DANISH REFUGEE COUNCIL

Protection of the Displaced In Afghanistan & Pakistan

[A PROJECT FUNDED BY DANIDA]

2011-2013
END OF PROJECT EVALUATION REPORT

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Evaluation By:
AAN Associates (Pakistan)

DRC DANISH REFUGEE COUNCIL

DANIDA

AAN ASSOCIATES

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We wish Danish Refugee Council, relevant government stakeholders and other development and humanitarian partners, success in finding ways to achieve the shared objective of 'Durable Solution' for the Refugees, Internally Displaced and Repatriated Afghans in Afghanistan and in the region. We hope that the findings, analysis and recommendations of the evaluation will contribute to informed and responsive planning for the future.

Team Lead & Managing Director – AAN Associates
Nadeem Haider

ACRONYMS

AAN	AAN Associates – Consulting Firm
ABN	Access to Basic Needs
ACCRA	Agenda for action of the Paris Declaration for aid effectiveness
AFG	Afghanistan
AFPAK	Afghanistan-Pakistan Region
BHU	Basic Health Unit
BOND	Voice/ inclusion/ appropriateness/ triangulation/ transparency/ contribution criteria
CAR	Commissionerate of Afghanistan Refugees
CPI	Community Physical Infrastructure
DAC	Development Assistance Committee
DANIDA	Danish International Development Agency
DDG	Danish Demining Group
DFID	Department for International Development (UKaid)
DKK	Danish Krone
DORR	Department of Refugees and Repatriation
Dr	Doctor
DRC	Danish Refugee Council
EOP	End of Project
FGD	Focus Group Discussion
GoA	Government of Afghanistan
GoP	Government of Pakistan
H&H	Health and Hygiene
HHS	Household survey
HRM	Human Resource Management
IDI	In depth Interview/ synonymous with KII (Key informant interview)
IDP	Internally Displaced Populations
IP	Implementing Partner
ISAF	International Security Assistance Force
KAPB	Knowledge, Attitudes, Practices and Behaviors
KII	Key informant interview
KIS	Kabul Informal Settlements
KPK	Khyber Pakhtunkhwa
LFA	Logical Framework Approach
Log Frame	Logical Framework/ Performance Management Framework
M&E	Monitoring and Evaluation
MIS	Management Information System
MORR	Ministry of Refugees and Repatriation

MoU	Memorandum of Understanding
NBC	National Bio-ethics Committee
OECD	Organization for Economic Cooperation and Development
OPD	Out Patient Department
PAK	Pakistan
PCM	Proof of Registration Modification Centre
PKR	Pakistan Rupees
PMRC	Pakistan Medical Research Council
POR	Proof of Registration
QA	Quality Assurance
RBM	Result Based Management
RV	Refugee Village
RVA	Refugee Village Administration
SDP	Strategic Development Programme
SMART	Specific, Measurable, Attainable, Relevant and Timebound
SME	Small Medium Enterprise
TBA	Traditional Birth Attendants
UN	United Nations
UNEG	United Nations Evaluation Group
UNHCR	United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
UNOCHA	United Nations for Coordination of Humanitarian Affairs
USD	United States Dollars
WASH	Water, Sanitation and Hygiene
WFP	World Food Programme

TABLE OF CONTENTS

LIST OF FIGURES

LIST OF PICTURES

[The pictures in this report have been recorded by AAN Associates, with the permission and consent of the persons reflected therein, and should not be used for any other purpose, other than as used here, without the explicit written permission of the team lead due to ethical reasons]

LIST OF ANNEXES

SECTION 1:
EXECUTIVE SUMMARY

INTRODUCTION & PROJECT COVERAGE: The DRC is implementing the DANIDA funded project titled 'Protection of the Displaced in Afghanistan and Pakistan' since 2011 (to complete by end 2013) that prioritises and contributes to the 'Protection and promotion of durable solutions to refugee and displacement problems in Afghanistan and Pakistan'. The thematic priorities are consistent with DRC's regional strategy.

The project focuses on five thematic areas i.e. (i) Access to basic necessities/ emergency assistance; (ii) Community physical infrastructure (CPI) Rehabilitation; (iii) Health and hygiene (H&H) awareness; (iv) Livelihoods/ income generation support; and (v) Protection services. The distribution of resources both in Afghanistan and Pakistan, point to greater prioritization of income generation component. The project has been (and is currently being) implemented in 18 Refugee Villages (RVs), in 5 districts of Khyber Pakhtunkhwa in Pakistan; and in 52 Urban Informal Settlements in and around Kabul and Bagram Provinces in Afghanistan.

EVOLVING CONTEXT INSIDE AFGHANISTAN: Against a backdrop of immense political and economic instability, in more recent years, Afghanistan has been the global focus of attention primarily due to two imminent changes in the country that aim to transform the socio-economic and political landscape of Afghanistan itself as well as countries in the region. These events include: (i) the general elections in the country and transfer of power from the decade old Karzai administration to a newly elected Government; and (ii) the withdrawal of the International Security Assistance Forces (ISAF) from Afghanistan.

Uncertainty and the fear of past events and recurring incidents of violence and instability in Afghanistan have resulted in mass displacement of people from areas where volatility is suspected to the more urban informal settlements in and around cities like Kabul. The return of refugees from Pakistan, Iran and Tajikistan has been low with less people willing to return to their country of origin. The events of 2014 also hold significance for regional countries as the fear of increased violence and instability would unleash a wave of migration to neighbouring countries. In view of the uncertain context of Afghanistan as touched upon above, and the likelihood of increased violence and instability (during and beyond 2014), the humanitarian community/ stakeholders inside Afghanistan and in the region need to take a more proactive approach to plan for the future.

EVALUATION PURPOSE: The purpose of this End of Project (EOP) Evaluation is to assess the degree to which the DANIDA funded 3 – year project (from 2011 to 2013) has contributed to the DRC's regional objectives, document achievements and evaluate project design and delivery in relation to relevance, impact and effectiveness, efficiency. Also, document the lessons learnt and set recommendations for the DRC's future programming in the Afghanistan- Pakistan region (AFPAK).

METHODOLOGY & CONSTRAINTS: The evaluation has been carried out using mixed methods (qualitative – quantitative information and tools) framework to address the evaluation expectations.

The quantitative component includes a household survey (HH survey) conducted with 456 respondents in Pakistan, and 384 respondents in Afghanistan. The qualitative component consisting of Focus Group

Discussions (FGDs) and Key Informant Interviews (KIIs) includes a total of 15 FGDs in both countries with Shura members; male beneficiaries; and female beneficiaries in Pakistan and Afghanistan, and 19 Key Informant Interviews (KIIs) with varied groups of stakeholders. The findings were then triangulated to offer deeper analysis and substantiated arguments around different evaluation criteria. Gender equity was ensured through gender responsive sampling. The major limitations of the study were non-availability of baseline and mid – term data, along with recall bias of the respondents, data collectors' bias – as HH survey was administered by DRC staff.

The report is structured into four sections i.e. Executive summary; Introduction & methodology; Project Progress; and Profile of respondents, key findings, lessons learnt & recommendations.

FINDINGS – PROFILE OF RESPONDENTS: A representative sample of beneficiaries was drawn using Stratified Random Sampling. The findings of the survey in terms of basic profile the survey respondents reflect that: (i) a reasonable mix of beneficiaries of different project interventions; (ii) majority of respondents characterising the most critical beneficiary groups (adult males and females), adding to the credibility of results. In terms of educational profiles, majority were found illiterate and a significant proportion claiming to be living in nuclear family structures, both in Afghanistan and Pakistan.

RELEVANCE: The evaluators assessed the project's relevance through varied perspectives such as, alignment to the larger regional goal of Durable Solutions, consistency with DRC's AFPAK regional programme strategy, and aid effectiveness principles i.e. the Paris Declaration (2005) and ACCRA Agenda for Action (2008), and the needs/ priorities as articulated by the displaced and the refugees in Afghanistan and Pakistan. The evaluators found the project design and selection of thematic priorities consistent and contributory to the Durable Solutions goal, DRC regional strategy, principles of aid effectiveness and finally to the overall context and the priority needs of the IDPs, refugees and repatriated Afghans.

Assessment and analysis of results logic supports the element of attribution in the results hierarchy i.e. goal/ impact, objectives/ outcomes, outputs and interventions.

IMPACT & EFFECTIVENESS: The immediate impact of the project includes: (i) over 90% respondents/ households (87% and 94% in Pakistan and Afghanistan respectively) reported to the perceived improvement of coping mechanisms during the winter/ monsoon season; (ii) 94% in Pakistan (Afghanistan CPI was excluded) respondents/ households reported having access to communal infrastructures (for education, health and water sources); (iii) livelihoods related impact assessed at three levels i.e. perceived improvement in livelihoods (employability and business), previous and current employment status and increase family incomes for which survey results indicate - Over 70% claimed perceived improvement in livelihoods (57% and 90% in Pakistan and Afghanistan respectively), 32% to 39% (overall 7% more people in Pakistan) are now employed/ doing business compared 10% increase in Afghanistan (64% to 74%), and Over 60% (44% in Pakistan and 80% in Afghanistan) reported monthly income increase.

Beyond immediate impact, the DRC assistance has evidently contributed to the larger objective of durable solutions. The humanitarian assistance component has contributed to survival, and mitigated seasonal hardships. The physical infrastructure schemes have contributed to perceived improvements in terms of better access and quality of services. For instance the respondents referred to higher levels of enrolment in schools and retention (after schools rehabilitation) and increase in number for people seeking healthcare from improved/ rehabilitated health facilities. In addition improved levels of Health and Hygiene (H&H)awareness is changing peoples' attitudes and practices and bodes well for the

healthier communities. The income generation component has contributed to renewed confidence in the capabilities of men and women beneficiaries that in an enabling and stable environment would help them gain employment or aid in start up businesses. Protection assistance has contributed to improved awareness of rights, which is re-assuring in terms of beneficiaries being able to recognise their rights and engage more effectively with duty bearers as right holders. This offers better prospects for beneficiaries being able to exercise their rights more effectively in the future, irrespective of where they may end up choosing to stay.

The DRC project aimed at targeting refugees, IDPs and returnees, and within those the most vulnerable, as direct beneficiaries with varied types of assistance. Overall, the target to reach these groups have been achieved, however for limited clarity around vulnerability criteria and its linkages to define qualification for assistance did contribute to some mis – targeting. Some accounts surfaced as to Shura members leveraging position to benefit relations.

The evaluators reviewed the project interventions to ascertain the sustainability of their benefits: (i) access to basic necessities are a one – time/ situation specific assistance, hence have not been evaluated in terms of sustainability; (ii) CPI Schemes & WASH – H&H awareness benefits are likely to continue beyond the project life in terms of changes in attitudes to seek services e.g. increased enrolments at schools and OPD turnout at health facilities, and most importantly changes in health and hygiene attitudes, and practices; (iii) The income generation component has contributed to renewed self-confidence and improvement in capabilities, which shall sustain; and (iv) protection assistance has contributed to improved understanding of rights, responsibilities of duty bearers, which are also likely to be sustained.

EFFICIENCY: The interventions were largely planned and rolled out in time to address the needs of the recipients. However, DRC may need to improve upon planning and implementation of time critical value of interventions, e.g. in the income generation/ livelihoods component, market surveys should be carried out to inform vocations and skill development areas. The evaluators undertook Value of Money Analysis of project while using the 3-Es framework ('E's representing economy, efficiency and effectiveness) developed by the Department for International Development (UKaid 2013). So far of the 44.4 Million DKK (54% allocated to the Pakistan Component, and 46% allocated to the Afghanistan component) the project has benefitted 16,812 people (8,406 people each in Pakistan and Afghanistan); with an average cost/ beneficiary of 2,641 DKK for the overall project. As there are no market standards for cost/ beneficiary for varied elements, hence the evaluators feel constrained to offer comparison. Nevertheless, the numbers seem on the higher end for a project that has predominantly extended softer assistance.

LESSONS LEARNT & RECOMMENDATIONS: The lessons learnt and recommendations have been merged to facilitate readers' comprehension and inform programme design. These have been synthesized at two levels i.e. (i) Design Level; and (ii) Operational/ Implementation Level, addressed as part of a single project.

Some key ***Design Level Recommendations include:***

i. DRC is advised to follow more structured/ system approach to project design by carrying out sector/ regional assessment/s (preferably multi-stakeholder including public sector) to inform and enrich the project design with contextually relevant prioritization and planning of interventions.

ii. The future programme design must define the expectations e.g. information & resources exchange, facilitation of returnees and refugees and others, and plans may need to unwind the expectations at operational levels and emphasize setting corresponding capacities/ resources to achieve the vision of an effective cross border programme.

iii. The future programme design must prioritise that livelihood assistance follows the business development services model with distinct yet interlinked phases i.e. pre-training, training and post training support.

iv. The future programme design (results framework/ log-frame) must demonstrate greater coherence and synchronization to the principles of RBM in results statements and use of indicators.

v. The future programme design must lay adequate focus and apportion corresponding resources for policy advocacy and development both in Pakistan and Afghanistan.

vi. DRC may need to take more proactive approach by evolving regional and country level plans defining clear organizational position and interventions that may help respond to different potential post 2014 scenarios or changes.

Some key ***Operational Level Recommendations include:***

i. The implementation of future DRC programme may benefit more by considering:

   a. Proactive engagement of DRC HQ in sharing information on standardization of services, systems and procedures to guide and facilitate country offices to benefit from DRC operations globally and achieve greater confidence in extending consist, reliable and quality services;

   b. The programme implementation must exhibit the appreciation of time critical value of different interventions and integration of key elements from one intervention/ phase to the ones, which logically connect. For instance, the vocation skills and post training support must get informed of the market assessment;

   c. Engage more with relevant public authorities in delivery of services, use of public infrastructure, encourage adaptation/ modifications in public delivery systems e.g. vocational training centres, curricula, trainers, others, and build capacities for improved public services delivery on sustainable basis (long run).

SECTION 2:
INTRODUCTION

Durable solutions to displacement problems are based on long-term safety and security, restitution or compensation for lost property, and establishment of an environment that sustains the life of refugees, repatriated citizens and Internally Displaced Populations (IDPs) under normal economic and social conditions.

Finding 'Durable Solutions' for millions of refugees and internally displaced persons (IDPs) worldwide must remain at the forefront of international concerns, even as multiple new emergency displacement challenges demand immediate attention.[1]

In order to understand the context of 'Durable Solutions', it is important to first distinguish between a refugee, an internally displaced person (IDP), and a returnee. The UNHCR[2] differentiates between the three in the following manner:

A refugee is someone who has been forced to flee his or her country because of persecution, war, or violence. A refugee has a well-founded fear of persecution for reasons of race, religion, nationality, political opinion or membership in a particular social group. Most likely, they cannot return home or are afraid to do so. War and ethnic, tribal and religious violence are leading causes of refugees fleeing their countries.

An ***internally displaced person*** (IDP) is a person who has been forced to flee his or her home for the same reason as a refugee, but remains in his or her own country and has not crossed an international border. Unlike refugees, IDPs are not protected by international law or eligible to receive many types of aid. As the nature of war has changed in the last few decades, with more and more internal conflicts replacing wars among countries, the number of IDPs has increased significantly.

"Refugee problems demand durable solutions" is the opening statement of the principles for Action in Developing Countries adopted by the 1984 Executive Committee of the United Nations High Commissioner for Refugees (UNHCR, 1984).

A ***returnee*** is a refugee who has returned to his or her home country. The majority of refugees prefer to return home as soon as it is safe to do so, after a conflict and the country is being rebuilt.

The key issues affecting all three groups are survival, accessibility to basic necessities, income generation opportunities, and the right to choose where to live.

[1] 2013, UNHCR. Global Appeal: Finding Durable Solutions
[2] http://www.unrefugees.org/site/c.lfIQKSOwFqG/b.4950731/

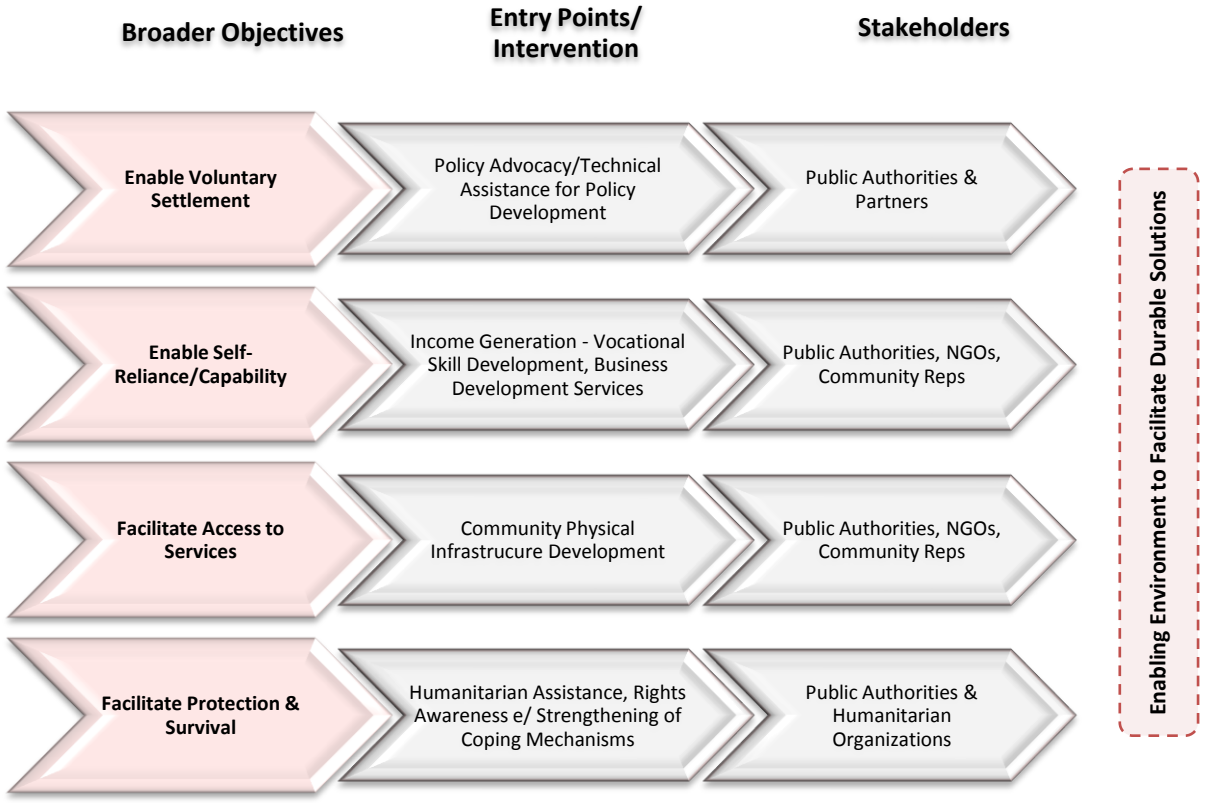
Durable Solutions consist of three eventualities for refugees, returnees and IDPs, these are: (i) Return to place of origin; (ii) Resettlement in a third country; or (iii) Integration with host population[1]. However, in order to realize any of the above, the efforts require establishing an enabling environment.

The overall goal of the Danish Refugee Council's (DRC) work in the region is: 'protection and the promotion of durable solutions to refugee and displacement problems in Afghanistan, Pakistan, Iran and Tajikistan, on the basis of humanitarian principles and human rights.' DRC aims to achieve this goal through: (i) Protection of the right to life has been strengthened in areas of immediate conflict or disaster; (ii) Sustainable livelihoods have been strengthened in DRC areas of operation; (iii) Protection has been strengthened in DRC areas of operation; and (iv) DRC will strive to put focus on selected 'areas' to improve quality, outreach and accountability of the program[3].

The DRC is implementing the DANIDA funded project titled 'Protection of the Displaced in Afghanistan and Pakistan' since 2011 that focuses 'Protection and promotion of durable solutions to refugee and displacement problems in Afghanistan and Pakistan'.

Figure 1 below encapsulates evaluators' appreciation of 'Durable Solutions' in terms of DRC AF-PAK project's broader objectives, thematic priorities and interventions and stakeholders for/ with whom the interventions been undertaken.

Figure 1: Durable Solutions Framework of the DRC AFPAK Project



[3]2013, DRC. AFPAK Regional Strategy

The broader objectives and thematic priorities (interventions) are equally applicable to the varied groups of stakeholders involving public agencies, refugees (including returnees), IDPs and host communities. The same framework has guided the evaluation of AF-PAK project, whilst aligning it to the evaluation TORs.

PROJECT COVERAGE

DRC is one of the key organizations contributing to the larger goal of 'Durable Solutions' for Afghan refugee, returnees, IDPs and host populations. DRC is operational inside Afghanistan and in the three regional countries that host Afghan refugees i.e. Pakistan, Iran and Tajikistan. The AF-PAK programme comprises of multiple projects, one being funded with the support of DANIDA. This evaluation covers only the DANIDA assisted project being implemented in Afghanistan and Pakistan since 2011.4. The third year of the project is to complete by the end of 2013. The evaluation for Pakistan covers project activities from 2011 onwards (till date); however, the evaluation for Afghanistan covers only the interventions for 2011 and 2012. The exclusion is for the reason that most of the project activities for 2013 (in Afghanistan) were pushed towards the end of 2013.

The key thematic areas for DANIDA funded AF-PAK project include:

i. Access to basic necessities (humanitarian/ emergency assistance);
ii. Support to community physical infrastructure for improved access to services and raise health and hygiene awareness;
iii. Livelihoods/ Income generation Support for self-reliance; and
iv. Protection assistance (Rights awareness and access to basic rights)

In Pakistan, the DANIDA funded Project is being implemented in 5 districts and 18 Refugee Villages (RV) of Khyber Pakhtunkhwa province. The assistance is more or less evenly distributed across all RVs (Refugees Villages).

In Afghanistan, however, the DANIDA funded project is being implemented in 52 Informal Settlements (also referred to as Kabul Informal Settlements KIS) in and around Kabul province and in the neighbouring Bagram province. The project has provided income generation support, and health and hygiene awareness (being implemented in 7 informal settlements in and around Kabul); and one informal settlement in Bagram province with a community physical infrastructure scheme.

EVOLVING CONTEXT INSIDE AFGHANISTAN

A brief overview of the current and evolving context of Afghanistan (especially in the run-up to the upcoming Presidential Elections in Afghanistan and withdrawal of United States Military Forces 2014) is presented here, this has been included in the report to give readers an idea of the political and operational challenges that humanitarian agencies confront and how the evolving situation may influence the project interventions.

In recent years, Afghans have been at the centre stage and particularly for regional countries for multiple reasons. The country is receiving more attention for the upcoming events that may have great

[4] Project durations as per approved proposals are: year 1 from 01/01/2011 to 31/12/2011; year 2 from 01/01/2012 to 31/12/2012; and year 3 from 01/01/2013 to 31/12/2013.

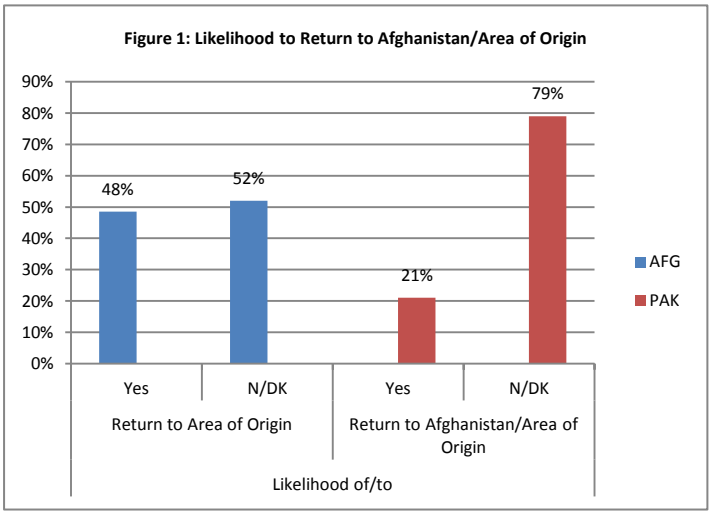
consequences for the country itself and countries in the region. The two significant events scheduled to take place during the year that would determine the eventual future of the country and its people who have suffered the consequences of volatility, war and violence. These events include: (i) the general elections in the country and transfer of power from the decade old Karzai administration to a newly elected Government; and (ii) the withdrawal of the International Security Assistance Forces (ISAF) from Afghanistan.

The conflict/ security metrics[5] from the North have increased in recent years. The trends in conflict demonstrate that there has been an increase in armed conflict in the North West, North, and East in particular. And though the south and south-east remains the most insecure and kinetic, raw numbers of incidents have actually reduced. This has resulted in significant displacement of Afghans from insecure and volatile areas largely to the urban centres. The quantum and severity of the displacement issue is growing, thus causing anxiety and pressure to the local governments and communities in areas where IDPs have taken up temporary shelter.

The documented evidence available and the anecdotal accounts suggest that IDP issue has gained momentum for both 'Push' and 'Pull' factors; resulting in an increase in the number of IDPs. The push and pull factors are largely the same i.e. security, economics and uncertainties around 2014 and beyond. For instance, if violence and instability is a push factor, the stability and safety in urban centres (in relative terms) is a pull factor for those choosing to leave their homes. There is an air of uncertainty, evident from growing numbers of displaced people, gradual decline in returnees and fear that the planned security transition/ withdrawal of US forces may trigger a fresh wave of violence and displacement across Afghanistan.

According to UNHCR, this uncertainty and the fear of past events, and recurring incidents in Afghanistan have resulted in mass displacement of people from areas where volatility is suspected to the urban informal settlements in and around cities like Kabul. Whereas, the return of refugees from Pakistan, Iran and Tajikistan has been at an all time low with lesser people willing to return to their country.

The process of electioneering and the political transition post – elections adding further to the prevailing uncertainty to the degree of discomfort amongst the development community and people at large. The events of 2014 hold significance for the regional countries as in case violence and instability increases, it would unleash a wave of migration to the neighbouring countries particularly Pakistan; some countries expect to current numbers to increase by almost 300%[6].



The Household Survey undertaken as part of the evaluation both in Afghanistan and Pakistan has produced some interesting findings. For instance, 79% refugee respondents either responded in the negative or did not know that the current situation or circumstances in Afghanistan

[5]2013. DRC security updates
[6]2013, DRC PDC data. Tajikistan estimates the number of refugees to increase to 20,000 from the current 5,000.

are stable enough to warrant likelihood of their return. These numbers demonstrate the strong information networks amongst Afghan refugees in Pakistan, and reflect the point to uncertainty amongst the refugees; vis-à-vis situation in Afghanistan to facilitate or encourage return to Afghanistan and/ or in areas of origin they do not want to return because they are fully aware of the context in Afghanistan. Another factor that may be inferred from the finding is that upon subjective comparison of the living conditions in Pakistan and Afghanistan, it may be concluded that these are relatively better in the refugee camps compared to the urban informal settlements.

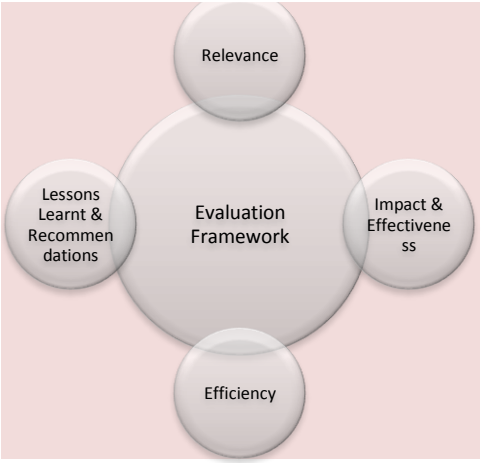
The survey results however, indicate contrary findings for respondents in Afghanistan. For instance, 48% of respondents living in KIS (IDPs) shared that they see the possibility to return to areas of origin. However, during interaction with evaluators the respondents shared their willingness to return to areas of origin, given peace, stability, and economic opportunities. At the same time the respondents of FGDs shared fears of increased violence and instability especially in the South and South East parts of the country. The interaction with other stakeholders – public, UN and civil society shared similar concerns as to increased violence and instability for 2014 and beyond.

In view of the uncertain context of Afghanistan and likelihood of increased violence and instability (during and beyond 2014), the humanitarian community/ stakeholders inside Afghanistan and in the region need to take more proactive approach to plan for future. The evaluators have outlined recommendations to undertake responsive planning for 2014 and beyond for an organization like DRC which has assumed significance as a reliable partner both in Afghanistan and Pakistan.

PURPOSE OF THE ASSIGNMENT

The purpose of the End of Project Evaluation was to assess the degree to which the DANIDA funded 3 – year project has contributed to the overall objective and achieved immediate objectives/ outcomes as outlined in the AFPAK Logical Frameworks.

Figure 2: Evaluation Framework



The evaluation has been carried out with the intent to review the progress of the project, assess its relevance, impact & effectiveness (partly sustainability), efficiency, and to document the key learning at design and implementation levels. Finally, offer design and operational recommendations to inform future project design by DRC for Afghanistan and Pakistan.

The evaluation criteria, by and large relates to or is consistent with the Organization for Economic Cooperation and Development – Development Assistance Committee (OECD – DAC) evaluation criteria. The evaluators have ensured consistency with the established international evaluation and research standards e.g. United Nations Evaluation Group, BOND principles[7], as to produce a credible and quality evaluation report.

[7]BOND principles: (i) voice and Inclusion - Ensuring the perspectives of people living in poverty, including the most marginalized, are included in the evidence, and a clear picture is provided of who is affected and how; (ii) appropriateness - Ensuring the

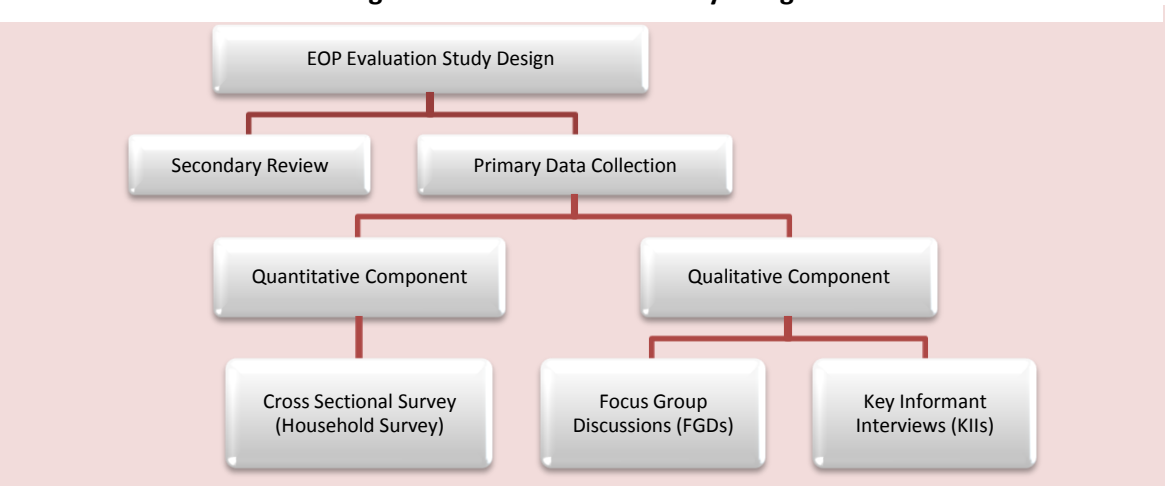
The evaluation has been carried of AFPAK project (as a single entity), implemented at two project sites with slightly varied focus and interventions.

METHODOLOGY, LIMITATIONS, QUALITY ASSURANCE & ETHICAL CONSIDERATIONS

The methodology, limitations, quality assurance and ethical considerations of the study are given below:

METHODOLOGY

Figure 3: EOP Evaluation Study Design



The evaluation (End of Project - EOP) has been carried out by evolving robust and responsive evaluation methodology comprising of mixed methods (qualitative-quantitative information and tools), as to meet the expectations outlined in the TORs (attached herewith as Annex – 1) and shared later during interaction with DRC team at inception phase. For the purpose of evaluation, the evaluators gathered relevant secondary and primary information by undertaking extensive secondary sources review and applying multiple yet complementary primary information techniques e.g. household survey, key informant interviews, focus group discussions, field visits, observations and field photography.

The evaluators gathered (primary) qualitative information by organizing Focus Group Discussions (FGDs) with beneficiary groups and Key Informant Interviews (KIIs) with varied range of stakeholders except beneficiary communities. The quantitative information was gathered through Household through House Hold Survey (HHS) using multistage (representative) sampling methodology. The tools were designed as such to complement and cross validate the information gathered from various sources. The evaluation findings, analysis, lessons learnt and

evidence is generated through methods that are justifiable given the nature of the purpose of the assessment; (iii) triangulation - Ensuring the evidence has been generated using a mix of methods, data sources, and perspectives; (iv) Contribution - Ensuring the evidence explores how change happens and the contribution of the intervention and factors outside the intervention in explaining change; and (v) transparency - Ensuring the evidence discloses the details of the data sources and methods used, the results achieved, and any limitations in the data or conclusions.

recommendations have been drawn by triangulating the information gathered from multiple sources (both primary and secondary) including field observations.

For HHS, the sample size was calculated using a 95% confidence interval with a ±5 margin of error. The cross sectional survey (HH survey) in **Pakistan** was conducted with **456** respondents, of which 210 were females and 246 were males. The survey in **Afghanistan** was conducted with **384** respondents, of which 170 were females and 214 were males.

Picture 1: FGD in Bagh e Dawood, Kabul (Afghanistan)

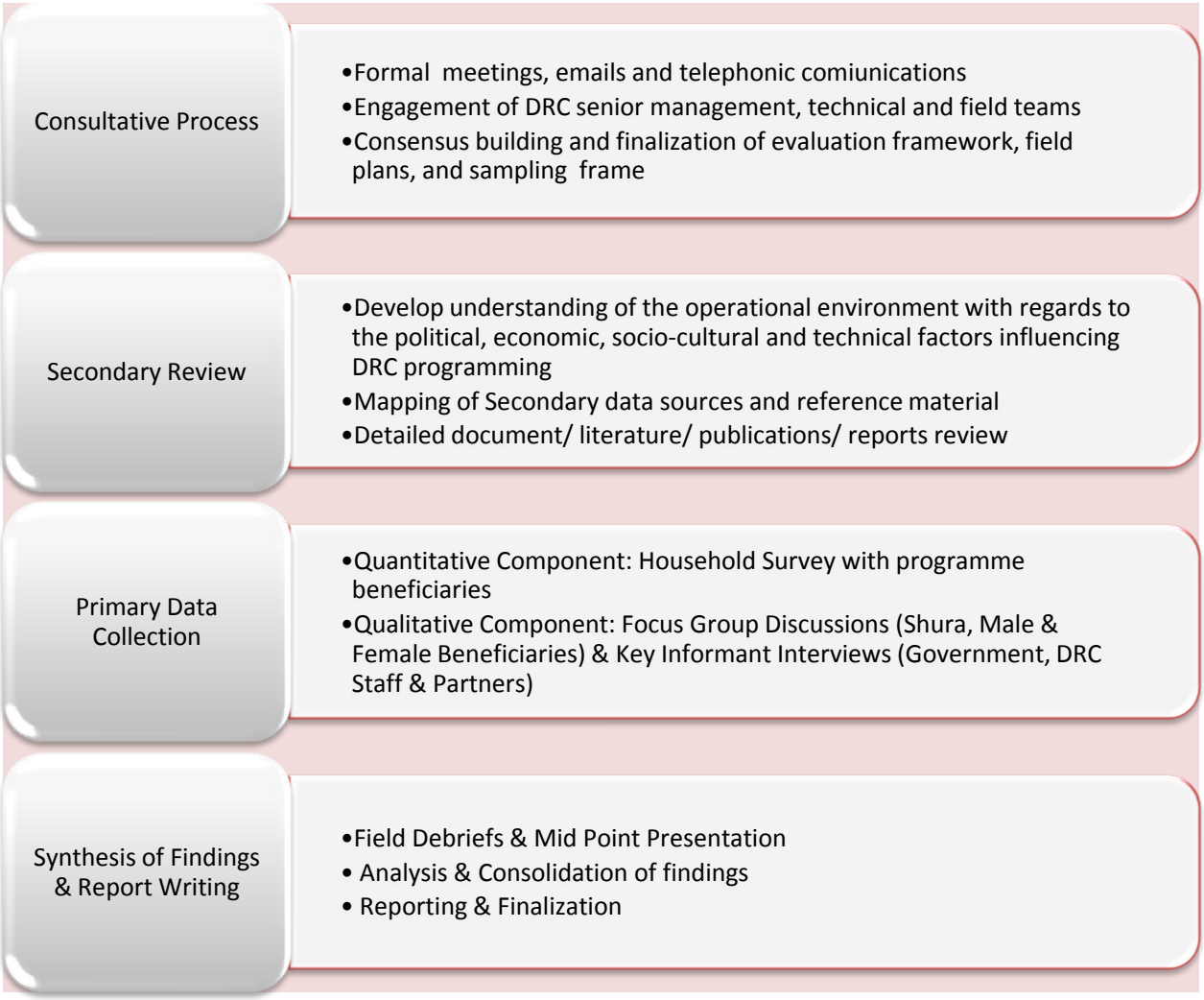
A total of **15 FGDs** were conducted. The target groups for the FGDs were: (i) Shura members; (ii) Male beneficiaries; and (iii) Female beneficiaries in Pakistan and Afghanistan.

KIIs were conducted with **19 respondents** (09 in Pakistan; 10 in Afghanistan) from public sector offices, UN agencies, Implementing Partners, DRC staff and representatives of NGOs working with refugees, IDPs and returnees in Pakistan and Afghanistan.

Picture2: KII in RV Barakai, Swabi (Pakistan)

The following figure illustrates the evaluation approach and key phases of the evaluation:

Figure 4: Evaluation Approach and Key Phases (Approach)



LIMITATIONS OF THE STUDY

The limitations of the study are as follows:

1. Recall bias of respondents for HHS questions that required recalling beneficiary conditions of the past;
2. Design limitations, cross sectional surveys are conducted at one point in time, and without reference baselines or comparative values, quantifying the linkage of impact with project interventions is limited;
3. Non-availability of monitoring and impact records to facilitate mapping project results;
4. Paper based records and non-availability of optimized programme Management Information System (particularly in Afghanistan);

5. Availability of respondents was a challenge. Frequent transition and migratory behaviours of target population;
6. Fear of respondents of cessation of humanitarian assistance resulting from reporting negative aspects of the project;
7. Lack of objective feedback from respondents due to the presence of Shura members and or their relatives in the FGDs;
8. The HHS was administered and data entry has been carried out by the DRC staff, which may have caused implementers bias.

QUALITY ASSURANCE OF THE STUDY

Quality assurance remained a priority through design and implementation of the evaluation. Overall quality assurance was the responsibility of the team leads that were supported in the field by the respective country associate researchers/ evaluators in Pakistan and Afghanistan.

Sector specific experts and researchers were engaged for designing, planning, implementation and analysis of the evaluation study. Additionally, regular contact & sharing of updates between all team members was encouraged to stimulate discussion and deeper understanding of operational environment, challenges and opportunities.

Standardized primary data collection instruments were developed for both country programmes, and were subsequently adapted to country's contexts. Instruments were translated into local languages (Urdu and Dari) to ensure standardized inquiry and responses for the quantitative component. Additionally, the enumerators and field teams were trained in the local languages to implement the Household Survey questionnaires in the field. Primary quality check was made at the field level by the DRC field coordinators, and second check was made by the DRC senior programme management team before data entry into standardized Data Entry Sheets (DES) developed by the Senior Statistical Analyst and the Team Lead of the Consulting Team.

Data cleaning was carried out under the supervision of the Senior Statistical Analyst and the Team Lead. Quality assurance of the qualitative component was ensured through direct engagement of country associate researchers/ evaluators in conducting the FGDs and the KIIs.

ETHICAL CONSIDERATIONS

The evaluation was carried out in line with ethical standards set for social research and United Nations Evaluation Guidelines. All the protocols to maintain confidentiality of respondents were strictly observed throughout the course of the evaluation and reporting. A standardized informed consent[8] was obtained from all respondents of the quantitative and qualitative components of the study; while consent was also solicited before taking photographs of respondents. Findings referenced to respondent names to qualify data have been done where respondents allowed such discretion.

[8] Standardized informed consent for population based studies as recommended by the internationally recognized National Bioethics Committee of the Pakistan Medical Research Council (PMRC).

SECTION 3:

PROJECT PROGRESS

This section encapsulates the project progress and achievements made since start. The description includes targets and achievements on yearly basis for different project components. The following information has been excerpted from project records:

HIGHLIGHTS 2011

PAKISTAN COMPONENTS

- Access to Basic Necessities (humanitarian/ emergency assistance): DRC distributed 2190 cooking stoves among the afghan refugees in 15 Refugees villages.

- Community Physical Infrastructure Schemes: Detailed need and technical assessments were conducted in the targeted refugee villages in a participatory manner involving the local communities with the support of community leaders (Shuras) and the Commissionerate for Afghan Refugees (CAR) in order to identify and prioritize the CPI needs and schemes. DRC rehabilitated 6 sanitation drains of 23,600 RFT; 1 School; 1 BHU; and installed 37 hand-pumps; benefiting a total of 9,589 households in the Afghan refugees villages of KPK. Memorandum of Understandings (MoU) for each scheme been signed with respective Shuras for post-completion transfer of ownership and management to local Shura.

- WASH – Health & Hygiene Awareness Training: 15 health and hygiene promotion sessions and distribution of 705 hygiene kits; benefiting a total of 705 families in 15 refugee villages in KPK province.

- Livelihoods/ Income Generation Support: Livelihoods support remained the mainstay of the project and still is for both Pakistan and Afghanistan. Orientation sessions were conducted for the community leaders prior to the implementation of the activity in order to identify priorities on provision of transferable and relevant skills for both male and female. The vocation skill identification exercise took note of local and market demands inside Afghanistan, helped identify skills. The identification process was participatory.

  Soap and candle making were identified as key skills for training.

  The identification of the beneficiaries was done in coordination with CAR, Shuras and final physical verification by DRC staff. The trainings took place inside the refugee villages separately for female and male for cultural sensitivity purposes. At the end of trainings the relevant tool kits were provided to all participants. A total of 375 men and women were trained.

- Protection Assistance (Rights awareness and access to basic rights): DRC identified 400 beneficiaries who were referred to the Proof of Registration Modification Centre (PCM) centre where assistance was provided at individual basis. Each beneficiary received 1,250 Pakistan Rupee (PKR), to cover transportation costs.

AFGHANISTAN COMPONENTS

- Access to Basic Necessities (humanitarian/ emergency assistance): DRC partnered with WFP, in order to provide 'food for training' for 200 vocational training beneficiaries. Each household received one month's food basket, every month for 7 months.

  DRC in consultation with the KIS task force, UNHCR, UNOCHA and other development partners identified the emergent needs of the project population in view of the weather extremes during the winter. Blanket distribution of Winterized Kits (including Plastic Sheets for roof fortification), and firewood was carried out in 52 KIS locations.

- WASH – Health And Hygiene Awareness: Awareness on hygiene, social behaviour, domestic violence, and child rights have also been imparted to the training participants; resulting in visible impact on the participants (i) women are more clean and organized (ii) women being less rough with children that they sometimes have had to bring with them to the classes (iii) fighting between the men during the classes completely stopped (iv) a much more polite tone among trainees has been observed

- Livelihoods/ Income Generation Support: 200 beneficiaries were trained in various vocational skills identified in line with the perceived market demands identified in consultation with the Shura: 54 men for motorbike repair, 24 men for mobile phone repair, 52 men and 70 women for tailoring (kits were distributed to participants who fulfilled criteria of at least 85% participation over the 7 months).

  20% of the male participants had started up their own small businesses while 30 % were busy in an apprenticeship arrangement and the rest still unemployed. Women were supported with extra tool kits in the form of material, supported by DRC private company collection

HIGHLIGHTS 2012

PAKISTAN COMPONENT

- Access to Basic Necessities (humanitarian/ emergency assistance): Humanitarian assistance in the form of Monsoon and Winterized Kits were provided to 4,493 beneficiaries.

  360 Monsoon Kits, designed according to SPHERE Standards, were distributed prior to the rainy season; 840 Winterized kits, designed in consultation with the RV communities were distributed at the start of the winter season; while 2393 Emergency Kits were stockpiled as part of contingency planning for the disaster response.

- Community Physical Infrastructure Schemes: DRC rehabilitated 7 schools; 1 Basic Health Unit (BHU); and the Peshawar District Administration Office including a meeting hall for refugees. Installation of 5 hand pumps and 2,300 feet of sanitation drains were also constructed in 7 RVs.

- WASH – Health And Hygiene Awareness: DRC implemented the hygiene promotion campaign through a local partner in seven schools, also rehabilitated under the project. 208 hygiene promotion sessions were conducted and a total of 3043 hygiene kits were distributed as part of the WASH component.

- Livelihoods/ Income Generation Support: 800 beneficiaries were provided vocational trainings under the project on trainings identified through consultations (formal evidence generating study/ survey was not carried out to inform the training identification, design and development. The beneficiaries were selected from lists provided by the CAR and individuals identified and cross-checked in the field by the Shura and DRC staff (An objective selection criteria or vulnerability rating was not carried out). 400 toolkits were provided to beneficiaries who had completed their trainings to facilitate start up of businesses/enterprise development.

- Protection Assistance: 3,430 winterization kits were distributed through Voluntary Repatriation Centres (VPC) as part of the UNHCR 'SURGE' initiative to support voluntary repatriation; 2,900 kits were provided through DANIDA funding.

AFGHANISTAN COMPONENTS

- Access to Basic Necessities (humanitarian/ emergency assistance): DRC provided firewood and lighter fuel to 6,266 families in 52 sites

- Community Physical Infrastructure Schemes: DRC identified the need through a consultative process involving the Danish Demining Group, community members, and the Shura. One CPI scheme was implemented in Afghanistan. This scheme was construction of water well in Bagram province for 300 families who were part of the Danish Demining Group (DDG) project. This component has not been evaluated as part of the EOP Evaluation, and hence the evaluators are unable to comment objectively on this component.

- WASH – Health And Hygiene Awareness: Health & hygiene sessions were continued in line with the standardized session guidelines and key messages (as recommended by the *Facts for Life manual of UNICEF*). The sessions were integrated into the vocational training sessions.

- Livelihoods/ Income Generation Support: Vocational training to 1,000 beneficiaries in 5 camps in Kabul, increasing their ability to connect to the labour market and improving their household income,

  DRC provided garden boxes and training on urban gardening to 166 families. DRC supported 40 female headed households with the construction of chicken coops and distributed 10 chickens and 1 rooster to each family.

DRC also provided apprenticeship opportunities to 40 male beneficiaries who had completed their vocational trainings under the project.

HIGHLIGHTS 2013

The evaluators have taken into account interventions carried out in Pakistan in 2013.As most of the activities for Afghanistan are set to roll-out in the latter half of 2013, the evaluators were not able to comment on these at the time of the evaluation.

PAKISTAN COMPONENTS

- Access to Basic necessities (humanitarian/ emergency assistance): Field staff collected Lists of potential beneficiaries for rain prevention kit from Shura and Refugee Village Administrators (RVA) in 18 RVs. DRC formulated a criterion for most vulnerable beneficiaries for humanitarian assistance. Knowledge, Aptitude, Practice and Behaviour Survey (KAPB) was carried out in all 18 RVs. Moreover, 4000 Rain Prevention Kits were distributed in 18 RVs.

  A rapid assessment was conducted to design an emergency kit to help prevent roofs collapsing in the RV homes and has informed the development the DRC model. DRC has identified 50 beneficiaries to pilot the distribution of Emergency kits. DRC will evaluate the model through a case-control study approach; where, 10 beneficiaries per RV in which 5 roofs will be water proofed in line with the DRC model and a control sample of 5 Roofs will be water proofed using the refugee's traditional model.

- Community Physical Infrastructure Schemes: Rehabilitation activities are in progress for rehabilitation of 4 schools, 2 BHUs, 1 Community centre, 2 pressure pumps and 38 hand pumps have been identified and work is in progress

- WASH: Latrines were built in selected schools, BHUs and Community Centre with sewerage and sanitation provision like septic tanks, soakage pits and others.

- Livelihoods/ Income Generation Support: DRC commissioned a Socio-economic Survey to inform the vocational trainings and in-kind support component. One month vocational trainings to male trainees will be delivered in institutes, which will cover theoretical cum practical part of the syllabus, which will be followed by apprenticeship of four months in markets.

  Preferable traits for in-kind support as identified by the target population included: carpentry; stone carving; truck trolley body making; masonry; electrician; tailoring; bee keeping; traditional birth attendants (TBA) trainings, machine embroidery and mechanic, welding and carpet frames.

  DRC is considering engaging vocational trainings through professional training institutes based on the survey reports/ generated evidence.

- Protection Assistance: One training on "Laws protecting refugees" conducted with 33 participants (male: 18; and female: 19). The participants were young lawyers of Peshawar Bar Association, SACH and UNHCR-SO Peshawar.

  38 information sessions (22 female and 16 male) targeting 1,520 direct beneficiaries were conducted to promote greater understanding of procedures related to POR card modification and birth registration, host country legislation, Voluntary Repatriation Centre procedures, six months extension in POR cards and DRC complaint mechanism.

- Legal Documentation: Protection assistance (Rights awareness and access to basic rights), whereby DRC Pakistan identified 400 beneficiaries, referred to the Proof of Registration Modification Centre (PCM) and financially assisted (for transportation) @ PKR 1,500/ beneficiary.

Picture3: Female Beneficiary of Livelihood Support carving stones to make jewellery (Pakistan)

Picture4: End product of the stone carving effort – A beautiful pair of stone bangles (Pakistan)

AFGHANISTAN COMPONENTS

- As per DRC Afghanistan request, the 2013 activities for Afghanistan been excluded.

SECTION 4:

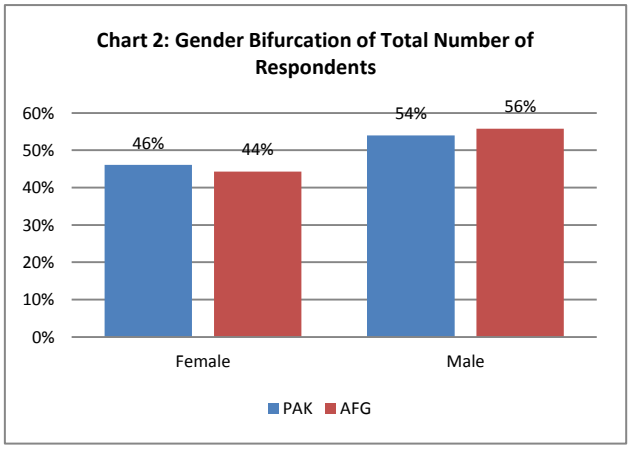
PROFILE OF RESPONDENTS, KEY FINDINGS, LESSONS LEARNT & RECOMMENDATIONS

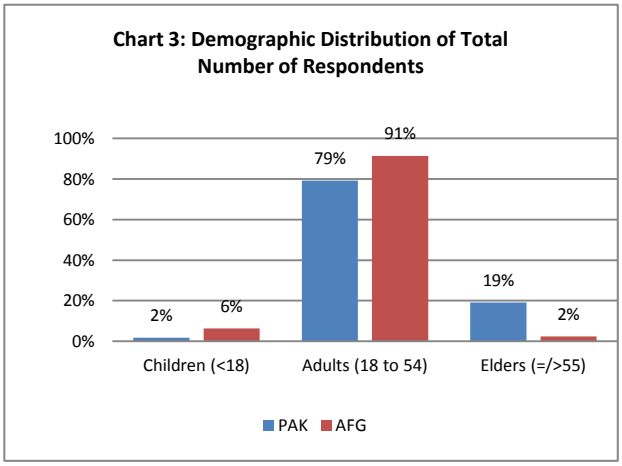
This section of the report brings together the key findings, analysis and commentary on project achievements (in terms of relevance, impact & effectiveness, efficiency), gaps and challenges. The description offers desegregated analysis and commentary for two country offices and multiple project components. The section on findings is structured in line with the evaluation criteria as outlined in the TORs. The discussion under each evaluation criteria follows a consistent description, where it starts with highlighting the results or findings of household survey, and the pattern is further complemented and substantiated by the information and analysis drawn from qualitative evaluation tools. The descriptions end with commentary and analysis of key trends and findings.

Towards the end, key lessons learnt through the project implementation have been outlined and merged with recommendations to inform the DRC future programming in the AFPAK region.

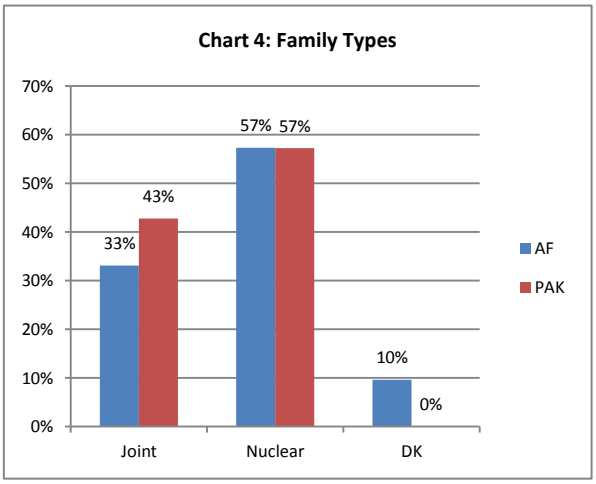
BASIC PROFILE OF RESPONDENTS

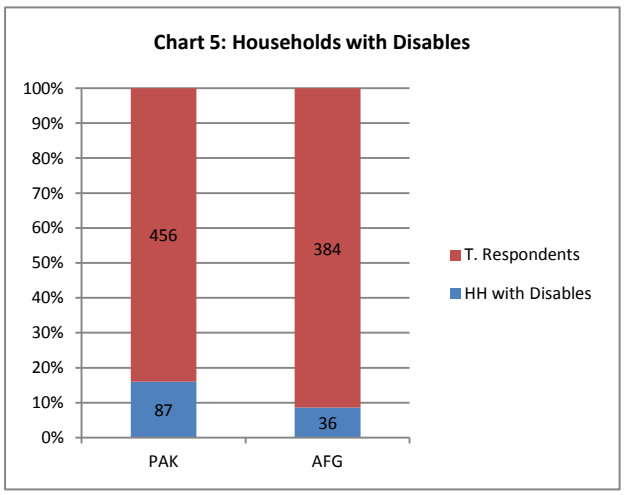
The HH Survey was conducted both in Afghanistan and Pakistan with 840 (a representative sample drawn) DRC project beneficiaries, using a standardized quantitative data collection instrument. The respondents were selected from the lists of those who had benefitted from project interventions in particular the income generation or livelihoods component of the project. The sample was drawn with the intent to have a representative sample balancing the regional coverage of the project including gender. The survey results indicate the same, as in both Pakistan and Afghanistan, the proportion of male and female respondents is almost equal (refer to Chart 2).





In terms of family types, the numbers for those living in the nuclear family structures is relatively higher than those in joint families. Though no baseline numbers are available, however, generally it is assumed that people in Afghanistan may have preference for joint families, whereas the results suggest otherwise (refer to Chart 4).



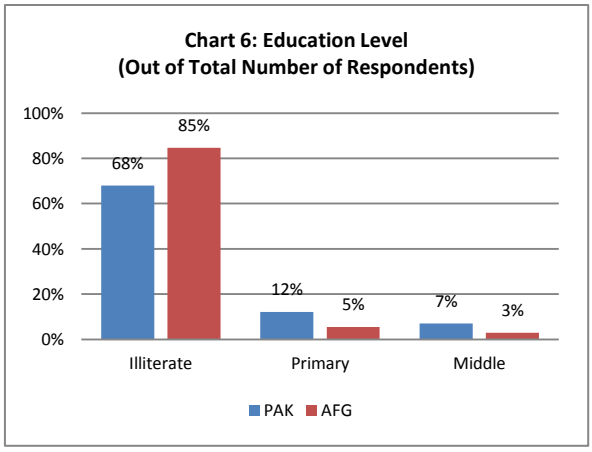


vulnerability determinant in extending assistance (refer to Chart 5).

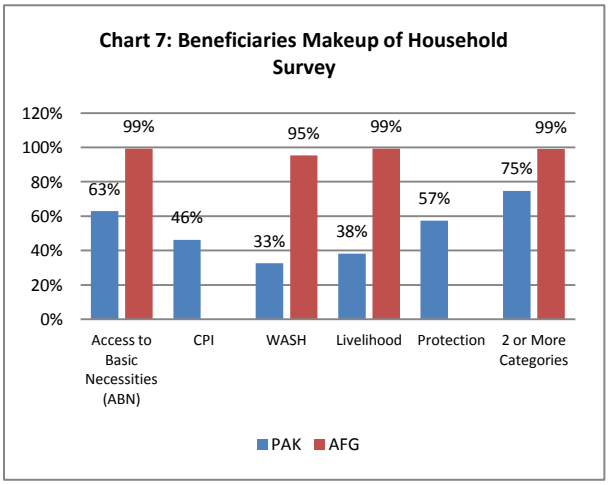
The survey results indicate high levels of illiteracy both in Pakistan and Afghanistan. However, the proportion of illiterate in Pakistan is relatively less compared to Afghanistan. This could be attributed to education as an integral part of refugee assistance in Pakistan. Also, the higher levels of illiteracy in Afghanistan could be attributed to KIS being a new phenomenon and most of the inhabitants converging there from mostly the

In terms of age distribution of respondents, an overwhelming majority represents the group that DRC targeted for assistance - economically active family members i.e. between the ages of 18-54 years (refer to Chart 3). Hence, it could be argued that the majority of the survey respondents represent the most crucial targeted group of assistance, and add more to the credibility of results.

19% of the respondents in Pakistan reported disabled persons in their household; while 9% of the respondents in Afghanistan reported having disabled persons as their family members. The percentage of disability amongst refugees in Pakistan is significantly higher, however, sporadic evidence was available as to whether DRC interventions took note of disability as



troubled areas with scanty education coverage. The evaluators noted that DRC livelihoods and other awareness related activities took note of lower levels of literacy and evolved/ adapted curricula as such to ensure quality and effective training delivery. Computer Literacy/ Skills interventions are part of assistance to both the refugees and IDPs in the two countries (refer to Chart 6).



The survey respondents reflect a mix of recipients of the various project interventions. Of the total respondents, 75% from Pakistan and 99% from Afghanistan responded to have had benefitted from more than one type of DRC assistance. Further exploration reveals that almost all of the beneficiaries of the income generation/ livelihood category have benefitted from all other thematic assistance areas in Afghanistan; survey results in Pakistan indicate that with exception to the beneficiaries of in – kind assistance, all livelihoods assistance beneficiaries have benefitted from protection, legal awareness and other hygiene related activities (refer to Chart 7).

KEY FINDINGS

The key findings reflected below have been triangulated using information collected through desk review, qualitative and quantitative components of the EOP evaluation study. The findings have been categorized according to relevance, impact and effectiveness, and efficiency in line with the evaluation framework and DRC requirements:

RELEVANCE

RELEVANCE OF OBJECTIVES TO THE CONTEXT AND NEEDS

DRC's programming under the AFPAK Programme is aligned with UNHCR's 'Comprehensive Solutions Strategy 2012-2014' which provides a framework to reflect current realities of displacement and deals with not only the refugee caseload, increasing IDPs situation in – country but also economic migration and prolonged stay in neighbouring countries. The elements of the UNHCR strategy being complemented by the DRC AFPAK programme are: (a) facilitation of voluntary repatriation through enhanced and targeted community based reintegration in return areas (popularly referred to as 'reintegration plus') – as well as (b) support to temporary stay arrangements, including finding solutions to refugees at risk, enhancing co-existence, so that the current displaced caseloads are not an excessive burden to the host communities be it in a rural or urban context (In DRC's programming, these efforts are targeting refugees, returnees and IDPs).

The DANIDA funded project is linked to DRC's work in the region. The project results logic has evident complementarity with the following outcome areas of DRC's AFPAK Regional Programme Strategy (2013 – 14): (i) Protection of the right to life has been

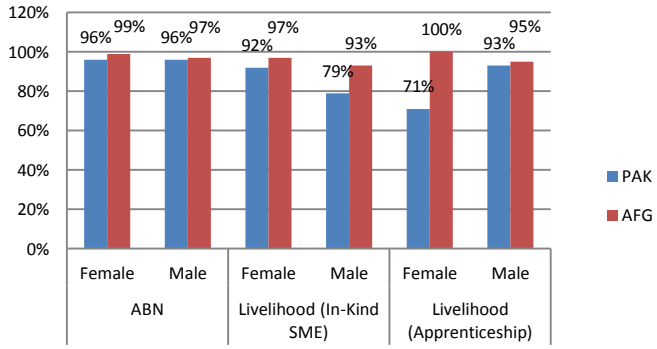
strengthened in areas of immediate conflict or disaster; (ii) Sustainable livelihoods have been strengthened in DRC areas of operation; (iii) Protection has been strengthened in DRC areas of operation; and (iv) DRC will strive to focus on selected 'areas' to improve quality, outreach and accountability of the program.[9]

In terms of relevance, the evaluators found that DANIDA funded project interventions (results logic attributing to larger regional goal of Durable Solutions) are consistent with the efforts of the Afghan government including regional countries and development community. It could be argued that the project offers consistency and coherence with the fundamental principles and spirit of both the 'PARIS Declaration for Aid Effectiveness[10]' and the 'ACCRA Declaration and Agenda for Action[11]' which emphasize supporting national efforts and priorities.

Evidence that substantiates supporting the government efforts is DRC's adaptation of shelter interventions though planned as part of the project. The shelter component was excluded and/ or adapted to avoid the risk of running into conflict with government policies and positions.[12] The interventions were abandoned or/ and adapted as governments in Pakistan and Afghanistan feared that such interventions may encourage permanent settlement in RVs and KIS.[13]

The survey results indicate that DRC interventions in Pakistan and Afghanistan were relevant to the needs of the respondents. A healthy proportion of male and female respondents shared that the project interventions were relevant to their needs (refer to Chart 8). This was reflective during FGDs by the respondents who identified: (i) humanitarian support; (ii) shelter provision/ strengthening; (iii) livelihood opportunities; and (iv) protection as their perceived key priorities for Pakistan. Whereas, the respondents in Afghanistan identified: (i) shelter; (ii) humanitarian assistance in the form of food; (iii) access to education and health; and (iv) post – training support in terms of accessing the local markets, suppliers, and employers as the key priority areas. Further exploration of key priority areas and needs was beyond the scope of this evaluation; however, further research may be required in this regard.

Chart 8: Relevance of Interventions to Needs of Respondents



[9] 2013, DRC. AFPAK Regional Strategy
[10] 2005 OECD. The Paris Declaration for Aid Effectiveness
[11] 2008 OECD. The ACCRA Declaration and Agenda for Action
[12] 2010-11 CAR, policies on programming in Afghan Refugee Villages in Pakistan
[13] 2013 MORR, Government of Afghanistan

The project has been reviewed in light of the broader durable solutions framework, the DRC's AFPAK regional programme strategy, the Paris Declaration and ACCRA Agenda for Action, and the needs of the displaced populations in Afghanistan and Pakistan to ascertain the relevance of the project. The evaluators find the project to be relevant to the overall context and the needs of the beneficiaries.

RELEVANCE/ CONSISTENCY OF INTERVENTIONS WITH OBJECTIVES (ATTRIBUTION)

The DANIDA funded project objectives (from 2011-13) revolve around 4 key thematic areas: (i) Access to basic necessities (humanitarian/ emergency assistance); (ii) Support to community physical infrastructure for improved access to services and raise health and hygiene awareness; (iii) Livelihoods/ Income generation support for self-reliance; and (iv) Protection assistance (Rights awareness and access to basic rights).

- Access to Basic Necessities (humanitarian/ emergency assistance): the evaluators view the cyclical provision of humanitarian support to largely predictable situation i.e. extreme weather conditions in Afghanistan and partly in Pakistan, hence would be careful in finding a strong link between the objective of strengthening of coping mechanisms through regular humanitarian assistance. Nevertheless, the recent transition to supporting risk mitigation in particular for Pakistan programme whereby rain prevention kits been provided, is contributing to improved coping capacities.

- Community Physical Infrastructure Schemes and WASH – Health and Hygiene Awareness: the interventions are clearly linked towards improving awareness and access to health, education, water, and sanitation services in the settlements. However, provision/ strengthening of shelter appear to be a project area, which needs to be addressed through greater evidence based advocacy to influence public policy to meet the demands of the target populations.

- Livelihoods/ Income Generation Support: the interventions are clearly linked to income generation with a focus on training and SME (new skills introduction/ development and enterprise development through supporting existing skills). Although the livelihood interventions have diversified over the years, in most cases they are not informed of structured market surveys. The post training support needs added diversification at varied levels (explained in detail in the following section) and the on-farm livelihood training planned for 2014 is further going to enhance diversification. The entire component may need greater synchronization with the concept of business development services concept with adequate focus and resources for pre, during and post training support.

- Protection Assistance (Rights awareness and access to basic rights): the interventions are clearly linked to protection assistance with a focus on awareness creation and facilitating access to available services through a community driven approach.

The assessment and analysis of results logic for the DANIDA projects (three project results frameworks were developed – on an annual basis) evidently supports the element of attribution at impact, objective/ outcome, output and interventions levels. Hence, it could be argued that the project interventions offer an expressed relevance to the project objectives, which in turn contribute to larger project impact and the durable solutions. The evaluators however hold this opinion that DRC may need to firm up the results language and choice of indicators to make the results frameworks offer greater coherence and consistency to the principles of Result Based Management, this is correlated in the lessons learnt and recommendations section later.

IMPACT & EFFECTIVENESS

PROGRESS AS MEASURED AGAINST THREE YEARS OUTPUTS/ OUTCOMES

The following table reflects key outcome indicators of the project, evaluated against survey findings:

Table 1: Survey Findings Against Key Indicators

Outcome/Thematic Area	Indicators	Survey Findings
Access to Basic Necessities (humanitarian/ emergency assistance)	At least 80% of households report perceived improvement of coping mechanisms during the winter/ monsoon season	Average over 90% respondents/ households (87% and 94% in Pakistan and Afghanistan respectively) reported perceived improvement of coping mechanisms during the winter/ monsoon season
Community Physical Infrastructure, and WASH – Health And Hygiene Awareness	At least 80% of households in 10 communities have access to improved communal infrastructures and basic services	94% in Pakistan (Afghanistan CPI excluded) respondents/ households reported to have access to improved communal infrastructures and basic services (Note: baseline numbers not available)
Livelihoods/ Income Generation Support	At least 60% of households report perceived improvement of livelihood conditions	Assessed at three levels i.e. perceived improvement in livelihoods (employability and business), previous and current employment status and increase family incomes. 1. Over 70% claimed of perceived improvement in livelihoods (57% and 90% in Pakistan and Afghanistan respectively) 2. 32% to 39% (overall 7% more people in Pakistan) are now employed/ doing business compared 10% increase in Afghanistan (64% to 74%) 3. Over 60% (44% in Pakistan and 80% in

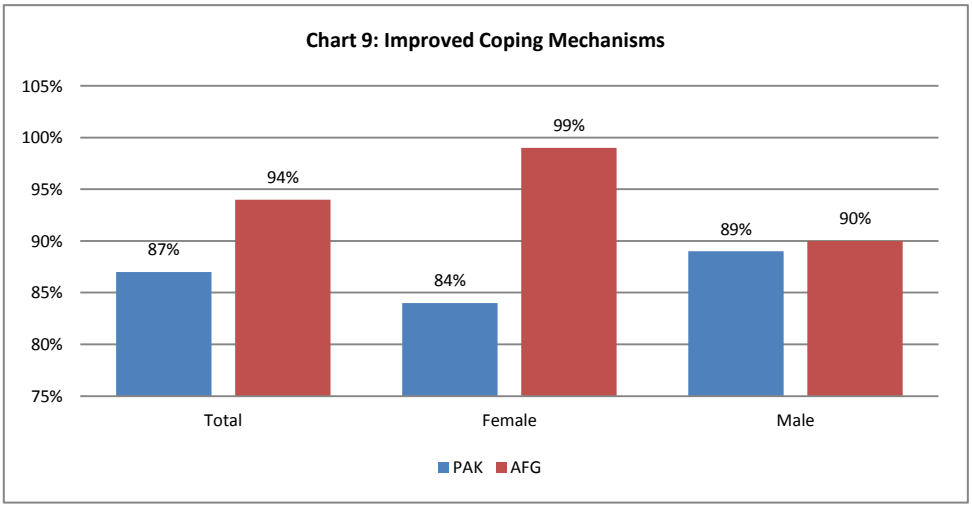
		Afghanistan) reported monthly income increase
Protection Assistance	NA	N/A

The above table indicates the results of household survey demonstrating outcome level achievements or immediate impact. The following description offers commentary and analysis as to project effectiveness and impact (in terms of adequacy, quality and changes in life) for each project.

IMPACT OF THE PROGRAMMEON TARGETED BENEFICIARIES, BEYOND THE IMMEDIATE OUTCOMES

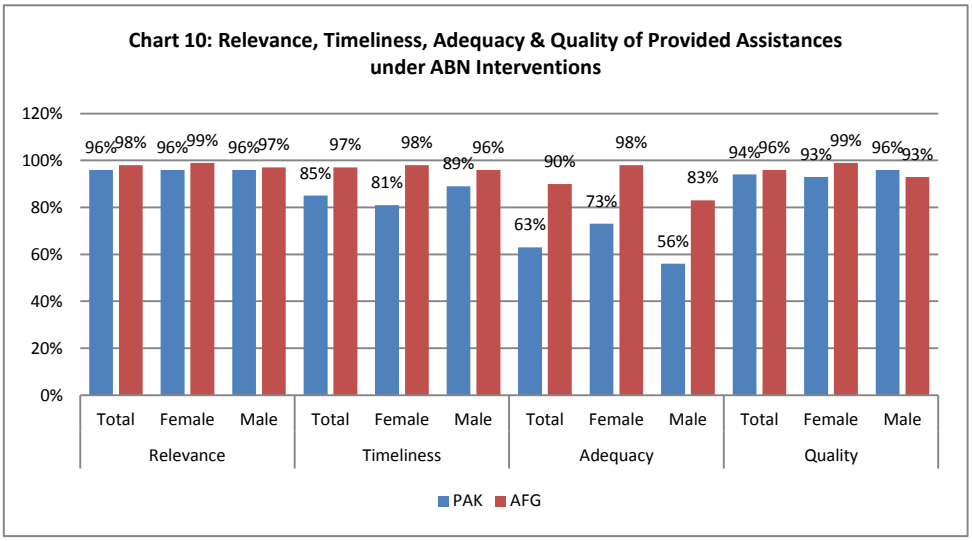
This section looks into different elements such as beneficiary perceptions of how this assistance was useful, the adequacy of assistance (in terms of gender and age) and quality of assistance. The impact of the programme on the targeted beneficiaries, beyond the immediate outcome indicators has been to ensure survival, productivity and protection.

- Access to Basic Necessities (humanitarian/ emergency assistance): The results of the survey are encouraging as to the effectiveness of the humanitarian assistance provided in the two countries. Over 90% of the survey respondents reported improved coping mechanisms as a result of assistance extended by DRC; this includes, 87% of the respondents of Pakistan and 94% of the respondents of Afghanistan (refer to Chart 9).



The survey results indicate that women respondents were more appreciative of the assistance as 99% & 84% females from the Afghanistan and Pakistan respectively shared that the assistance has improved family coping mechanisms. Female respondents during FGDs shared that the Winterized Kits and Firewood

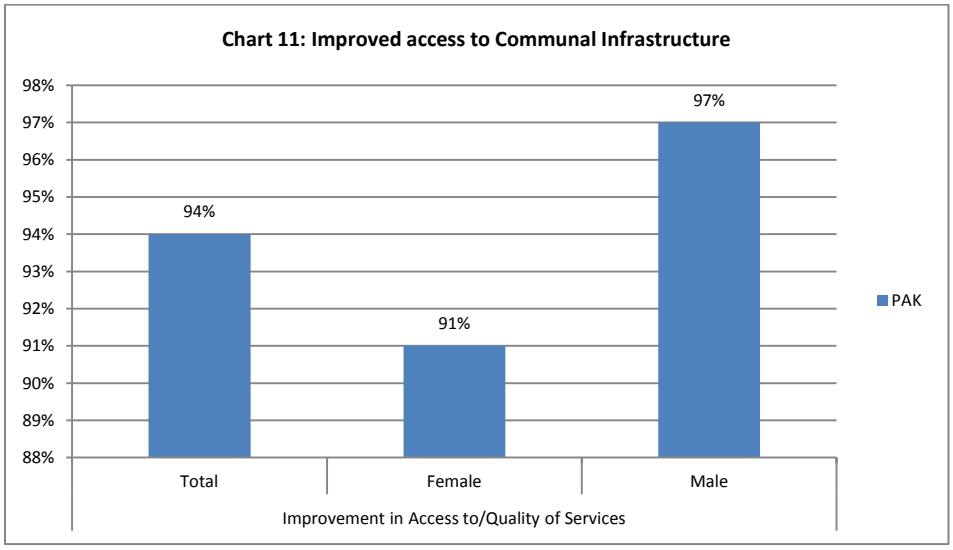
helped women and children survive the extreme weather conditions with relative ease with lower incidence of cold related sickness.



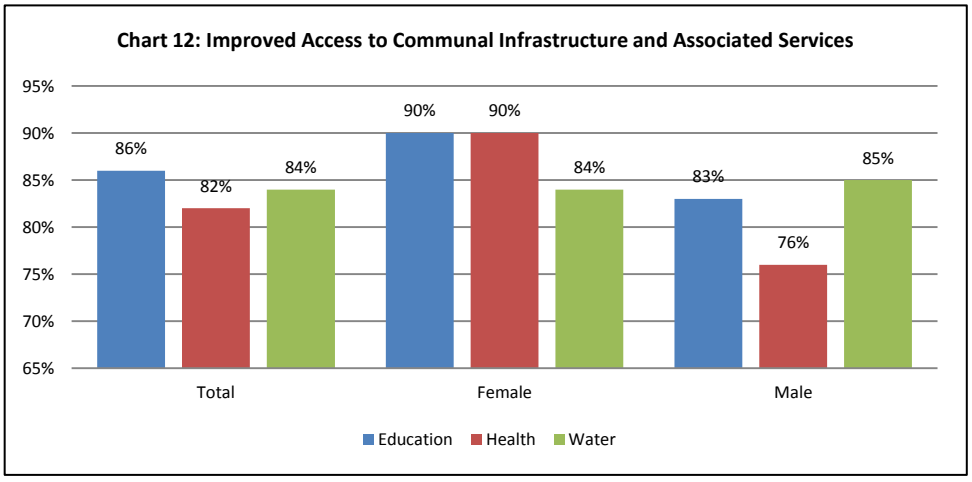
In both countries, the respondents' views were largely in favour of the assistance in terms of relevance to need; timeliness; adequacy; and quality (refer to Chart 10). The respondents in Afghanistan during FGDs interaction endorsed these views whereas some in Pakistan complained that plastic sheets of the rain prevention kit were provided after they had completed repairs (mud pasting) of their mud and thatch houses. Some concerns were voiced as to adequacy of assistance provided in terms of numbers of sheets provided as they were seen as inadequate being able to cover only one room's ceiling. The humanitarian assistance component over the years has seen transformation from post disaster relief assistance to supporting community resilience, which has been appreciated both by the communities and other stakeholders. While responding to the question of how this assistance helped, the respondents in Afghanistan shared that it contributed to a marked reduction in the incidence of seasonal morbidity and mortality especially amongst children (these remain anecdotal accounts as no documented evidence is available to suggest this, which perhaps may need to be explored further). The respondents shared that they looked forward to receiving the same humanitarian assistance in 2013 and 2014. In Pakistan, some referred to reduction in the incidence of roof leakage/ collapse during monsoon as an indication of improvements, which again is anecdotal. There is however growing critique of humanitarian assistance in terms of making communities too reliant on external assistance. DRC is advised to focus on initiating interventions around social safety under livelihoods to encourage people to plan for the extreme weather conditions independently.

- Community Physical Infrastructure Schemes and WASH – Health and Hygiene Awareness: 94% respondents (only in Pakistan as CPI component was excluded from Afghanistan survey instrument) shared that after DRC interventions the quality/ access to basic services has improved. In terms of gender breakup, men are relatively more appreciative of the assistance compared to women i.e. at 97% while women are at 91%. The element of attribution may need more

cautious reading as there are multiple other agencies involved with CPI schemes in RVs, hence this could not be argued as a result of only DRC efforts.

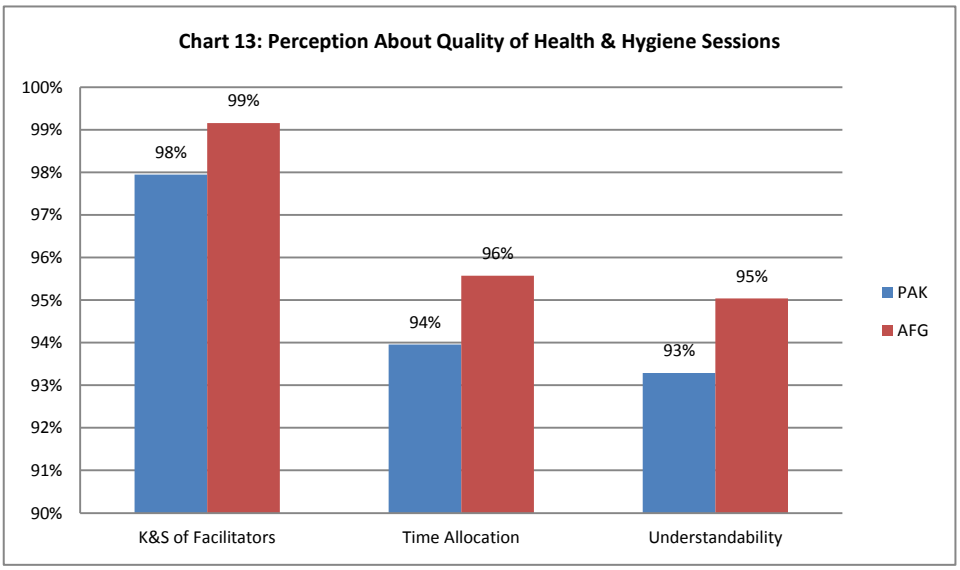


In terms of access to basic services, 80% of the survey respondents reported access to communal infrastructures and basic services. Overall, 86% said they have access to education, 82% to health services, and 84% to water sources (refer to Chart 12) both in Pakistan and Afghanistan, which is indicative of reasonable levels of access to basic civic services. In the absence of baseline numbers, no comparison could be offered as any improvement in the services coverage. The following chart illustrates access to basic services.



On the benefits or immediate impact of CPI interventions, community respondents (mostly male beneficiaries and Shura members) reported that as a result of rehabilitation of schools and health facilities in the RVs, the respective facilities have seen an increase in school enrolments/ attendance and patients' (OPD) visits. These remain anecdotal accounts and could not be substantiated for lack of documented evidence. Women respondents were more appreciative

of water related CPI interventions (hand pumps) and pointed out that as a result of availability of clean/ adequate water in close proximity, they have adequate water facilitating thus improved family and household hygiene. They added it saves time to collect water, which leaves them with more time for household chores and time to tend to their children.



Almost all of the survey respondents in Pakistan and Afghanistan appreciated the utility and usability of health and hygiene sessions conducted by DRC. By and large the respondents shared that the knowledge of H&H facilitators, time allocated for sessions and the contents were understandable (refer to Chart 13). During field interaction with the evaluators, the community respondents shared that the knowledge gained relates to everyday life and as they stand were more informed of health hazards (mainly those that stem from poor sanitation and hygiene), they have started adapting them in routine life. They feel more confident that such practices would avert sickness and disease. The women in particular, shared that they have adapted what they have learned on H&H in their regular lives and seeing the benefits in terms of improved health of their children plan to continue/ improve upon hygienic practices.

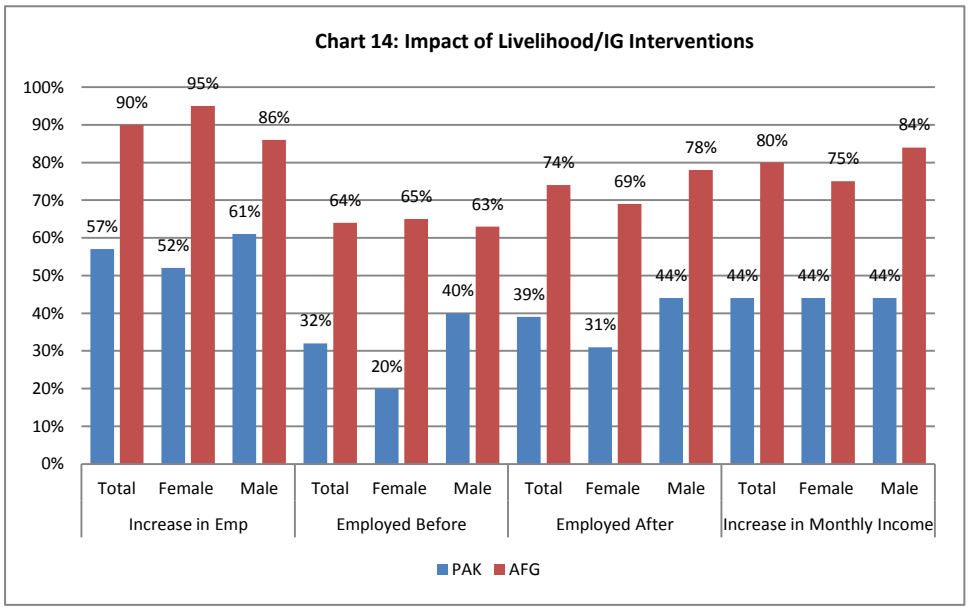
- Livelihoods/ Income Generation Support: As explained above, the evaluators have assessed the perceived improvement in livelihoods at three levels. These include perception level changes in livelihoods, status of employment/ business before and after participation in DRC project and increased monthly incomes. The survey results indicate positive changes on all counts. For instance,

  I. Over 70% claimed of perceived improvement in livelihoods (57% and 90% in Pakistan and Afghanistan respectively).
  II. 32% to 39% (overall 7% more people in Pakistan) are now employed/doing business compared 10% increase in Afghanistan (64% to 74%).

III. Over 60% (44% in Pakistan and 80% in Afghanistan) reported monthly income increase.

Note: Find detailed analysis as to adequacy & quality of varied elements of livelihoods component such as trainer skills, contents, training facilities, relevance and quality of in-kind assistance and post training support and others in the attached Annex.

Generally, the gender desegregated analysis offer similar trends across two countries (refer the Chart 14)



For the training component, the respondents mostly showed satisfaction however as per evaluators assessment this element of the livelihoods assistance needs improvement in terms of being informed of structured market surveys, added focus on quality of training, consistency with national training curricula, trainers skills and training facilities, incentives for trainees (for improved attendance, sustained interest and lower dropout rates), certificate accreditation, greater diversification in post training support in terms of job placement, access to capital financing/ micro-finance institution, product development and marketability.

The in-kind support provided to the beneficiaries (trainees and non-trainees) found relevant to the vocations in which people were either trained or working already. The in kind assistance worked at two levels, one at facilitating beneficiaries set-up small home based or location based businesses and second at improved work environments for those who were already at work. The products made by the beneficiaries do indicate lack of refinement and quality, which constrains their marketability. This argument was supported by the beneficiaries and partners involved in vocational skills training.

QUOTES FROM THE FIELD
A beneficiary of the in-kind assistance in Pakistan, while praising the assistance pointed to the usability of the assistance. The respondent shared a view 'I used to borrow a carpet weaving machine from others, now I have my own, which I amusing to earn my living and support my family.'

According to the participants of the FGDs, the apprenticeships provided the beneficiaries to understand and get trained in relevant work environment were useful in providing the beneficiaries with exposure to the local markets, work environment related challenges and practically demonstrate learning acquired through training. This also proved useful in terms of introducing trainees to potential employers, given that they did not intend to set up a business of their own.

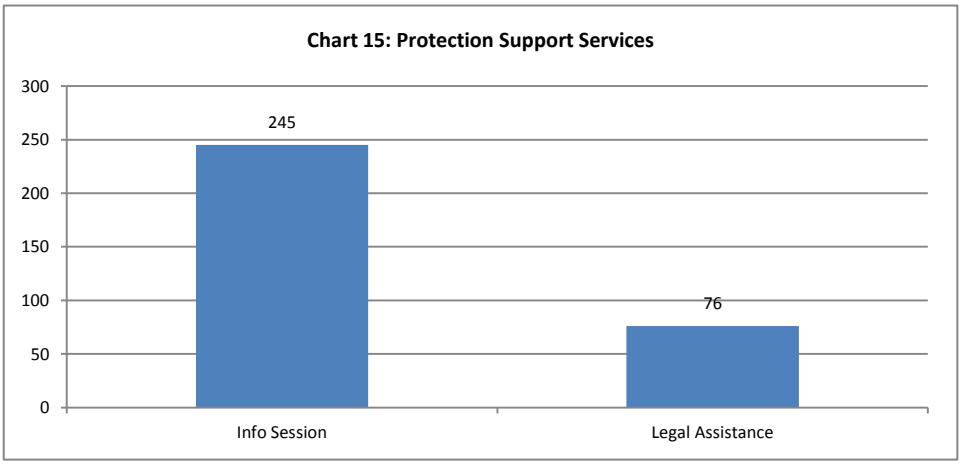
In terms of challenges to find employment or start up a business, the respondents pointed out multiple constraining elements such as low capital to start up a business, lack of access to financial capital institutions, low quality products, limited or low quality equipment, limited market understanding and accessibility to vendors/ contractors and others. The issues are more or less the same for the two countries.

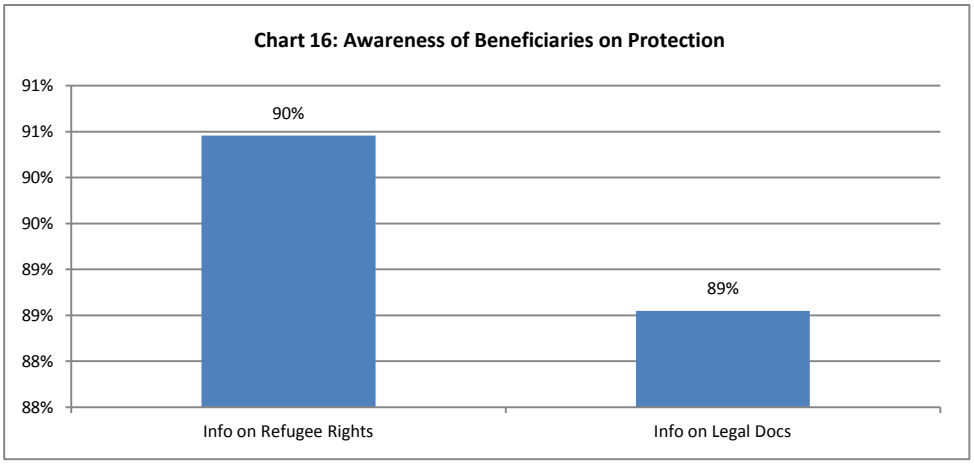
The respondents in Pakistan and Afghanistan shared that they were unsure if their skills would be as useful in their areas of origin for limited availability of raw materials, smaller markets, deteriorated infrastructure (electricity) and others. The evaluators are of the view that in most of the traits selected for vocational training offer an urban bias, which the future market survey may need to look into.

The section on recommendations elaborates the areas that need improvement for the livelihoods component for more effective results.

- Protection Assistance: The protection component is largely implemented in Pakistan, with a focus on creating awareness, and facilitating improved access to available services through demand generation. The DRC household survey respondents in Pakistan included 245 beneficiaries of the protection information sessions and 76 having received legal assistance through designated offices in Pakistan. The beneficiaries of protection assistance reported that as a

result of the awareness and practical assistance extended by DRC, they feel more informed of their rights, more reassured of their freedom to move around with fewer incidences of harassment by law enforcement agencies at various levels, greater access to humanitarian assistance, and that they are more informed of agencies/ forums to report to regarding any protection related issues. The charts below illustrate the survey results as to the perceived benefits of protection assistance (refer to Charts 15 & 16).





Beyond immediate impact, the evaluators are of the view that DRC assistance has contributed to the larger objective of durable solutions. The humanitarian assistance component has contributed to survival (particularly of infants & children), and mitigated seasonal hardships. The CPI schemes have contributed to improved levels of access and quality of services. The improved levels of schools enrolment, retention and increase in seeking healthcare from improved health facilities indicate a brighter future. The improved levels of H&H awareness and attitudinal and practice level changes would naturally lead to healthier communities. The income generation component is contributing to renewed confidence in capabilities of men and women, which in an enabling environment would help them get gain employment or start up their own businesses. Protection assistance is contributing to improved awareness of rights, which is reassuring in terms of beneficiaries being able to understand the

violations to their rights and engage more effectively with duty bearers. This offers better prospects for beneficiaries being able to exercise their rights more effectively in the future, irrespective of where they end up living. The DRC contributions to the formulation of IDPs policy, given its approval remains the hallmark of the project, offering prospects for greater awareness and as mentioned above for people to be able to exercise their rights and enhance capabilities.

FOCUS ON INTENDED TARGET GROUPS AND COVERAGE

The DRC project was designed to target refugees, IDPs and returnees as direct beneficiaries. The project focused on refugees living in refugee villages in Pakistan's Khyber Pakhtunkhwa Province as well as IDPs and returnees living in urban informal settlements in and around Kabul city and in the Bagram province of Afghanistan.

The reading of beneficiary lists, indicate that the project successfully reached out to the intended target groups both in Pakistan and Afghanistan. The decision to focus on people in camps and KIS in Kabul appear relevant also, as these represent relatively more vulnerable groups.

The project beneficiaries include a healthy mix of men and women. The children appear to have benefitted directly and indirectly from different interventions. Except for livelihoods interventions, whereby 10% quota allocated for the disabled, the evaluators did not find any concrete reference to interventions targeting older persons, one segment amongst the vulnerable groups.

The project evolved participatory ways (involving community representatives and local public agencies) to reach out to the target groups, which as an assistance principle is commendable. However, in some places beneficiaries referred to mis-targeting of assistance, whereby those associated with the Shura members alleged to have received better (received mostly the cost heavy assistance items) and multiple assistance. This could possibly be addressed by evolving effective targeting criteria for varied interventions and assistance items, and this could be done with active involvement of beneficiary groups while underlining the need for equity based and effective targeting.

Chart 17: Distribution of Respondents - Assistance Received in Pakistan

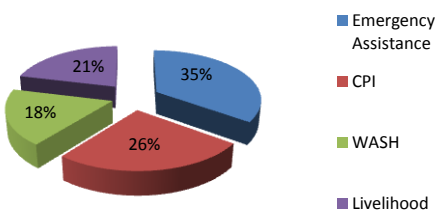
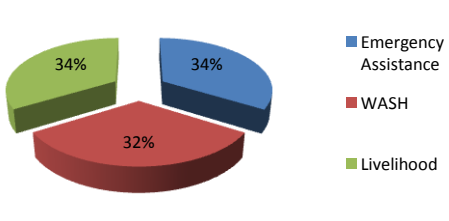


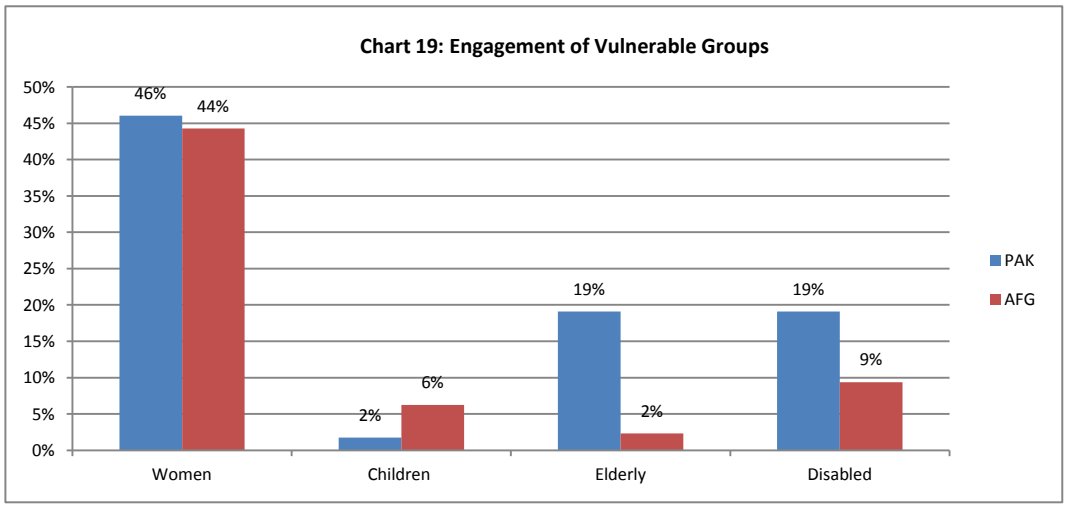
Chart 18: Distribution of Respondents - Assistance Received in Afghanistan



In terms of coverage, the project covered 12 RVs villages in Pakistan and 30 plus KIIs and settlements in Bagram. The survey results indicate a mixed trend for distribution of

assistance in Pakistan. For instance, 35% received humanitarian assistance or access to basic needs (ABN), 44% on CPI and WASH, and 21 % towards Livelihood/ Income Generation. A similar trend is evident for Afghanistan (refer the Charts 17& 18). Please note that these numbers represent survey results, however all beneficiaries in Afghanistan received multiple types of assistance – as evident from the fact that 99% survey respondents in Afghanistan reported to have been the recipients of multiple types of assistance.

EXTENT OF ENGAGEMENT OF VULNERABLE GROUPS



The evaluators did not find guidelines or criteria for classification of vulnerable, most/ extremely vulnerable groups in relation to qualify for certain assistance, and in most cases relied on beneficiary lists provided by Shuras or/ and by the Commissionerate of Afghanistan Refugees (CAR). Although verified by DRC staff, nevertheless this remains a weaker link which project team may need to prioritise for next phases to uphold the principle of equitable distribution of assistance.

The role of the Shura is central to the consultation process, and as the target population comprises of an influence driven community, the extent of engagement of vulnerable groups remain overshadowed by the influence of the Shura members in critical decision making. Furthermore, the evaluators were unable to identify evidence regarding engagement of vulnerable groups in the identification process. Therefore, despite the engagement of 46% women, 19% elderly, 19% disabled and 2% children in Pakistan; and 44% women, 2% elderly, 9% disabled and 6% children in the Afghanistan, the engagement of vulnerable groups remains subjective. The project focus needs to be enhanced for vulnerable groups, particularly children and the elderly using an objective approach and a well – defined vulnerability criteria for each project intervention in future programming.

Key issues identified by the beneficiaries during FGDs included provision of vocational trainings to under 18 year olds, inconsistent application of criteria resulting in inequity, and a greater influence of Shura in the overall allocation assistance/ support. Furthermore, the beneficiaries shared that people with a greater influence and power

(related to Shura members) received either cost heavy assistance and duplicated assistance. For instance, in Pakistan, some people complained that a stone-carving machine (a relatively high cost item),had gone to close relatives of the Shura member, whereas less expensive assistance like winter kits and monsoon kits (plastic sheets) were provided to the others. This raises concerns as to well – defined vulnerability criteria, integration with type of assistance delivered and targeting of beneficiaries. Also, the principle applied in Pakistan as to a one assistance package for a single beneficiary household may have contributed to exclusion of families, which may have needed the assistance most. This needs rethinking for the future to ensure effective targeting of assistance.

SUSTAINABILITY OF BENEFITS OF INTERVENTIONS

The evaluators reviewed project interventions to ascertain the sustainability of their resultant benefits. The analysis for sustainability for each outcome theme is reflected here:

- Access to Basic Necessities (humanitarian/ emergency assistance): Most one – time/ situation specific assistance, hence not been evaluated in terms of sustainability. However, there is growing criticism of assisting communities for predictable events, for which DRC is advised to focus more on building resilience (DRR) of communities instead of engaging with cyclic humanitarian distributions.

- Community Physical Infrastructure Schemes & WASH – Health and Hygiene Awareness: The benefits are likely to continue beyond the project life in terms of improved levels of services, quality, increased enrolments and OPD, improved health and hygiene awareness and practices. The knowledge, changed attitudes and practices are likely to sustain. The operations and maintenance arrangements made with Shura could not be assessed as such as the projects have completed only recently.

- Livelihoods/ Income generation Support: the income generation component has contributed to a renewed self – confidence and improved capabilities, which are likely to sustain. The beneficiaries would continue to use the skills to remain gainfully employed and retain the status of productive family members irrespective of the fact of where the beneficiaries may end up choosing to live.

- Protection Assistance: the interventions have contributed to improved understanding of rights, responsibilities of duty bearers, which are likely to outlive the project. Being more informed individuals, they shall be able to access and advocate rights more effectively, and help others do so as well.

- At the policy level, the formulation of IDP policy offers prospects of enormous change given approval. Given approval it may benefit the IDPs exercise choice as to where they intend to settle and effectively make use of their capabilities to achieve self – reliance and contribute to economic development.

- At the institutional level, the 'goodwill' generated by DRC work both in Pakistan and Afghanistan with relevant authorities shall sustain and require building further on this. The DRC is well respected by the public sector, civil society partners and communities, which remains a critical asset that may sustain and help DRC leverage for the future.

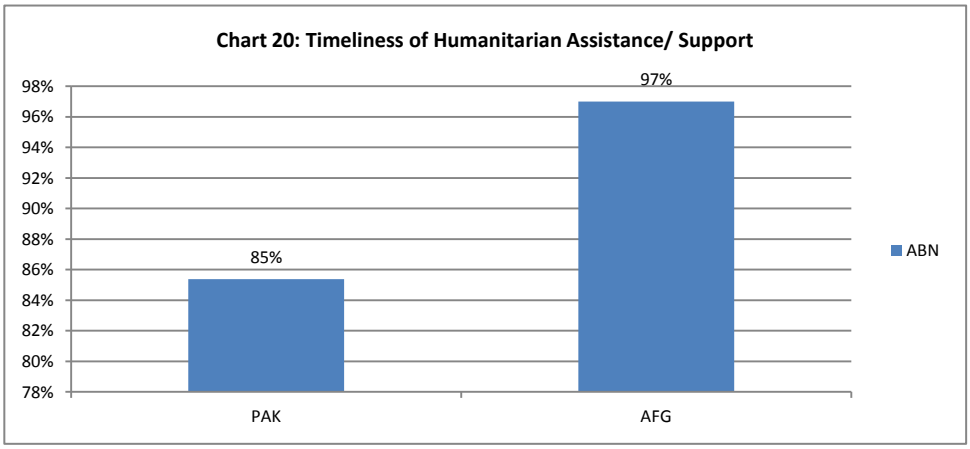
- Institutionally, DRC has matured and have more experienced staff, which has over the years gained a better grasp of context, programmatic priorities, systems and procedures, as well as thematic complexities. The trained and experienced work force remains another asset or result of the project that may sustain and are able to leverage these learning in future.

EFFICIENCY

TIMELINESS OF INTERVENTIONS

The evaluators reviewed the timeliness of interventions to assess if assistance provided at the time when recipients needed it most. The evaluators have also assessed how DRC project interventions been rolled out with a clear understanding of time critical value and logical connect of different interventions.

- Access to Basic Necessities (humanitarian/ emergency assistance): 85% of the respondents in Pakistan and 97% respondents in Afghanistan perceive that the assistance was provided in time (refer to Chart 20).



However, as explained earlier, beneficiaries in Pakistan shared concerns as to delayed provision of plastic sheets for rain damage prevention of roofs prior to the monsoon season.

- Community Physical Infrastructure Schemes &WASH – Health And Hygiene Awareness: CPI schemes overall were planned, implemented and completed in time. Some of the schemes faced delays in 2011 in Pakistan.

- Livelihoods/ Income Generation Support: overall, the respondents were positive of the assistance, however there were concerns as to standardized timeline for

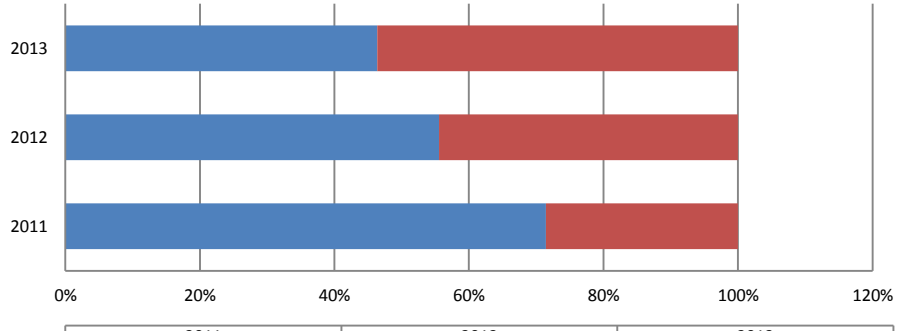
all traits (6 months duration of training in Afghanistan for all traits), lack of contributions of market survey to vocational training skills selection (project delivery found to be less appreciative of time critical value of different project interventions and logical sequencing). The cross border assistance component has not seen much success for multiple reasons.

- Protection Assistance: the protection support activities carried out by DRC in Pakistan appear are being planned and will be implemented in the future.

VALUE FOR MONEY

The value for money analysis has been carried out at varied levels, however mostly not related to project effectiveness for lack of impact information such as what extent family incomes have increased, impact of improved access to basic services and needs etc. The evaluators to the extent possible have tried to use the '3E framework' of DFID (UKaid, published in April 2013) and have made effort to review project finances in line with economy (beneficiary costs), efficiency (budget consumption and distribution between different heads of account) and effectiveness (could not been carried out for scanty impact information). It would have been difficult to calculate value for money in terms of effectiveness for absence of bench-mark as to cost/ beneficiary for varied thematic elements for certain level of change in living conditions. Hence, the readers may need to take this analysis at theoretical level rather deeply comparative, in relation to established benchmarks.

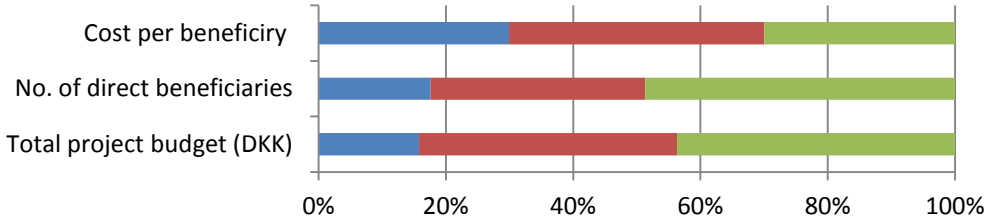
Chart 21: Budgetary Allocations b/w PAK-AFG



	2011	2012	2013
PAK	71%	56%	46%
AFG	29%	44%	54%

The total project worth for 2011 was 7 Million DKK (5 Million DKK for Pakistan and 2 Million DKK for Afghanistan), for 2012 was 18 Million DKK (10 Million DKK for Pakistan and 8 Million DKK for Afghanistan), and for 2013 was 18 Million DKK (9 Million DKK for Pakistan and 10.4 Million DKK for Afghanistan). The records suggest that of the total funding amounting to 44.4 Million DKK, 54% (24 Million DKK) was meant for Pakistan and 46% (20.4 Million DKK) was for Afghanistan (refer the Chart 21).

Chart 22: Cost per Beneficiary Over 3 years



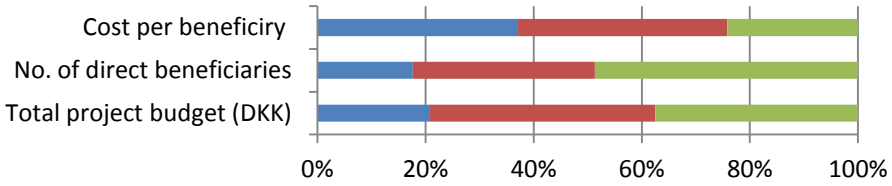
	Total project budget (DKK)	No. of direct beneficiaries	Cost per beneficiry
2011	7,000,000	2,960	2,365
2012	18,000,000	5,670	3,175
2013	19,400,000	8,182	2,371

The analysis indicates that in 2011, the project benefitted 2,960 beneficiaries at the cost of 2,365 DKK/beneficiary, which jumped for 5,670 escalated to 3,175 DKK/beneficiary in 2012. As per the targets for 2013 at 8,182 beneficiaries, the project per beneficiary costs comes to 2,371 DKK per beneficiary cost. As there are no market standards for cost/ beneficiary for varied elements, hence the evaluators feel constrained to comment on an average cost of 2,641 DKK/ beneficiary, nevertheless, it seems on the higher end for a project that has predominantly extended softer assistance.

The following graphs offer desegregated information for the two country offices in terms of per beneficiary costs (cut across years), distribution of costs/ expenditures for varied management and thematic costs and budget consumption levels.

PAKISTAN COMPONENT

Chart 23: Cost per Beneficiary Over 3 years (Pakistan)

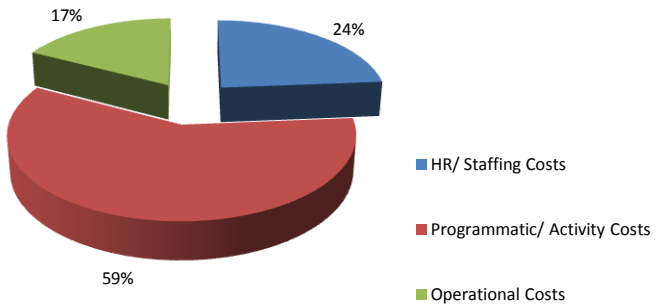


	Total project budget (DKK)	No. of direct beneficiaries	Cost per beneficiry
2011	5,000,000	1,480	3,378
2012	10,000,000	2,835	3,527
2013	9,000,000	4,091	2,200

The numbers indicate relatively higher per beneficiary for 2011 and 2012 at 3,378 DKK in 2011 to 3,527 DKK in 2012 for type of assistance provided. The projections for 2013 seem relatively reasonable at 2,200 DKK/ beneficiary (refer the Chart 23).

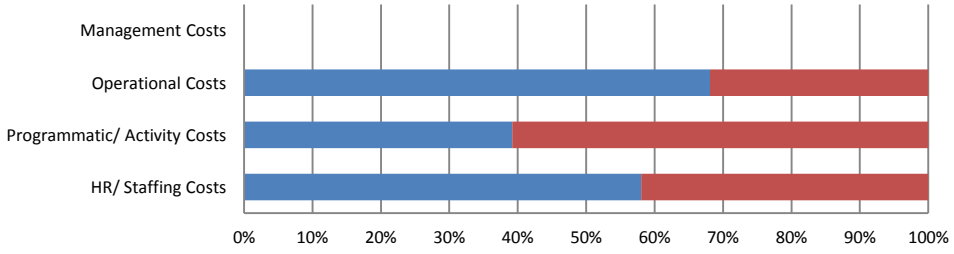
The budget (expenditures) composition is assessed for distribution of costs/ expenditures for two key budget heads i.e. operations (further sub-divided into human resources, and operations/ management) and programmatic/ activity costs.

Chart 24: 2 Year Cummulative Budgetary Allocation (Pakistan)



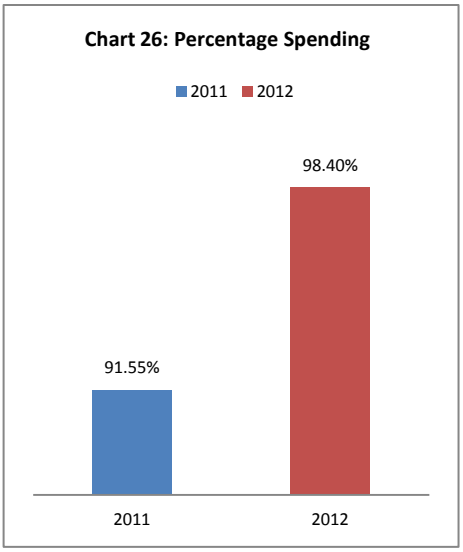
The cumulative budgetary expenditures for last two years when assessed in terms of distribution into programme and operations expenditures reflect inconsistency with development assistance standard budgeting principles i.e. 20% for HR/ staffing; >70% for programmatic activities; <5% for operations; and 5-7% for management costs.

Chart 25: Budgetary Analysis (Pakistan)



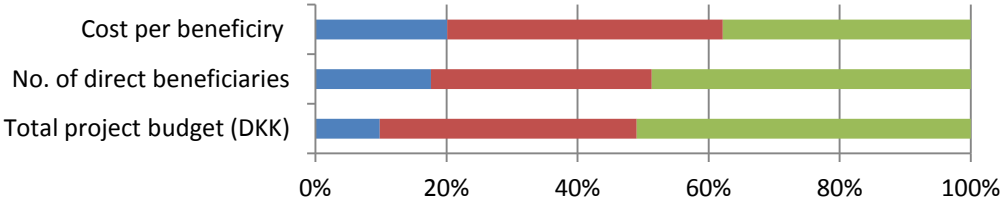
	HR/ Staffing Costs	Programmatic/ Activity Costs	Operational Costs	Management Costs
2011	30%	42%	28%	
2012	21%	65%	13%	

DRC Pakistan (for 2011 and 12 cumulatively) spent 24% on HR/ staffing; 59% on programmatic/ activities; and 17% on operations from the DANIDA assistance. The operations costs at around 41% are again quite high. The budget consumption levels for both years are satisfactory at over 90% (refer the Chart 26).



AFGHANISTAN COMPONENT

The results for Afghanistan are no different than Pakistan, however, the per beneficiary costs are relatively lower than Pakistan for the first two years i.e. 1,351 DKK for 2011 and 2,822 DKK in 2012. The projections are higher than Pakistan and put it at 2,542 DKK/ beneficiary.



	Total project budget (DKK)	No. of direct beneficiaries	Cost per beneficiry
2011	2,000,000	1,480	1,351
2012	8,000,000	2,835	2,822
2013	10,400,000	4,091	2,542

Like Pakistan the budget/ expenditures composition is again in-consistent with the standardized budgeting formula i.e. 20% for HR/ staffing; >70% for programmatic/ activities; <5% for operations; and 5-7% for management costs. The evaluators, while being mindful of the challenges in security challenging environment such as Afghanistan with higher costs, may advise to increase the proportion of programmatic allocations/ expenditures at least to 60%.

Chart 28: 2 Year Cummulative Budgetary Allocation (Afghanistan)

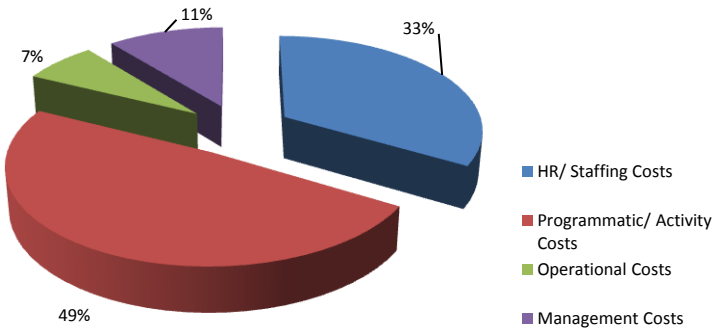
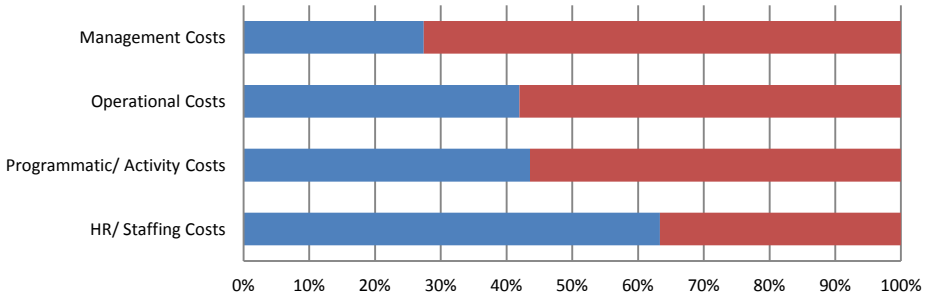


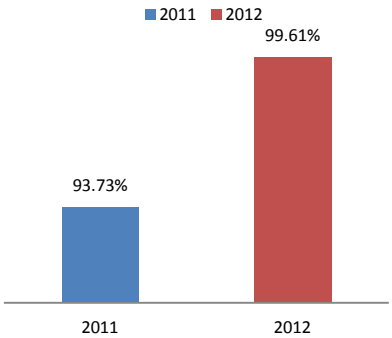
Chart 29: Budgetary Analysis (Afghanistan)



	HR/ Staffing Costs	Programmatic/ Activity Costs	Operational Costs	Management Costs
2011	51%	39%	5%	5%
2012	29%	51%	7%	12%

The consumption levels at 93.73% and 99.61% for 2011 and 2012 respectively are commendable.

Chart 30: Percentage Spending (Afghanistan)



LESSONS LEARNT&RECOMMENDATIONS

The lessons learnt and recommendations have been merged as to facilitate readers' comprehension and also to link up the learning with recommendations for future programme design and operations. This has been done in line with the findings and analysis above, undertaken while considering it as one project implemented at two locations or countries.

The description synthesizes the learning and recommendations at two levels i.e. (i) Design Level; and (ii) Operational/ Implementation Level, again addressed as part of single project. Some recommendations carry specific reference to which country office may need to take lead also.

DESIGN LEVEL

1. The evaluated project prioritized outcomes/ objectives and thematic areas for interventions that demonstrate DRC's commitment and design level consistency and relevance to the larger context/ goal of 'Durable Solution'.

   Recommendation: DRC future programming may need to retain the focus and alignment to larger regional efforts and goals. However, DRC is advised to follow more structured/ system approach to project design by carrying out sector/ regional assessment/s (preferably multi-stakeholder including public sector) to inform and enrich the project design with contextually relevant prioritization and planning of interventions. This may help avoid any repeat of what happened in the current project with planned shelter and CPI development/ rehabilitation interventions. Moreover, the study findings could help set baseline values for key results indicators and could ultimately inform programme monitoring and evaluation systems. For Afghanistan in particular, the future programming may need to think of expanding coverage (currently it is concentrated in and around Kabul) to address the very causes of displacement as push factors e.g. rural livelihoods.

2. The cross-border design/ interventions of the project remained a weaker link through the last DANIDA assistance cycle, which to the evaluators is probably linked largely to the design and operational gaps and limited capacities in the DRC Afghanistan Office.

   Recommendations: The future programme design must define the expectations e.g. information & resources exchange, facilitation of returnees and refugees and others, and plans may need to unwind the expectations at operational levels and emphasize setting corresponding capacities/ resources to achieve the vision of effective cross border programme. This becomes even more relevant in view of the evolving and fluid context in post 2014 (after US forces withdrawal and elections); as any negative fall – out may have repercussions on in-country displacement and cross border movement of Afghans including repatriation.

3. The project results frameworks especially in terms of articulation of results hierarchy and choice of indicators, indicates weaker interpretation of RBM principles.

Recommendation: The future programme design (results framework/ log-frame) must demonstrate greater coherence and synchronization to the principles of RBM in results statements and use of indicators.

4. The policy advocacy and development largely remained low priority, despite that DRC Afghanistan arranged technical assistance for IDPs settlement policy (in draft form requiring official approval).

   Recommendation: The future programme design must lay adequate focus and apportion corresponding resources for policy advocacy and development both in Pakistan and Afghanistan. Moreover, the Afghanistan Country Office may need to prioritize approval of the Afghanistan Draft IDP Policy (by involving other stakeholders) as this carries the potential to have profound impact on future DRC and humanitarian assistance (IDP centric) in Afghanistan.

5. The DANIDA funded project demonstrates a graduated design level changes (positive) in terms of greater maturity, diversification of interventions and incorporation of learning over the years, which bodes well with DRC's commitment to learning, adaptation and flexibility.

   Recommendation: DRC is advised to continue demonstration of diversification, knowledge management and adaptability at design and implementation levels. The thematic areas design may benefit more in case the future programme design could incorporate the following;

   a. Prioritize/ mainstream disaster risk reduction and preparedness over humanitarian assistance;

   b. Pilot regular social security/ safety interventions as part of livelihoods component to enable most vulnerable to secure regular assistance to prepare for and withstand shocks (as part of building resilience and improved coping capacities);

   c. Ensure that livelihoods assistance follows the business development services model while following the process approach with distinct phases i.e. pre-training, training and post training support. The programme design may need to emphasize that these components are inter-linked, equally important and part of single continuum. The programme design must demonstrate the logical connect between these phases/ features and set conditions for respecting the time-critical value of these interventions (for instance the market survey to define the nature, scope and scale of vocational skills, apprenticeships and post training/ apprenticeship support).

   d. Lay emphasis (for livelihoods component) to engage more with established research, training and specialized institutions involved in rendering business development services, public agencies for delivering standardized training (introduce basic and advance level courses), accreditation of training certificates, linking up trainees with public sector and private post training

support mechanisms – markets, micro – finance institutions, employers, product development, and others;

e. Built in incentives (direct and indirect) and support elements for participants of varied project interventions e.g. vocation skills. The incentives and support elements may include stipend, food assistance, in kind humanitarian/ disaster preparedness assistance, baby sitters (while female participants are attending trainings). This may encourage higher participation, attendance levels, where the participants may not need to worry of other routine chores and feel covered for the opportunity cost.

f. Mainstream the basic literacy and numeracy skills as part of livelihoods in particular and other components in general;

g. Mainstream gender, disability, environment sustainability as cross cutting elements of programming with clear guidelines as to their incorporation in design and delivery;

h. Extend guidance as to defining and standardizing the beneficiary criteria and link it up with varied types of assistance provided to facilitate effective targeting of beneficiaries;

i. Set framework for prioritization/ identification and implementation of CPI interventions, and achieving greater sustainability by evolving operations and maintenance mechanisms including follow-up;

6. The project management has evolved and improved over the years as is the case with the project design (thematic areas) diversification and enrichment.

   Recommendations: The future DRC programme design could help improve the project management/ delivery if it may incorporate following;

   a. Set framework for responsive human resource planning especially for contexts as Afghanistan with dearth of quality human resource. The recent adaptation in HRM policy and practice especially with respect to competitive compensation packages (for Afghanistan only) has contributed to attracting quality human resource, which DRC may need to focus on developing and retaining;

   b. Emphasize and offer guidance for programme monitoring (results based monitoring) with expressed focus on results monitoring, knowledge management and using monitoring information to inform planning and implementation. The interventions may include baselines, internal and external periodic performance reviews, review meetings, evaluations, periodic development of knowledge documents and others. The design must emphasize apportioning requisite resources for operationalizing the results based monitoring;

   c. Develop project/ programme based MIS to inform decision making and encourage technology use for beneficiary tracking (impact monitoring);

d. Offer guidance or set framework to enable management to choose out of varied implementation options e.g. Direct Implementation, Consortium Implementation and Local Partners' lead implementation.

e. Diversify the local partners base as that may facilitate diversification, expanded outreach and better address any negative fall-out of post 2014 scenario constraining DRC direct role in implementation;

f. Incorporate local partners capacity building standardization of systems and procedures (for consistent and quality delivery) and allocate adequate resources;

7. **Strategic Recommendation:** In view of the uncertain situation in and beyond 2014 in Afghanistan, DRC may need to take more proactive approach by evolving regional and country level plans defining clear organizational position and interventions that may help respond to different potential post 2014 scenarios or changes.

OPERATIONAL LEVEL

1. The current implementation approach (partners lead) to a degree features more distant DRC-IP relationship, limited standardization of system, procedures and practices, limited involvement of DRC in quality assurance, knowledge management & sharing. These features are creating concerns as to consistent, quality and standardization of services.

   Recommendations: The implementation of future DRC programme may benefit more if it may consider:

   a. Increased & proactive role (including technical guidance) of DRC management/ staff in standardization of services/ assistance design, delivery mechanisms, implementation, monitoring, evaluation and documentation, and quality assurance;

   b. Increased role of DRC global advisor/ technical specialists to contribute to the standardization of services (design and implementation), coaching and mentoring of country and partners teams and off-site follow-up guidance and support;

   c. Building staff and partners capacities in understanding the need for standardization and adherence to services standards (design and implementation), monitoring, evaluation and documentation – through on – job and off – job capacity building support;

   d. Proactive engagement of DRC HQ in sharing information on standardization of services, systems and procedures to guide and facilitate country offices to benefit from DRC operations globally and achieve greater confidence in extending consistent, reliable and quality services;

   e. The programme implementation must exhibit the appreciation of time critical value of different interventions and integration of key elements from one

intervention/ phase to the ones, which logically connect. For instance, the vocation skills and post training support must get informed of the market assessment;

f. Engage more with relevant public authorities in delivery of services, use of public infrastructure, encourage adaptation/ modifications in public delivery systems e.g. vocational training centres, curricula, trainers, others, and build capacities for improved public services delivery on sustainable basis (long run);

g. Document the key learning; adapt services standards, procedures and practices; and encourage dissemination of knowledge regionally and globally.