

00095343: Community Resilience Programme in FATA



Annual Progress Report

January – December 2015



PROJECT SNAPSHOT

Date:	January 2016
Award ID:	00088875
Project ID:	00095343
Project Title:	FATA Recovery Program
Project Start Date:	1/06/2015
Project End Date:	31/12/2015
Implementing Partner:	UNDP
Responsible Parties:	UNDP
Project Budget (all years):	\$6,750,000
Core Resources:	
Non-Core Resources:	
Government contribution:	
Donor 1: DFID	\$1,500,000
Donor 2: Govt. of JAPAN	\$1,250,000
Donor 3: DFID (UN Joint)	\$2,000,000
Donor 4: USAID	\$2,000,000
Project Brief Description and Outputs:	
<p>The overall project objective is to enhance national preparedness capacities of the country for a robust and effective early recovery response to current and future disasters. Based on the lessons learned, UNDP will support FATA Secretariat and District authorities to increase their knowledge and preparedness for eventual early recovery responses. Under this project, Public confidence in local civilian state institutions increased in target areas, whereas UNDP will seek to increase public confidence in local state institutions in FATA. The overall objective of this project is to provide rehabilitation support in target areas according to the needs with community participation (particularly by women and youth) in decision making. UNDP aims to communicate progress to the communities regularly, empower citizens to promote and participate in rehabilitation of their communities and to enhance local, national and international understanding of rehabilitation needs, particularly in relation to social cohesion.</p> <p>Output1. Rehabilitation support in target areas is delivered according to priority needs and through community participation (particularly by women and youth) and rehabilitation efforts are regularly communicated to the affected communities.</p> <p>Output2. Citizens empowered to promote and participate in rehabilitation of their communities and restoration of basic services in the IDP return areas.</p> <p>Output3. Priority in governance, administrative and rule of law reforms identified, advocated for and rolled put to ensure durable returns and long term stabilisation of FATA.</p> <p>Output4. Access to basic social services expanded in IDP returnees in order to meet the increased demand of target population of 12,000 people.</p> <p>Output5. Improved livelihoods of 2,000 IDP returnees of which at least 1,000 are women.</p> <p>Output6. Rehabilitation of public building and capacity of managers and line departments strengthened.</p>	

Overall Project Quality Rating (mark on the scale of 1 to 5 as per the following criteria): 3				
Exemplary (5) *****	High (4) ****	Satisfactory (3) ***	Poor (2) **	Inadequate (1) *
All outputs are rated High or Exemplary	All outputs are rated Satisfactory or higher, and at least two criteria are rated High or Exemplary	One output may be rated Poor, and all other criteria are rated Satisfactory or higher	Two outputs are rated Poor, and all other criteria are rated Satisfactory or higher	One output is rated Inadequate, or more than two criteria are rated Poor
Total resources raised since project implementation started	US\$ 10,994,990			
Total resources spent since project implementation started	US\$ 1,495,862 Approx.			
Resources raised in 2015	US\$ 10,994,990			
Budget 2015	\$6,750,000			
Expenditure 2015	\$1,501,995.33 Approx.			
Delivery %	22.25%			

CONTENTS

1. Introduction
2. Situation Analysis
3. Project Performance and Results
 - 3.1 Contribution toward Country Programme Outcome
 - 3.2 Achievement of Project Results/Outputs
4. Lessons Learnt
5. The Way Ahead/Key Priorities for 2016

Annex 1: AWP Based reporting matrix

Annex 2: Annual Project Quality Assurance Assessment

ACRONYMS

AWP	Annual Work Plan
CPI	Community Physical Infrastructure
CR	Community Resilience
CRU	Community Resilience Unit
DMA	Disaster Management Authority
DOP	Directorate of Projects
DRR	Disaster Risk Reduction
ERP	Early Recovery Programme
FATA	Federally Administered Tribal Areas
FDMA	FATA Disaster Management Authority
FR	Frontier Region
HNO	Humanitarian Needs Overview
IDPs	Internally Displaced People
ILO	International Labour Organization
KP	Khyber Pakhtunkhwa
LOA	Letter of Agreement
NDMA	National Disaster Management Authority
NGO	Non-Governmental Organization
OCHA	Office for the Coordination of Humanitarian Affairs
OPS	Online Project System
PDNA	Post Disaster Needs Assessment
R&R	Return and Rehabilitation
RRU	Reconstruction and Rehabilitation Unit
SRP	Strategic Response Plan
SRRS	Sustainable Return and Rehabilitation Strategy
SWA	South Waziristan
NWA	North Waziristan
UNDP	United Nations Development Programme

1. INTRODUCTION

2014 saw an upsurge in military action against the militants in the Federally Administered Tribal Areas (FATA), particularly in North Waziristan and Khyber Agencies, resulting in a dramatic increase in the number of displaced families moving to the already over-burdened hosting communities in Khyber Pakhtunkhwa. By the end of 2014, the number of displaced families from FATA registered and verified by the Government was over 300,000. In response to this complex humanitarian situation, the Government of Pakistan with the support of UNDP developed a 'Sustainable Return and Rehabilitation Strategy' (R&R strategy) to facilitate the return and rehabilitation of the entire FATA IDP caseload over a two year period.

2. SITUATION ANALYSIS

In March 2015, FATA secretariat launched the first ever FATA Sustainable Return and Rehabilitation Strategy. This comprehensive strategy was developed through technical and financial support from UNDP Pakistan in order to provide a roadmap for the civilian government and the development partners to rehabilitate FATA and promote the human recovery of its people. The strategy is designed for 2 years (2015-2017) with a clear vision for all early recovery and rehabilitation activities under the five key pillars: rehabilitation of damaged infrastructure, re-establishment of law and order, strengthened governance, improved livelihoods and social cohesion and peacebuilding.

Since the formal launch of the FATA Sustainable Return and Rehabilitation Strategy, the Government continued its support during return of IDPs who return to North Waziristan, Khyber and South Waziristan agencies. A total of 112,773 families have so far been returned to FATA after the de-notification of areas. The majority of returns during 2015 have taken place to 3 Agencies: Khyber (387,000 people), South Waziristan (52,000 people) and North Waziristan (158,000 people). Upon return, these families have been faced with rebuilding their lives in areas where infrastructure has been badly damaged due to the impact of insurgency and lack of maintenance, housing has been severely damaged, water is scarce and basic facilities such as health and education are generally non-functional. Markets have also been destroyed and there is little economic infrastructure to help recovery livelihoods. The government together with UN agencies and NGOs are providing support, rehabilitation and provision of basic services.

3. PROJECT PERFORMANCE AND RESULTS

3.1. Contribution towards Country Programme Outcome¹

¹ Outcomes describe the intended changes in development conditions that result from the interventions of governments and other stakeholders, including international development agencies such as UNDP. They are medium-term development results created through the delivery of outputs and the contributions of various partners and non-partners. Outcomes provide a clear vision of what has changed or will change globally or

CPAP Outcome 44: Vulnerable populations in crisis situations benefit from improved prevention, risk reduction and response (mitigation), and are assisted to reach development goals including MDG target			
Indicator(s):	Baseline:	Target(s):	Achievement(s):
Number of crisis-affected population (sex disaggregated) with improved livelihoods, economic opportunities and community infrastructure	0	2,000	0
<p>Description of output level high/outcome level <u>results achieved</u> in 2015: The Community Resilience Programme in FATA is designed to support the implementation of the FATA Return and Rehabilitation strategy. The project is to support the FATA secretariat in the recovery and rehabilitation of the returning Temporarily Dislocation Population (TDPs) through five pillars: i) Rehabilitation of physical infrastructure ii) Strengthening law and order iii) Expanding government service delivery iv) Reactivating and strengthening the economy and v) Strengthening social cohesion and peace building. In 2015, overall delivery was much less than target due to following factors; a) taking time for setting up the project team, b) the access issue to the target areas in FATA, In 2016, the project will ensure to meet the target with a strong internal monitoring mechanism.</p>			
Means of Verification Annual Progress report			

3.2. Progress towards Project Results/Outputs²

Project Output I: Rehabilitation support in target areas is delivered according to priority needs and through community participation (particularly by women and youth) and rehabilitation efforts are regularly communicated to the affected communities
IRRF indicator: 6.2.1.A.4.1: Extent to which national and/or sub-national institutions have improved leadership skills needed to lead and coordinate the early recovery process within 18 months of start of crisis and/or UNDP intervention

in a particular region, country or community within a period of time. They normally relate to changes in institutional performance or behavior among individuals or groups. Outcomes cannot normally be achieved by only one agency and are not under the direct control of a project manager.

² Outputs are short-term development results produced by project and non-project activities. They must be achieved with the resources provided and within the time-frame specified (usually less than five years).

6.2.2.A.1.2: Extent to which the population is able to hold the relevant institutions responsible for delivering their plans through mechanisms such as open meetings, public accountability forums.			
6.2.2.A.5.1 Extent to which the centre of government has accountability mechanisms to hold institutions responsible for delivering their plans and finances			
Indicator(s):	Baseline:	Target(s):	Achievement(s):
1.1 No. of Return and Rehabilitation coordination cells are functional at the FATA Secretariat and Agency levels	1.1 RRU established at FATA Secretariat with skeleton staff; no staff at the Agency level	1.1 4	1.1 3 RRU cells established in Khyber, North and South Waziristan Agencies.
1.2 No. of agencies with integrated assessment of rehabilitation needs carried out.	1.2 Current needs assessment is weak (54% accurate) and as such does not provide a complete picture of needs on the ground.	1.2 4 FATA agencies	1.2 1 agency
1.3 % of community members satisfied with the rehabilitation works, community engagement and grievance redress mechanisms	1.3 To be established	1.3 At least 30% of the returning IDP families	1.3 0
<p>Description of output level <u>results achieved</u> in 2015:</p> <p>Letters of Agreement (LoA) was signed with the FATA Secretariat for the formation of RRU (Reconstruction and Rehabilitation Unit coordinating the return and rehabilitation activities) to carry out the overall management and supervision of the recovery efforts and for the coordination to ensure frequent interaction with the local community groups which have been established by the project. 3 RRU cells are functional at the agency level staffed by one agency coordinator in each agency. Other Peshawar based staff are providing technical support as required. Vacant positions are under recruitment process in January 2016.</p> <p>Similarly, LoA was signed with the FATA Secretariat for the formation of CRU (Community Resilience Unit implementing community engagement activities) for delivering the basic service to the affected population. The recruitment process is almost completed.</p>			

The operations manual has been developed and waiting for the FATA Secretariat approval. This comprehensive manual covers the implementation processes of the RRU and CRU.

In 2015, 1 joint needs assessment conducted under the UN joint programme in BARA, Khyber Agency. (MoV-1)

IT/GIS-based monitoring and tracking system has been developed by a private company for RRU to measure progress against the five pillars of the R&R strategy. Delivery is expected end January 2016. (MoV-2)

The community satisfaction survey will be conducted after the completion of the project. (MoV-3)

Overall Output Status (mark the output on the scale of 1 to 5 as per the following criteria): 3

Exemplary (5) *****	High (4) ****	Satisfactory (3) ***	Poor (2) **	Inadequate (1) *
The project is expected to over-achieve targeted outputs and/or expected levels of quality, and there is evidence that outputs are contributing to targeted outcomes	The project is expected to over-achieve targeted outputs and/or expected levels of quality	The project is expected to achieve targeted outputs with expected levels of quality	The project is expected to partially achieve targeted outputs, with less than expected levels of quality	Project outputs will likely not be achieved and/or are not likely to be effective in supporting the achievement of targeted outcomes
Means of Verification <ol style="list-style-type: none"> 1. Agency Assessment 2. IT/GIS based monitoring tracking system 3. Community satisfaction survey 				

Project Output II: Citizens empowered to promote and participate in rehabilitation of their communities and restoration of basic services in the IDP return areas

Indicator(s):	Baseline:	Target(s):	Achievement(s):
2.1 No. of public/ community consultations and briefings organized by RRU/Political Agents/Pak Army to communicate	2.1 0	2.1 5 public/ community consultations and briefing organized by RRU/ Political agents/ Pak Army	2.1. 11 preliminary meetings held with stakeholders including political administration, local security, community and local <i>Jirgas</i> .
2.2 No. of community organisations/	2.2 Formal community	2.2 60 structures	

	networks formed including youth (Separate for men and women)		organizations have not been established in the target IDP return areas.		2.2 Formation of 58 community structures (20 by IPs and 38 by CRU) completed
2.3	No. of community centres established and providing engagement platforms with a focus on youth and social cohesion	2.3	0 (Previous UNDP community work in FATA has concentrated more on community infrastructure)	2.3	10 community centres 2.3 0 (Sports department has identified 2 sites for community centres and 8 sports facilities)
2.4	No. of community grants utilised by community organisations/networks for priority rehabilitation schemes	2.4	0	2.4	10 grants provided to Community centres 2.4 0 (Most of the IPs are facing NOC issues whereas, the ones with NOC has started preliminary work)
2.5	No. of youth participating in the oversight and monitoring of rehabilitation activities (citizen monitoring/ feedback)	2.5	0	2.5	25 youth participating in the oversight and monitoring of rehabilitation 2.5 0

Description of output level results achieved in 2015:

Meetings were held with concerned stakeholders including Political Agents, Line Departments, and FDMA, military and security forces and community members to promote collaborative rehabilitation efforts. All the stakeholders were oriented on the FATA recovery project, work-plans, implementation modality etc. (MoV-1)

58 community organizations were created by implementing partners (NGOs) and CRU. (MoV-2) In early 2016, those communities will identify and prioritise rehabilitation and recovery needs.

In 2015, UNDP had a LoA with Directorate of Sports, Youth and cultural affairs, FATA Secretariat, for the promotion of sports and culture in FATA. The design and estimates for the establishment of community centres have been completed for the two sites identified by the Directorate of Sports.

Community grants are not yet provided to the beneficiaries since the project was delayed due to NOC issues for engaged NGOs, whereas, the ones with NOC have started preliminary work.(MoV-3)

The youth participation in the oversight and monitoring will begin in early 2016 after finalization of communication strategy and citizen monitoring feedback system.

Overall Output Status (mark the output on the scale of 1 to 5 as per the following criteria): 2

Exemplary (5) *****	High (4) ****	Satisfactory (3) ***	Poor (2) **	Inadequate (1) *
The project is expected to over-achieve targeted outputs and/or expected levels of quality, and there is evidence that outputs are contributing to targeted outcomes	The project is expected to over-achieve targeted outputs and/or expected levels of quality	The project is expected to achieve targeted outputs with expected levels of quality	The project is expected to partially achieve targeted outputs, with less than expected levels of quality	Project outputs will likely not be achieved and/or are not likely to be effective in supporting the achievement of targeted outcomes

Means of Verification

1. Progress reports
2. The registration of Community organisations structure
3. Financial records of community grants
4. Monitoring reports from Implementing partners
5. Pictures

Project Output III: Priority in governance, administrative and rule of law reforms identified, advocated for and rolled put to ensure durable returns and long term stabilization of FATA

IRRF indicators:
6.2.1.A.5.1 Extent to which national and/or sub-national institutions have improved institutional arrangements needed to lead and coordinate the early recovery process within 18 months of start of crisis and/or UNDP intervention

Indicator(s):	Baseline:	Target(s):	Achievement(s):
3.1 No. of households participating in opinion polls and feedback surveys (one baseline	3.1 0	3.1 2000 Households participate in opinion polls	3.1 0

<p>and one follow up survey) 3.2 No. of research studies and policy papers on FATA prepared and disseminated (e.g. conflict analysis, development issues, reform proposals)</p>	<p>3.2 0</p>	<p>and feedback survey 3.2 2 research papers study report prepared and disseminated</p>	<p>3.2 03 policy research papers in progress</p>
<p>3.3 No. of governance administrative and rules of law reforms supported (through advocacy and technical advisory services) for adoption/ approval and support to roll out/ implementation in FATA</p>	<p>3.3 FATA Research Centre Draft report, LoA with National Defence University - 0</p>	<p>3.3 FRC report-2, LoA with University -1</p>	<p>3.3 0</p>
<p>3.4 No. of updates on FATA rehabilitation needs and response published and disseminated</p>	<p>3.4 R&R strategy publish: various assessments carried out but data is not published or disseminated</p>	<p>3.4 Monthly updates published for priority sectors</p>	<p>3.4 1 newsletter shared by RRU. Regular updates shared on RRU social media.</p>

Description of output level results achieved in 2015:

The questionnaire for the baseline survey was developed and the partner was selected, however, they were unable to secure NOC. A second partner was identified late in 2015 to implement the survey in early 2016. (MoV-1)

Three policy research papers on health, education and employment were initiated. UNDP made sure the quality of these products with an editorial coordinator. A MoU with National Defence University on research is on hold by January 2016.(MoV-2)

<p>In consultation with the Secretary Law & Order FATA, UNDP developed TORs for the FATA Reforms Unit. The Levies Consultant and Associate Researcher were recruited in 2015, while the remaining three (Local Government Advisor and Prosecution Advisor and Admin Finance Associate) are in progress. Once those staff are onboard, analysis of reforms in governance, administration and rule of law will be conducted in early 2016. (MoV-3)</p> <p>RRU provided updates on rehabilitation through their social media, FATA Secretariat website and produced one newsletter. (MoV-4) Also, the Coordination among different thematic areas remained prime focus of UNDP, including support to the CoRe Cluster in FATA and providing much needed support to the humanitarian partners. The Core cluster consists of 45 organizations with 250 partners receiving updates. The cluster has mapped 4W matrix/funding tracker to enable mapping of financial resources of cluster members. The CoRe Cluster actively participated in two inter-cluster assessment missions sent to Kurram, Orakzai and North Waziristan. (MoV-5)</p>				
<p>Overall Output Status (mark the output on the scale of 1 to 5 as per the following criteria): 3</p>				
<p>Exemplary (5) *****</p>	<p>High (4) ****</p>	<p>Satisfactory (3) ***</p>	<p>Poor (2) **</p>	<p>Inadequate (1) *</p>
<p>The project is expected to over-achieve targeted outputs and/or expected levels of quality, and there is evidence that outputs are contributing to targeted outcomes</p>	<p>The project is expected to over-achieve targeted outputs and/or expected levels of quality</p>	<p>The project is expected to achieve targeted outputs with expected levels of quality</p>	<p>The project is expected to partially achieve targeted outputs, with less than expected levels of quality</p>	<p>Project outputs will likely not be achieved and/or are not likely to be effective in supporting the achievement of targeted outcomes</p>
<p>Means of Verification</p> <ol style="list-style-type: none"> 1. Opinion poll results 2. Policy Papers 3. Reforms' consultant reports and presentations 4. RRU publications and online data sources 5. CoRe cluster meeting minutes 				
<p>Project Output IV: Access to basic social services expanded in IDP returnees in order to meet the increased demand of target population of 12,000 people</p>				
<p>IRRF indicators; 6.2.1.A.1.1 Extent to which national and/or sub-national institutions have improved physical infrastructure (buildings and facilities) needed to lead and coordinate the early recovery process within 18 months of start of crisis and/or UNDP intervention</p>				
<p>Indicator(s): 4.1 % of target population with improved access to basic services</p>	<p>Baseline: 4.1 Needs assessment ongoing to determine baseline for 2015</p>	<p>Target(s): 4.1 30% of target population with improved access to</p>	<p>Achievement(s): 4.1.1 0</p>	

		basic services	
<p>Description of output level <u>results achieved</u> in 2015:</p> <p>UNDP FATA team consulted with the FATA Secretariat and Political Administration of South Waziristan Agency and Khyber Agency for the identification of small/medium scale infrastructure to be rehabilitated. (Mov-1&2) 52 schemes were prioritized and were approved in the Steering Committee meeting. (Mov-3&4&5) In Khyber agency 25 schemes are under implementation and will benefit almost 342,315 individuals while in SWA 27 schemes identified will benefit 158,335 individuals. Those Schemes included water supply, road rehabilitation, irrigation infrastructure, pavements, stadium and children park.</p> <p>Two implementing partners were identified (UNOPS and Spectra – a private company) for damage assessments of 150 public infrastructure facilities (schools, health facilities, irrigation channels and link roads) in Khyber agency. Similarly, for South Waziristan, Spectra will assess the damages of 100 schools, health facilities and public infrastructure.</p>			
Overall Output Status (mark the output on the scale of 1 to 5 as per the following criteria): 2			
Exemplary (5) *****	High (4) ****	Satisfactory (3) ***	Poor (2) **
The project is expected to over-achieve targeted outputs and/or expected levels of quality, and there is evidence that outputs are contributing to targeted outcomes	The project is expected to over-achieve targeted outputs and/or expected levels of quality	The project is expected to achieve targeted outputs with expected levels of quality	The project is expected to partially achieve targeted outputs, with less than expected levels of quality
<p>Inadequate (1) *</p> <p>Project outputs will likely not be achieved and/or are not likely to be effective in supporting the achievement of targeted outcomes</p>			
<p>Means of Verification</p> <ol style="list-style-type: none"> 1. Coordination/correspondence with FATA Secretariat, political administration 2. Meeting minutes of ADSC Khyber & SWA 3. Meeting minutes of steering committee 4. PC-1's prepared and approved 5. Administrative approval from the political administration concerned 			

Project Output V: Improved livelihoods of 2,000 IDP returnees of which at least 1,000 are women			
<p>IRRF indicator:</p> <p>Number of emergency jobs for women (15 or more years old) created through UNDP projects</p> <p>Number of emergency jobs for men (15 or more years old) created through UNDP projects</p> <p>Total number of emergency jobs for adults (15 or more years old) created through UNDP projects</p>			
Indicator(s):	Baseline:	Target(s):	Achievement(s):

5.1	% increase in the number of displaced population who have a source of livelihoods	5.1	Needs assessment ongoing to determine baseline for 2015	5.1	30% increase in the number of displaced population who have a source of livelihoods	5.1	0
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Description of output level results achieved in 2015:

260 trainees have been linked through CRU for different vocational training for income generation, where, on completion of the training, each trainee will receive a toolkit to enable them to establish their own small-medium business. These trainees will receive training on heavy machinery operation, tailoring, driving and plumbing.

In December, UNDP contracted the private company in Peshawar to conduct business management training for 1,000 returning youth and signed LOA with Institute of Management Studies (IMS); University of Peshawar for training 3600 youth on business development and entrepreneurship.

Overall Output Status (mark the output on the scale of 1 to 5 as per the following criteria): 2

Exemplary (5) *****	High (4) ****	Satisfactory (3) ***	Poor (2) **	Inadequate (1) *
The project is expected to over-achieve targeted outputs and/or expected levels of quality, and there is evidence that outputs are contributing to targeted outcomes	The project is expected to over-achieve targeted outputs and/or expected levels of quality	The project is expected to achieve targeted outputs with expected levels of quality	The project is expected to partially achieve targeted outputs, with less than expected levels of quality	Project outputs will likely not be achieved and/or are not likely to be effective in supporting the achievement of targeted outcomes

Means of Verification

1. Trainee course completion certificates
2. Inventory record of toolkits
3. Pictures

Project Output VI: Rehabilitation of public building and capacity of managers and line departments strengthened

IRRF indicators: 6.2.1.A.1.1 Extent to which national and/or sub-national institutions have improved physical infrastructure (buildings and facilities) needed to lead and coordinate the early recovery process within 18 months of start of crisis and/or UNDP intervention

<p>Indicator(s): 6.1 % of damaged public buildings rehabilitated in IDP return target area</p>	<p>Baseline: 6.1 Needs assessment ongoing to determine baseline for 2015</p>	<p>Target(s): 6.1 30% of damaged public buildings rehabilitated in IDP return target area</p>	<p>Achievement(s): 6.1 o(Schools prioritization initiated with Education Directorate, RRU-FATA Secretariat and Political Administration /Agency Education Office.)</p>	
<p>Description of output level <u>results achieved</u> in 2015:</p> <p>Since this component remained unfunded by the end of 2015, only the preparation for the activities were conducted; discussion with the stakeholders at FATA Secretariat and agency level initiated. 153 schools were prioritized at agency level and vetting and endorsement from FATA Secretariat has initiated.</p>				
<p>Overall Output Status (mark the output on the scale of 1 to 5 as per the following criteria):</p>				
<p>Exemplary (5) *****</p>	<p>High (4) ****</p>	<p>Satisfactory (3) ***</p>	<p>Poor (2) **</p>	<p>Inadequate (1) *</p>
<p>The project is expected to over-achieve targeted outputs and/or expected levels of quality, and there is evidence that outputs are contributing to targeted outcomes</p>	<p>The project is expected to over-achieve targeted outputs and/or expected levels of quality</p>	<p>The project is expected to achieve targeted outputs with expected levels of quality</p>	<p>The project is expected to partially achieve targeted outputs, with less than expected levels of quality</p>	<p>Project outputs will likely not be achieved and/or are not likely to be effective in supporting the achievement of targeted outcomes</p>
<p>Means of Verification</p> <ol style="list-style-type: none"> 1. Pictures of the schemes 2. Work completion certificate 				

4. LESSONS LEARNT

The Steering Committee, chaired by the FATA Additional Chief Secretary on 4th December 2015, was instrumental in moving the rehabilitation process forward by approving schemes for the FATA Secretariat line departments, however, the preparation of schemes details and costings took considerable time and efforts. There is scope for greater efficiencies and coordination between recovery actors at all levels, including fast-tracking of government processes.

Regular discussions with both the FATA Secretariat and TDP are enabling implementing partners access to target areas, in addition to sensitizing senior military officers on UNDP's support to the SRRS. This is expected to lead to a presentation to the 11th Corps Commander to increase the military's understanding of UNDP's role to support the SRRS. Some of the key lessons learnt are highlighted below:

(Output1)

- UNDP developed the operations manual for the RRU during 2015 however the adaption of the manual took time due to changes in needs of the government counterparts. Initially the manual was focusing on RRU whereas, later they recommended to adapt the manual both for RRU and CRU. There is a need to clearly identify scope of activity at its inception to avoid delays.

(Output2)

- IPs should have valid registration required for the NOC
- UNDP should have alternate NGOs for implementation to avoid delays due to non-issuance of NOCs to its primary NGO
- Proper and thorough assessment of Implementing Partners in order to know the likelihood of them getting NOCs
- One of the point raised by FATA Secretariat and TDP Secretariat is the reputation of organization as well as the field reports (performance and previous projects progress) was not satisfactory which raised doubts on obtaining NOCs.

(Output4)

- Local priorities in infrastructure should be assessed timely through close liaison with stakeholders and shared with the management/donor.
- Local priorities in infrastructure should be assessed timely through close liaison with stakeholders and shared with the management/donor.
- Means of verification, indicators/ guidelines to be established and explained to the stakeholders, followed by compliance for transparent implementation.

5. THE WAY FORWARD/ KEY PRIORITIES FOR 2016

- Establishment of Governor's Strategic Support Unit in January 2016
- Complete recruitment for reaming three Reforms Post in January 2016.
- Compete recruitment for RRU and CRU by February 2016
- Complete recruitment of FATA Recovery team in Peshawar by February 2016.
- Launch another call for proposals for the selection of new potential IPs having maximum probability of getting the NOCs for implementation of the project.

- Endorse uniform guidelines for the implementation of the project (AWP, reporting procedures, M&E, communications strategy).
- Close coordination with the line departments is required for speedy processes, approvals and verification assessments.
- Seek alternate modalities for community based infrastructure rehabilitation versus the NGOs modality due to NOC issues.
- Have regular monitoring and follow-up with all the concerned parties for timely completion of the targets.
- Together with line departments of FATA Secretariat, expedite identification of potential infrastructure schemes and ensure its implementation of rehabilitation.
- UNDP will work closely with all stakeholders and share rehabilitation updates and promote monthly coordination meetings with partners.
- Identify critical trainings for FATA Recovery staff on program management, UNDP operations, partnerships and grants management.
- Complete the current research papers in progress within time and build strategy based on the findings.

EXPECTED OUTPUTS	Progress on Annual Target - On Track/Achieved, Require Monitoring/Not Achieved, Require Urgent Management Attention	PLANNED ACTIVITIES (as per AWP)	Activity Status On Track/Achieved (76%-100%), Require Monitoring/Not Achieved (50%-75%), Require Urgent Management Attention (0-49%)	AWP Budget (\$)	Expenditure (\$)	% Delivery
Project Output 1 Rehabilitation support in target areas is delivered according to priority needs and through community participation (particularly by women and youth) and rehabilitation efforts are regularly communicated to the affected communities						
Indicator 1.1: No. of Return and Rehabilitation coordination cells are		Activity Result 1.1.1 FATA Secretariat's capacities to coordinate, monitor and evaluate R&R strategy implementation strengthened through community participation				
	On Track	Activity 1.1.1 a: FATA RRU cells established at FATA Secretariat and in 5 agencies to manage the return and rehabilitation efforts	75%			

<p>functional at the FATA Secretariat and Agency levels Baseline 1.1: RRU established at FATA Secretariat with skeleton staff; no staff at the Agency level Target 1.1: 4</p>	<p>On Track</p>	<p>Activity 1.1.1 b: IT/GIS-based monitoring and tracking system developed and functional for FATA recovery and rehabilitation initiatives</p>	<p>80%</p>	<p>1,049,800</p>	<p>169,310</p>	<p>16%</p>
<p>Indicator 1.2: No. of agencies with integrated assessment of rehabilitation needs carried out Baseline 1.2: Current needs assessment is weak (54% accurate) and as such does not provide a complete picture of needs on the ground Target 1.2: 4 FATA agencies</p>		<p>Activity Result 1.2.1 Integrated assessments of rehabilitation needs conducted</p>				
	<p>On Track</p>	<p>Activity 1.2.1 a: Agency assessment of rehabilitation needs in target areas carried out</p>	<p>25% (Baseline will be done in the first quarter of 2016)</p>			
		<p>Activity Result 1.3.1 Community members satisfied with the rehabilitation works, community engagement and grievance redress mechanisms</p>				

<p>Indicator 1.3: % of community members satisfied with the rehabilitation works, community engagement and grievance redress mechanisms Baseline 1.3: To be established Target 1.3: At least 30% of the returning IDP families</p>	On Track	<p>Activity 1.3.a: Grievance redress mechanism established for FATA recovery and rehabilitation initiatives</p>	0% (Project implementation was delayed due to NOC so this activity is differed to 2016)		
	On Track	<p>Activity 1.3.b: Conduct legal assistance sessions for 5000 people</p>	0% (This activity will be initiated after completion of Activity 1.3.a)		
	On Track	<p>Activity 1.3.c: Awareness training on mines and UXO in 50 at risk communities</p>	0%		
<p>Project Output 2 Citizens empowered to promote and participate in rehabilitation of their communities and restoration of basic services in the IDP return areas</p>					
		<p>Activity Result 2.1.1 The rehabilitation effort will be promoted in collaborative manner with stakeholders</p>	482,353	583,583	

<p>Indicator 2.1: No. of public/ community consultations and briefings organized by RRU/Political Agents/Pak Army to communicate</p> <p>Baseline 2.1: 0</p> <p>Target 2.1: 5 public/ community consultations and briefing organized by RRU/ Political agents/ Pak Army</p>	<p>On Track</p>	<p>Activity 2.1.1 a: FATA wide and local communication campaigns (coordinated with all stakeholders) to promote collaborative rehabilitation efforts</p>	<p>0%</p>			<p>121%</p>
<p>Indicator 2.2: No. of community organisations/ networks formed including youth (Separate for men and women)</p> <p>Baseline 2.2: Formal community organizations have not established in the target IDP return areas</p>		<p>Activity Result 2.2.1-2.5.1 The rehabilitation effort will be promoted in collaborative manner with stakeholders</p>				
	<p>On Track</p>	<p>Activity 2.2.1a: Community organisations/ created/strengthened to provide a platform for discussion and joint decision making</p>	<p>96%</p>			
	<p>On Track</p>	<p>Activity 2.2.1b: Community organisations identify and prioritize rehabilitation and recovery needs</p>	<p>60%</p>			
	<p>On Track</p>	<p>Activity 2.2.1c:</p>				

<p>Target 2.2: 60 structures</p> <p>Indicator 2.3: No. of community centres established and providing engagement platforms with a focus on youth and social cohesion</p> <p>Baseline 2.3: 0 (Previous UNDP community work in FATA has concentrate more on community infrastructure)</p> <p>Target 2.3: 10 community centres</p> <p>Indicator 2.4: No. of community grants utilised by community organisations/networks for priority</p>		Community organisations trained in community management, negotiation and accounting/record keeping skills	0% (Implementation is delayed due to non-issuance of NOC to most of the partners)			
	On Track	<p>Activity 2.3.1a: Community/youth centres established to promote leadership, social engagements and sports/recreation among youth</p>	0% (In consultation with FATA secretariat, 8 sports facilities and 2 community centres have been identified. Implementation will start in the beginning of 2016)			
	On Track	<p>Activity 2.4.1a: Community grants targeted at youth to engage them in rehabilitation efforts and equip the community spaces for recreational and productive use; provide ICT training to allow for ICT based interactions such as for grievance redress mechanism</p>	0%			

<p>rehabilitation schemes Baseline 2.4: 0 Target 2.4: 10 grants provided to Community centres Indicator 2.5: No. of youth participating in the oversight and monitoring of rehabilitation activities (citizen monitoring/ feedback) Baseline 2.5: 0 Target 2.5: 25 youth participating in the oversight and monitoring of rehabilitation</p>	<p>On Track</p>	<p>Activity 2.5.1: An internship programme for young men and women for social service delivery (3-month @Rs 10,000 per month to work at public schools, health centres, agri extension supervision of rehabilitation schemes, etc)</p>	<p>0% (Identification of internees have been finalized)</p>			
<p>Project Output 3 Priority in governance, administrative and rule of law reforms identified, advocated for and rolled put to ensure durable returns and long term stabilisation of FATA</p>						
		<p>Activity Result 3.1.1 Perception survey is conducted</p>	<p>200,000</p>	<p>27,994</p>		

<p>Indicator 3.1: No. of households participating in opinion polls and feedback surveys (one baseline and one follow up survey) Baseline 3.1: 0 Target 3.1: 2000 Households participate in opinion polls and feedback survey</p>	<p>On Track</p>	<p>Activity 3.1.1a: Citizen feedback and perception surveys carried out periodically and results disseminated</p>	<p>0% (This activity will be conducted in 2016)</p>			<p>14%</p>
<p>Indicator 3.2: No. of research studies and policy papers on FATA prepared and disseminated (e.g. conflict analysis, development issues, reform proposals) Baseline 3.2: 0 Target 3.2: 2 research papers study report prepared</p>	<p>On Track</p>	<p>Activity 3.2.1a: Research papers prepared and disseminated in collaboration with the University of Peshawar, COMSATS Institute of Technology Studies Abbottabad and selected national think -tanks</p>	<p>0% (This activity will be conducted in 2016)</p>			
<p>Activity Result 3.2.1 Research studies on FATA prepared</p>						

and disseminated						
<p>Indicator 3.3: No. of governance administrative and rules of law reforms supported (through advocacy and technical advisory services) for adoption/ approval and support to roll out/ implementation in FATA</p> <p>Baseline 3.3: FATA Research Centre Draft report, LoA with national Defence University -0</p> <p>Target 3.3: FRC report-2, LoA with University -1</p>		Activity Result 3.3.1 FATA reforms supported through advocacy and technical advisory services				
	On Track	<p>Activity 3.3.1a: Strategic partnership with National Defence University of FATA Reforms</p>	40%			
		Activity Result 3.4.1 Monthly updates on FATA rehabilitation needs and response published				

<p>Indicator 3.4: No. of updates on FATA rehabilitation needs and response published and disseminated</p> <p>Baseline 3.4: R&R strategy publish: various assessments carried out but data is not published or disseminated</p> <p>Target 3.4: Monthly updates published for priority sectors</p>	<p>On Track</p>	<p>Activity 3.4.1a: Monthly updates published for priority sectors</p>	<p>20% (One news bulletin published by RRU while regular monthly updates are shared at various government forums)</p>			
<p>Project Output 4 Access to basic social services expanded in IDP returnees in order to meet the increased demand of target population of 12,000 people</p>						
<p>Indicator 4.1: % of target population with improved access to basic services</p>	<p>On Track</p>	<p>Activity Result 4.1.1 Access to basic social services expanded in IDP returnees</p>	<p>Activity 4.1.1a: Community infrastructure schemes prioritised by community organisations for rehabilitation</p>	<p>26%</p>		

<p>Baseline 4.1: Needs assessment ongoing to determine baseline for 2015</p> <p>Target 4.1: 30% of target population with improved access to basic services</p>						
	On Track	Activity 4.1.1b: Scheme feasibility documents including design and BOQs prepared by project engineers	26 %	1,600,000	166,486	10%
	On Track	Activity 4.1.1c: Schemes approved by the approval committees and rehabilitated by community organisations	0% (Implementation on ground will start in 2016)			
	On Track	Activity 4.1.1d Paid labour/days created for skilled and unskilled workers through scheme rehabilitation	0% (This activity is linked with Activity 4.1.1c)			
	On Track	Activity 4.1.1e: Schemes completed and sustainability/ operations & maintenance arrangements agreed with the community	0% (This activity is linked with Activity 4.1.1c)			
	On Track	Activity 4.1.1f Rehabilitation of damaged priority infrastructure. Health units, schools, water systems and access roads	0% (This activity is linked with Activity 4.1.1c)			

	On Track	Activity 4.1.1g Provision of equipment and materials for schools and health units	0% (This activity is linked with Activity 4.1.1c)		
Project Output V: Improved livelihoods of 2,000 IDP returnees of which at least 1,000 are women					
<p>Indicator 5.1: % increase in the number of displaced population who have a source of livelihoods</p> <p>Baseline 5.1: Needs assessment ongoing to determine baseline for 2015</p> <p>Target 5.1: 30% increase in the number of displaced population who have a source of livelihoods</p>		Activity Result 5.1.1 Employability and business skill of IDP returnees improved for livelihood			
	On Track	Activity 5.1.1a: Market based skill (technical and vocational training for youth, adults and women)	0% (Partners are on board and activities will initiate in 2016)		
	On Track	Activity 5.1.1b: Skills/vocational/technical training provided to 2000 persons	0% (Partners are on board and activities will initiate in 2016)		10,155
	On Track	Activity 5.1.1c: Business management training provided to 2000 people	0% (Partners are on board and activities will initiate in 2016)	470,000	2%

On Track	Activity 5.1.1d: Technical kits provided to the skill trainees (5.1.2)	0% (Partners are on board and activities will initiate in 2016)
On Track	Activity 5.1.1e: Employment/enterprise development support provided to the skill/business trainees (5.1.1.b+5.1.1.c) e.g. microfinance, industry linkages etc.	0% (This activity is linked with Activity 5.1.1a,b,c)
On Track	Activity 5.1.1f: Enterprise/livelihoods grants to vulnerable individuals (focused on women and persons with special needs/ disabilities)	10% (Vulnerable individuals identified and grants will be provided in 2016)
On Track	Activity 5.1.1g: Enterprise/livelihoods grants to vulnerable individuals (focused on women and person with special needs/ disabilities)	10% (Vulnerable individuals identified and grants will be provided in 2016)
Activity Result 5.2.1 Quality of activity ensured		

	On Track	Activity 5.2.1a: Monitoring activities by third party	60%			
Project Output VI: Rehabilitation of public building and capacity of managers and line departments strengthened						
Indicator 6.1: <i>% of damaged public buildings rehabilitated in IDP return target area</i> Baseline 6.1: <i>Needs assessment ongoing to determine baseline for 2015</i> Target 6.1:		Activity Result 6.1.1 Rehabilitation of schools in IDP returned area promoted				
	On Track	Activity 6.1.1a: School rehabilitation in IDP return target areas	10% (Partners have been identified and implementation will start in 2016)			
	On Track	Activity 6.1.1b: Provision of furniture/ equipment to schools in IDP return target areas	0% (This activity is planned for 2016)			

30% of damaged public buildings rehabilitated in IDP return target area	On Track	Activity 6.1.1c: Provision of equipment to schools	0% (This activity is planned for 2016)	1,551,802	0	0%
		Activity Result 6.1.2 Capacity management of school managers strengthened				
	On Track	Activity 6.1.2.a: Capacity development of managers and line departments	0% (Formal training will be organised in 2016)			