other districts.

<sup>42</sup> Kuroda variety.

<sup>43</sup> Hybrid seed variety by Syngenta

<sup>44</sup> Verify with project staff. No Objection Certificate was cancelled for Waziristan, but beneficiaries in Kurram also did not receive it.

<sup>45</sup> Farmers in Kurram reported receiving the package one month late.

<sup>46</sup> Assessment of Vegetable Enterprises (Tomato), November 2020.

progressive farmers reported generating even higher returns ranging anywhere between Rs 0.7–1 million per acre in a given season.<sup>47</sup>

144. During the evaluation mission, similar success stories were also shared by female tomato growers. According to a progressive female farmer in upper Kurram, after receiving support from FAO, Bibi Qamar was able to increase her income from tomatoes by 400 percent.<sup>48</sup> The beneficiary reported using the income towards the health expenses of her father as well as reinvesting in inputs for the next season. It is important to note, however, that the average yield among female beneficiaries remained low compared to male beneficiaries.<sup>49</sup>
145. While FAO's support to tomato farmers can be termed a great success, the evaluation team believes that in order to remain sustainable, FAO will need to go beyond the initial support of production and provide integrated support at different nodes of the value chain in the follow-up phase.

### **3.4 Evaluation Question 4 (Coherence). To what extent has the project demonstrated coherence with other components of the DFID joint-UN programme, other FAO projects and development activities in the target districts, as well as adherence to the 'One UN' paradigm?**

146. In more recent years, Pakistan has become a pilot country for the One UN system, with FAO actively participating in the initiative to ensure that the agriculture sector receives the highest priority, in line with the Government's priorities (FAO, n.d.b.). In the context of the current programme, FAO's excellent relation with Newly Merged Areas Secretariat KP (and previously FATA as well), has enabled FAO to be the only UN agency directly implementing in KP Tribal Districts through its own personnel and in close collaboration with green sector line departments.
147. Given its extensive experience and knowledge, FAO has been assigned as the Pillar 1 lead on resilience and recovery in the KPMD programme. As a pillar lead, FAO continued to influence ideas for collaboration and integration among other agencies while adopting the intra-pillar coordination mechanism on monthly basis to achieve the common objectives of the programme (FAO, 2020d). To work in tandem and create synergies, in Q5 of the project, the agencies adopted a Model Village concept under which two potential villages in Kurram and N. Waziristan were identified for integrated interventions. In one such example, FAO rehabilitated a flood protection wall, along with implementing other food security activities, while UNICEF rehabilitated a drinking water supply scheme in the same village. In another instance, during the rehabilitation of a Farm Service Centre, UNICEF collaborated with FAO in providing water supply to the FSC under its WASH component. Similarly, UN Women and FAO have collaborated on a rapid inclusion assessment of FAO's work – however, key actions are yet to be implemented (FCDO, 2020).
148. Based on interviews with FAO project personnel, although the agencies have made significant efforts to collaborate, this hasn't always been easy due to different programmatic priorities as well as challenges associated with coordination and delivery.

<sup>47</sup> Difference in yields and incomes within the same districts was largely attributed to individual farmer's dedication, fertilizer applications, and other know-how.

<sup>48</sup> Earned Rs. 200 000 from growing tomatoes on 1.5 jarib (0.75 acres), which previously generated her only Rs. 50 000–60 000 maximum.

<sup>49</sup> The average yield among female beneficiaries remained low - 170 maunds/acre - compared to male beneficiaries which was 200 maunds/acre. Assessment of Vegetable Enterprises (Tomato), November 2020.



## 4. Gender analysis

149. Deeply rooted in patriarchal culture, the NMDs are characterized with low ranking on gender equality index. Some of the examples that highlight these inequalities include women's lack of access to information and livelihood opportunities. According to a recent study conducted by UN Women, women's access to information remains restricted with 87 percent of the NMD women having no access to any sort of media (TV, radio, newspapers). Similarly, women from the Tribal Districts are virtually absent from the economic workforce, with 99 percent of them being unemployed.<sup>50</sup> Consequently, the social norm of male dominance in almost every sphere of economic and political life makes the promotion of gender equality a very difficult task. In spite of these challenges, the project made an effort in reflecting gender equality considerations through multiple activities such as provision of small ruminants and farmer field school trainings. Moreover, in line with the social norms of the project area, the project also engaged female social mobilizers and facilitators to reach out to women beneficiaries.
150. However, while FAO strived to ensure gender inclusion in different facets of the project, according to the findings of the evaluation team the project lacked focus in terms of incorporating gender-specific interventions in the project design/revised logframe. For instance, with the exception of provision of goats to female beneficiaries, the project does not have any other interventions designed specifically for the benefit of women. In fact, the only intervention targeted at women beneficiaries (one goat package) was also implemented almost towards the end of the project as a remedial action due to poor planning at design stage.<sup>51</sup> Furthermore, in addition to lack of women-specific interventions, the project does not have gender-segregated targets for any of the other key interventions such as provision of seed, support to small enterprises, and breed improvement interventions, etc., which makes it difficult to assess the impact of different interventions on overall resilience of women beneficiaries.
151. Given the abysmal socio-economic status of women in NMDs, the evaluation team noted that despite a fragmented project approach, female beneficiaries displayed uptake of knowledge gained during the training sessions, as well as appreciation for whatever little support they received during the project. This essentially indicates that if provided sufficient support, women have the capacity to capitalize on productive assets and other interventions, which can contribute to the overall well-being of female beneficiaries in the target districts.

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<sup>50</sup> Gender profiling KPNMD (Preliminary Analysis) – UN Women; Dr. Rehman Khan.

<sup>51</sup> Due to issues with poultry intervention in another project, the previously planned poultry package was replaced with turkey package. This was further replaced with goat package due to unavailability of turkey birds in the market.





## 5. Conclusions and recommendations

### 5.1 Conclusions

**Conclusion 1. The project is highly relevant to the needs of beneficiaries. Direct implementation by FAO was efficient and effective in the context of this project. However, the overly ambitious and complex project design coupled with unprecedented challenges caused as a result of the COVID-19 pandemic affected project performance.**

152. Several activities focusing on urgent needs of local farming communities were especially effective, such as support in rehabilitating 60 irrigation schemes; training on climate-smart agriculture through 46 farmer field schools; provision of improved/climate resilient maize and wheat seed to 22 750 households, 4 000 seed storage silos; establishment of 400 tunnel farms, 28 plant nurseries, 2 014 fruit orchards, 1 350 vegetable (potato and tomato) enterprises, training of 160 farmers on livestock rearing, vaccination, feeding, and marketing approaches, provision of 424 feedlot fattening units; and provision of 1 000 goats, vaccination of 2.4 million animals, and provision of 12 200 dozes of sexed semen.
153. The project also helped institutional strengthening and capacity development of line departments, especially the Livestock and Dairy Development Department, Agriculture Extension Department, and Irrigation Department through training to 75 government officials on livestock emergency guidelines and project development, management, and gender mainstreaming; and support to various initiatives, such as rehabilitation of seven Farm Service Centres, supply of tools and equipment to 14 veterinary clinics, and involvement of line departments in the project implementation through Letters of Agreement. In addition, as a response to COVID-19, a Letter of Agreement was signed with the Provincial Disaster Management Authority for provision of technical and financial support. Moreover, FAO became the first UN agency in Khyber Pakhtunkhwa to provide 1 400 personal protective equipment kits to the Department of Health through the Provincial Disaster Management Authority.
154. However, given the challenging operational environment and limited duration of the project, the evaluation team found the original project design to be overambitious and complex. The situation was further exacerbated by the onset of COVID-19, which impacted the project's overall performance. For instance, due to procurement challenges as a result of country wide lockdowns, several project activities were delayed and some even dropped.

**Conclusion 2. FAO's intervention contributed to successful rehabilitation of irrigation schemes, laying the foundations for increased land productivity. At the same time, sustainability of these schemes is not ensured due to the absence of operation and maintenance plans and responsible local associations.**

155. The rehabilitated schemes are expected to accrue major benefits to farmers including reduced conveyance losses, fewer water disputes among farmers, and reduced irrigation time while improving overall agricultural productivity. However, in the absence of clarity regarding the ownership of operation and maintenance plans, the sustainability of these schemes remains uncertain.

**Conclusion 3. FAO contributed to income generation through support to small-scale agriculture and livestock enterprises, which can be further strengthened through support to market linkage development.**

156. In order to transition from subsistence-based traditional agriculture to a commercialized agriculture production system, FAO provided support to farmers in developing agri-based enterprises. However, while the intervention (particularly tomato) was greatly appreciated by beneficiaries, support was primarily limited to production and lacked a focus on critical accompanying measures such as input linkages, post-harvest management, processing, and market linkages, which could have further enhanced impact.

**Conclusion 4. While FAO made efforts to mainstream gender-related considerations in its intervention, the scope of women-specific interventions remained rather limited.**

157. In spite of the challenging context, the project made an effort in mainstreaming gender-related considerations, focusing on female beneficiaries in provision of small ruminants, and farmer field school trainings. In doing so, the project also engaged female social mobilizers and facilitators to reach out to women beneficiaries. With the exception of these activities, the project does not have any other interventions designed specifically for the benefit of women, and doesn't include gender-segregated targets for any of the other key interventions such as provision of seed, support to small enterprises and breed improvement interventions.

**Conclusion 5. Implementation of critical interventions (such as provision of crop inputs and livestock) were delayed in part due to FAO's internal procurement complexities.**

158. This issue was further aggravated by the onset of Covid, which caused additional delays as a result of country-wide lockdowns consequently hampering efforts to provide timely assistance to beneficiaries.

## **5.2 Recommendations**

159. In light of the findings elaborated above, the evaluation team presents the following recommendations:

**Recommendation 1. Project management team should improve/update project design on the basis of thorough analysis of the development and operation context, and integrate lessons learned from previous implementation experience.**

160. The current project was based on ambitious goals. Resultantly, the design had to be reviewed at least twice and several targets were pared down. In light of this, it is recommended that based on its extensive experience in the NMDs, FAO guides future project designs based on realistic estimates and attainable targets in accordance with the available financial resources and time allotted for implementation. Moreover, donors and FAO must also make it mandatory to incorporate lessons learned from previous similar projects and findings of participatory baseline surveys into new project design.

**Recommendation 2. To ensure long-term sustainability, the project's irrigation rehabilitation schemes need to be supported by well-designed management, operation and maintenance systems that promote efficiency gains and sustainability of the irrigation networks.**

161. To ensure continued efficiency gains of the community infrastructure schemes, it is recommended for project design and implementation teams of the FAO and Government of KP to introduce measures such as participatory operation and maintenance plans and water user associations

from the very onset of planning these activities, as said measures are critical for the sustainability of the rehabilitated irrigation schemes in the target districts.

**Recommendation 3. The project strategy should focus on strengthening sustainable enterprise development and enhanced livelihoods opportunities through value chain development and market-led initiatives, by complementing productivity enhancement with interventions focusing on improved input linkages, better storage and processing, and analysis of marketing options.**

162. A number of project activities pertaining to enterprise development support, such as tomato production, have yielded encouraging results. However, due to the narrow focus on productivity enhancement, the project has missed out on opportunities for sustainable enterprise development through value chain development and market-led initiatives. Accordingly, it is strongly recommended that all relevant stakeholders, including FCDO and FAO Project Management teams ensure that the design of future similar initiatives is more comprehensive by linking production enhancement to value chain development through sustainable input linkages, post-harvest management, processing and links to produce markets, etc.

**Recommendation 4. The project team should develop targeted interventions that take into account gender-related inequalities, particularly in the areas of improving nutrition and enhancing livelihood opportunities among female beneficiaries.**

163. Women constitute nearly half of the adult population and play a crucial role in household food security by tending to livestock and kitchen gardens, etc. However, while women have been supported through various project activities, including livestock distribution and agriculture/horticulture support packages, the targets in the project logical framework are not gender-disaggregated. Accordingly, the proportion of women benefitting from various activities has been random, varying from 4 percent in provision of seed,<sup>52</sup> 17 percent in enterprise development<sup>53</sup> to 100 percent in goat distribution, etc. Consequently, it is recommended that interventions are not only designed by project design and implementation teams in accordance with the unique needs of the women, but should also have a strong link with broader outcomes, such as improved nutrition and enhanced livelihood opportunities among female beneficiaries. Moreover, to ensure equitable benefits for women, activity targets set in the logical framework should be gender-disaggregated.

**Recommendation 5. Project Management teams should anticipate delays caused by procurement and logistical challenges as well as the ongoing COVID-19 pandemic, and accommodate these accordingly in their planning processes.**

164. The project experienced implementation delays for some of the critical interventions (including provision of crop inputs and livestock support) in part due to FAO's internal procurement and logistical challenges. These issues were further compounded by the uncertainty posed by the COVID-19 pandemic since March 2020. To ensure timely assistance to beneficiaries, it is recommended that project management teams incorporate anticipated procurement delays into future activity design and planning.

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<sup>52</sup> There are a number of activities shown under distribution and it is not clear whether these are post COVID-19 or otherwise. Still, the database has been studied excluding the unclear seed distribution and it discloses that the total number of beneficiaries were 8 340 in the entire project area and out of these. 334 beneficiaries were female, with 4 percent female coverage.

<sup>53</sup> The database reveals that out of total 688 beneficiaries, 568 were male and 120 were female.



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## Appendix 1. People interviewed

Last Name	First Name	District	Role
Ahmed	Tariq	FAO Peshawar	M&E Officer, FAO Peshawar
Ahmed	Sohail	FAO Peshawar	Horticulturist
Anwar	Muhammad	South Waziristan	District Director, Agriculture Extension
Anwar	Saeed	District Kurram	District Project Coordinator (FAO)
Hayat	Mr. Haider	District Orakzai	SDO, Irrigation Department
Ibrar	Muhammad	District Kurram	SDO, Irrigation Department
Kamal	Abid	Govt. of KPK, Peshawar	Director General Agriculture Extension, KPK
Khan	Majid	FAO Peshawar	Project Coordinator, FAO Peshawar
Khan	Faheedullah	South Waziristan	Additional Deputy Commissioner
Khan	Naeemullah	District Orakzai	Additional Deputy Commissioner
Khan	Mamrez	District Orakzai	Xen, Irrigation Department
Khan Wazir	Mr. Abid	District Orakzai	District Project Coordinator (FAO)
Mahdi	Waleed	FAO Peshawar	International Program Coordinator
Mehsood	Hameed Ullah	South Waziristan	District Project Coordinator (FAO)
Minhaj		District Kurram	Assistant Director Agriculture Extension
Rehman	Mujibur	FAO Peshawar	Deputy Program Coordinator, KP / OIC
Rehman	Shams u	Govt. of KPK, Peshawar	Director Agriculture Extension, NMDs
Siddique	Gauher	FAO Peshawar	Livestock Specialist
Sultan	Noor	South Waziristan	District Director, Livestock Extension
Ullah	Ikram	FAO Peshawar	Deputy Project Coordinator, FAO Peshawar
Wazir	Dr. Afaq	District Kurram	Deputy Commissioner
Younus	Muhammad Khalid	District Orakzai	District Director, Livestock Extension
Zahoor		District Kurram	District Director Agriculture Extension



## Appendix 2. Evaluation matrix

Evaluation Question 1 (Strategic relevance). To what extent were the project design and intended objectives relevant to the needs and priorities of the target areas?		
Sub-questions	Elements of analysis and possible indicators	Data collection methods and sources
<ol style="list-style-type: none"> <li>1. Has the project design been participatory with all the key stakeholders?</li> <li>2. Was the project design and targeting based on evidence and thorough analysis of the needs of the beneficiaries?</li> <li>3. Has the project design been meaningfully informed by the 'context-analysis' undertaken by DFID during the project's preparation phase?</li> </ol>	<p>Need to explain how the project was initially conceptualized and designed. Explain the process of consultation, data review and formulation which led to the project document.</p> <p>Provide evidence and references of which key documents or data sources were used to identify the target beneficiaries.</p> <p>Collect the views of the key development stakeholders in the Merged Districts to understand whether the FAO project design took their views into account. Similarly, consult the donors and other FAO personnel in Peshawar and Islamabad office on whether the project design made good use of FAO's knowledge.</p> <p>DFID performed a context-analysis prior to implementation, to identify any possible issues that may affect the achievement of results. This analysis should be obtained from FAO Peshawar or DFID; first, the evaluation should assess whether it was used, and then (<b>under effectiveness</b>) if its use had any meaningful impact on project performance, and if the project contributed to mitigating any local conflicts or frictions.</p>	<ul style="list-style-type: none"> <li>• Key informant interviews (e.g. Merged District Secretariat, Donor, etc.)</li> <li>• Document reviews (e.g. FATA Sustainable Return and Rehabilitation Strategy; FAO Country Programming Framework 2018-22; FAO Strategic Objectives, Integrated Phase Classification reports, etc.)</li> <li>• For sub-question 3, the team can use some of FAO's guidance documents<sup>54</sup> as benchmarks</li> </ul>
Evaluation Question 2 (Strategic relevance). To what extent has the project's design and implementation incorporated inclusive programming approaches and contributed to addressing gender considerations and needs of vulnerable groups (minorities, people with disabilities, others)?		
Sub-questions	Elements of analysis and possible indicators	Data collection methods and sources
<ol style="list-style-type: none"> <li>1. Was the project design gender-sensitive in terms of targeted interventions?</li> <li>2. Has the project design taken into account the needs of minorities and persons with disabilities?</li> </ol>	<p>Did the project undertake a gender analysis at the inception or design phase of the project? Assess the level of analysis that fed into the project design. Assess the ratio of interventions targeted at men and women beneficiaries to determine equitable access.</p> <p>Check different types of interventions targeted at female beneficiaries. Provide evidence that the selected interventions are gender-sensitive.</p> <p>To what extent are the interventions relevant in terms of income generating opportunities, specifically for women-headed households?</p>	<ul style="list-style-type: none"> <li>• Document review (e.g. FAO Gender Policy, FAO Pakistan country gender assessment, other studies and assessments on gender issues by other organizations, etc.)</li> <li>• Gender Strategy (DFID)</li> <li>• Key informant interview (e.g. FAO</li> </ul>

<sup>54</sup> Context analysis: <http://www.fao.org/policy-support/tools-and-publications/resources-details/en/c/1268065/>

Impact Pathways: [https://www.un.org/peacebuilding/sites/www.un.org.peacebuilding/files/fao\\_-\\_peacebuilding\\_and\\_sustaining\\_peace\\_thematic\\_paper\\_1.pdf](https://www.un.org/peacebuilding/sites/www.un.org.peacebuilding/files/fao_-_peacebuilding_and_sustaining_peace_thematic_paper_1.pdf)

FAO Guidance on Forced migration and protracted crises: A multilayered approach: <http://www.fao.org/3/a-i7880e.pdf>

FAO Migration Framework: <http://www.fao.org/3/ca3984en/CA3984EN.pdf>

	Assess the number of minorities and persons with disability in the area. Explain if the project has prioritized the needs of these vulnerable groups such as proposing alternate livelihood opportunities, etc.	Pakistan gender focal point, etc.)
<b>Evaluation Question 3 (Effectiveness and contribution to results). To what extent have the project's activities contributed to an increase in sustainable agricultural productivity in the target areas, and to the milestones of recovery and economic growth set in the Tribal Decade Strategy (TDS) and Accelerated Implementation Plan (AIP)</b>		
<b>Sub-questions</b>	<b>Elements of analysis and possible indicators</b>	<b>Data collection methods and sources</b>
<ol style="list-style-type: none"> <li>1. What progress has the project made towards achieving its intended outcomes?</li> <li>2. To what extent has the project achieved the targets established in the logframe ? What were the enabling factors that led to positive results, and what were the challenges the project faced in achieving these targets?</li> <li>3. To what extent did the project actually achieve a gender-sensitive approach and what results and lessons can be drawn?</li> <li>4. Did the project, directly or indirectly, mitigate (or exacerbate) any potential conflicts among different population groups (e.g. between different beneficiary groups, or between beneficiaries and non-beneficiaries)?</li> </ol>	<p>Provide evidence that the project has contributed to the resilience of tribal communities and returnees, through climate-smart agriculture (CSA) practices in agriculture productivity, improvement of productive assets, development of value chains, and skills development in disaster risk management (DRM)/disaster risk reduction (DRR).</p> <p>Assess the projects quantitative progress against the targets set out in the logframe and elaborate on hindrances where the project could not achieve its targets.</p> <p>Assess the extent to which any intended gender-sensitive approach, and any specific provisions for vulnerable groups (e.g. persons with disabilities) were actually carried out and with what results.</p> <p>Similarly to the sub-question 3 under EQ1, check for any indications of positive or negative results in terms of social cohesion, conflict and community unity (see FAO reference documents on this in footnote 1 above).</p>	<ul style="list-style-type: none"> <li>• Desk review (Project Doc, M&amp;E database, logframe, progress reports)</li> <li>• Interviews with stakeholders (project staff, FAO Representative (FAOR), etc.)</li> </ul>
<b>Evaluation Question 4 (Efficiency). To what extent have the project's implementation and coordination arrangements been efficient in delivering the project's outputs?</b>		
<b>Sub-questions</b>	<b>Elements of analysis and possible indicators</b>	<b>Data collection methods and sources</b>
<ol style="list-style-type: none"> <li>1. Did the project stay on track in terms of timelines? What were some of the challenges the project faced in achieving its overall objectives?</li> <li>2. Did the project have sufficient resources for implementation, such as HR, finances, and time to effectively achieve programme objectives.</li> <li>3. To support implementation efforts, did the project have a specific coordination mechanism with key stakeholders (e.g. FAOR, Resident Coordinator Office (RCO), relevant line departments, and community-based organizations (CBOs)?</li> <li>4. Does the project have a robust M&amp;E system?</li> </ol>	<p>Determine if the project experienced any delays; if yes, to what extent and did the delays hinder the achievement of the project objectives (e.g. COVID 19, lack of local capacity, delayed approvals, issues of coordination, lack of funds, etc.).</p> <p>Assess the measures which were put in place to overcome these difficulties.</p> <p>Check if any policies and institutional priorities changed during project implementation and how did this affect the capacity of the project to deliver on the established outcomes (e.g. funds redirected to COVID-19 support).</p> <p>Explain the coordination mechanism between FAO and other UN agencies. Assess level of effectiveness of the FAOR and RCO support to the project. Indicators to be assessed may include: donor coordination, approval timelines, support to M&amp;E, etc.</p>	<ul style="list-style-type: none"> <li>• Interviews (key project staff, representatives of RCO, FAOR, and DFID)</li> <li>• Interviews with relevant line departments</li> <li>• Document Review (Project Reports, M&amp;E Database, DFID annual reviews)</li> <li>• Views of the Planning and Development Department</li> <li>• Views of the Secretary of the Agriculture, Livestock Department</li> <li>• Views of thy district administration (the main</li> </ul>

	<p>Explain the coordination mechanism with Planning and Development Department, Agriculture and Livestock Department, District Administration and Line department heads.</p> <p>Assess the effectiveness of the M&amp;E system based on the following indicators: baseline information, SMART indicators, gender-segregated indicators, result tracking, and adaptive management, etc.</p> <p>Look for evidence of timely reporting and asses reports in terms of quality (based on discussions and feedback from various stakeholders).</p>	<p>accounting officer of the line department in the districts)</p> <ul style="list-style-type: none"> <li>View of the provincial head of line department</li> </ul> <p>*List of key stakeholders to be finalized in consultation with FAO Peshawar office.</p>
<p><b>Evaluation Question 5 (Impact). To what extent has the project contributed to the development of capacities among communities and line departments of the involved government agencies, at both individual and institutional levels?</b></p>		
Sub-questions	Elements of analysis and possible indicators	Data collection methods and sources
<ol style="list-style-type: none"> <li>Has the project contributed to improved agricultural practices among the target beneficiaries?</li> <li>Has the project contributed to the knowledge of beneficiaries in terms of improved agricultural production and expanded livelihood opportunities?</li> <li>Was there any undesirable or unexpected impact as a result of project interventions?</li> <li>How has the project contributed to the capacity development of line departments?</li> </ol>	<p>Check for evidence of increased agriculture productivity as a result of project interventions (improved inputs, improved breeds, lined watercourses, etc.)</p> <p>Expanded opportunities for income generation among beneficiaries. (e.g. off-season vegetables, improved livestock breeds, etc)</p> <p>Knowledge of climate-smart agriculture practices among beneficiaries (e.g. improved water management, intercropping, crop-livestock management etc.)</p> <p>Assess if there was any negative impact on the lives of beneficiaries. (e.g. increased workload for women beneficiaries, costly operation and maintenance, child labour)</p> <p>Evidence for improved capacity of line departments in terms of planning, outreach and delivery (e.g. improved infrastructure, provision of technical inputs, workshops/seminars, development of policy and knowledge products, etc.)</p>	<ul style="list-style-type: none"> <li>Discussion with beneficiaries</li> <li>Interviews with relevant line departments (Department of Agriculture, Livestock and Dairy Development, On Farm Water Management (OFWM), etc.)</li> <li>Observations in the field and photos</li> </ul>
<p><b>Evaluation Question 6 (Coherence). To what extent has the project demonstrated coherence with other components of the DFID joint-UN program, other FAO projects and development activities in the target districts, as well as adherence to the 'One UN' paradigm?</b></p>		
Sub-questions	Elements of analysis and possible indicators	Data collection methods and sources
<ol style="list-style-type: none"> <li>What has the project contributed to the overall objective of the DFID joint-UN programme?</li> <li>Do the project interventions leverage on other FAO projects in the target districts?</li> </ol>	<p>Assess if the project has interlinked interventions with other projects under the DFID joint-UN programme (e.g. nutrition, WASH, and overall governance)</p> <p>Determine if there are any complementarities of the project with other donor-funded projects being implemented by FAO. FAO is the only UN agency with direct access to the NMDs - it previously also has access to FATA.. What have been the main determinant factors and how is FAO using this unique position?</p> <p>Document key observations and lessons learned.</p>	<ul style="list-style-type: none"> <li>Key informant interviews (project staff, RCO, FAOR, Project Steering Committee)</li> <li>Interviews with line departments.</li> </ul>

Evaluation Question 7 (Relevance/impact). How has the project adapted to the onset of the COVID-19 pandemic and what lessons can be drawn for agriculture and food security programmes aiming at alleviating the negative impacts of the pandemic?		
Sub-questions	Elements of analysis and possible indicators	Data collection methods and sources
<ol style="list-style-type: none"> <li>1. Has the project introduced any tangible measures to minimize the impact of COVID-19 on food security?</li> <li>2. Did the interventions envisaged at the design stage in any way help mitigate the shocks on agriculture production systems brought on by Covid-19?</li> <li>3. What lessons-learnt can inform similar FAO projects in the event of pandemic emergencies... (best practices and innovations, that can be up scaled up/ scaled out)</li> </ol>	<p>Assess the nature of measures (short-, medium- and long-term) introduced by the project to tackle food insecurity in general, and amongst the most vulnerable groups in particular (e.g. rapid emergency agriculture and food system support, nutrition-specific support, cash for work, stimulus package, etc.)</p> <p>Check if the implemented measures are in line with the UN and Government of Pakistan guidelines on support during the pandemic.</p> <p>Assess elements of resilience among the beneficiaries, such as food security during the pandemic (as a result of increased yields, provision of livestock, strengthened value chains, kitchen gardening, etc.)</p> <p>Assess which specific interventions had a greater (lesser) impact in terms of minimizing shocks on food security/livelihoods.</p>	<ul style="list-style-type: none"> <li>• COVID-19 Pakistan: Socio-economic Framework (UN)</li> <li>• National Action Plan (NAP) for COVID-19</li> <li>• Key informant interviews (Representatives of RCO, FAOR, DFID, and project staff)</li> <li>• Focus group discussions with beneficiaries (men and women)</li> <li>• Key informant interviews (Department of Agriculture, Department of Livestock, OFWM, etc.)</li> </ul>

## Appendix 3. Selection criteria of beneficiaries for feedlot farm

Educated youth in the target districts/area will be motivated and facilitated through appropriate incentives and technical assistance to establish 160 Beef and 360 Mutton feedlot farms under the "Project for the Restoration of Livelihoods in KP Tribal Districts (KP-TD) - UNJP/PAK/148/UNJ". The private sector and the project shall enter into mutual terms of partnership based on following terms of reference (TORs):

The project (FAO UN) will provide:

- i. ten beef feedlot animals aged 20-24 months OR 15 mutton feedlot animals aged 9-10 months for the first lot only;
- ii. five bags compound feed per animal for beef feedlot farms OR two bags compound feed per animal for the mutton feedlot farms of the first lot only;
- iii. one fodder chopper per farm to all the feedlot farms registered/selected under the project;
- iv. one measuring tap to beef feedlot farms for calculating and recording weekly/monthly weight gain at the farms;
- v. proper de-worming/vaccination of all the animals brought in for fattening, through the line department;
- vi. training of farmers in the operation and management of feedlot fattening farms.

The private sector will:

- i. provide/construct an animal's shelter/veranda in their compound to accommodate 10 beef feedlot animals or 15 mutton feedlot animals as the case may be;
- ii. provide fodders, drinking water, labour and bear other operational costs of the farm;
- iii. maintain record of all inputs and outputs of the farm;
- iv. rear and fatten each lot of animals for 180-210 days in case of beef animals and 120-150 days in case of mutton animals and then sell out the fatten animals to the most rewarding market;
- v. recycle the earned money to purchase animals and other inputs for the next cycle of feedlot;
- vi. operate the farm for at least two consecutive years.

### District wise detail of feedlot farms

Name Farm	Orakzai	Kurram	NWD	SWD	Total
Beef Feedlot farms	24	38	49	49	160
Mutton Feedlot Farms	58	86	108	108	360

### Selection criteria

In-order to ensure effective assistance delivery to the freshly returned temporarily displaced persons and maintain transparency at community and stakeholder level, an apex/umbrella village level community organizations called village organization (VO) will be formed, having offshoots at sub-village /hamlet/interest groups level called community-based organization (CBO). The village level apex committee, VO, will have a diverse typology/composition and representation from each clan, sub-clan/tribe/sub-tribe of the village, hamlets and scattered population of returnees. FAO personnel in close liaison and consultation with the VOs/CBOs will select beneficiaries' based on the following criteria:

- i. The Beneficiary household (BHH) / family must be a permanent resident in the target district/area, affected by the crisis and identified as recently returned temporarily displaced persons and having a valid Computerized National Identity Card (CNIC).
- ii. The BHH has history of livestock rearing and there is an animal shelter/veranda in the compound to accommodate 10 beef feedlot animals or 15 mutton feedlot animals as the case may be, or if he/she is willing to construct such facility
- iii. The BHH must provide proof to meet the costs incurring on the construction of shed and operational costs of at least one fattening cycle.

- iv. The BHH has at least one acre cultivated land in the area for the production of fodder crops to feed the animals.
- v. The BHH is willing to plant fodder seeds in his/her lands for the production of multi cut green fodders.
- vi. The BHH is willing to participate in capacity building events/training (livestock farmer field school, farmer business school, producer marketing group) as and when arranged.
- vii. The BHH is willing to regularly vaccinate and de-worm the animal and keep close interaction with the nearest Veterinary Hospital
- viii. The BHH will contact the nearest Veterinary Hospital for check-up/treatment in case of illness of animal and will not slaughter the animal at any cost unless advised so by the Veterinary Doctor
- ix. The BHH will sign an agreement with three testimonies that he/she will not sell the animal nor gift it to other person for at least three years, and if found so guilty, will re-pay the price of cow along with transportation charges.
- x. The BHH will allow FAO monitoring team to visit his/her house for verification and physical check-up of animal.
- xi. Preference will be given to educated youth (both genders). Women will be encouraged to come forward for the package.
- xii. Only one support package will be provided per household.

**ASSESSMENT FORM FOR BENEFICIARIES OF FEEDLOT FARMS**

Name \_\_\_\_\_ Father/ Husband Name \_\_\_\_\_

Gender \_\_\_\_\_ Age \_\_\_\_\_ No. of Family members \_\_\_\_\_

Contact No: \_\_\_\_\_ CNIC # \_\_\_\_\_

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Village Name \_\_\_\_\_ Tehsil \_\_\_\_\_ District \_\_\_\_\_

Major Tribe \_\_\_\_\_ Sub Khel \_\_\_\_\_ Major Source of Income \_\_\_\_\_

Total Land Holdings in the Village (Acres) \_\_\_\_\_ Cultivated Land (Acres) \_\_\_\_\_

Selection priority (Tick option) Beef OR Mutton feedlot farms

1. Educated youth      2. Women headed family      3. Other: if any, please mention

No. of Persons in the family to assist in animals rearing \_\_\_\_\_

No. of Animals possessed before Crises:

i. Cattle \_\_\_\_\_ ii Buffalo \_\_\_\_\_ iii. Sheep \_\_\_\_\_ iv Goat \_\_\_\_\_

No of Animals possessed at present:

i. Cattle \_\_\_\_\_ ii Buffalo \_\_\_\_\_ iii. Sheep \_\_\_\_\_ iv Goat \_\_\_\_\_

**Willingness / Agreement Bond**

I the undersigned hereby affirm that I will:

- i. Provide/construct shelter for the animals as advised by the FAO technical experts.
- ii. Provide all necessary inputs of fodders, water and labour for operation and management of feedlot farm on regular basis and maintain proper record of all inputs and outputs.
- iii. Grow fodder crops to produce green fodders for feeding the animals.
- iv. Recycle the money earned from sale of animals of the first cycle for purchase of animals and other inputs for the subsequent cycles of feedlot fattening.
- v. Regularly vaccinate and de-worm the animal and keep close interaction with the nearest Veterinary Hospital.
- vi. Contact the nearest Veterinary Hospital for check-up/treatment in case of illness of animal; will not slaughter the animal at any cost unless advised so by the Veterinary Doctor.
- vii. Will run the feedlot farm for at least two years, and if found guilty of disposing the farm earlier than this, will re-pay the price of animals along with transportation charges.
- viii. Will allow FAO monitoring team to visit my house for verification and physical check-up of animal.

**Signature of Applicant/Beneficiary** \_\_\_\_\_

**Dated:** \_\_\_\_\_

**WITNESS**

1. Name\_\_\_\_\_CNIC\_\_\_\_\_Signature\_\_\_\_\_

2. Name\_\_\_\_\_CNIC\_\_\_\_\_Signature\_\_\_\_\_

3. Name\_\_\_\_\_CNIC\_\_\_\_\_Signature\_\_\_\_\_





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