

**INCEPTION REPORT**

**FINAL EVALUATION OF DISTRICT GOVERNANCE AND COMMUNITY  
DEVELOPMENT PROGRAM UNDER THE GOVERNMENT OF KHYBER  
PAKHTUNKHWA COMMUNITY DRIVEN LOCAL DEVELOPMENT  
POLICY**

A Project Paper

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of Cornell University

in Partial Fulfillment of the Requirements for the Degree of  
Master of Professional Studies in Global Development  
Field of International Development

by  
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## ABSTRACT

The Government of Khyber Pakhtunkhwa's District Governance and Community Development Programme (*DGCD*) funded by European Union (EU), the *DGCD* is implemented in 211 union councils (or 821 village/neighborhood councils) of six districts of Malakand Division in the Khyber Pakhtunkhwa Province. The *DGCD* Programme builds on Khyber Pakhtunkhwa's Community-Driven Local Development Policy Framework to empower local communities to determine their development path. It also focuses on developing community identified and managed small-scale infrastructure projects for improved service delivery and enhanced livelihood opportunities in the region. The *CDLD* Policy Framework supports broader reform agenda of the government for achieving people-centered development, inclusive growth, and poverty reduction to rebuild trust between the State and citizens, and indirectly, curb militancy in the region.

In partnership with European Union, Sarhad Rural Support Programme (*SRSP*) is providing social mobilization support to Government of Khyber Pakhtunkhwa in implementation of the *DGCD* programme and facilitating demand side of governance by building inclusive and representative community-based organizations. These organizations actively participate in identification, implementation, management, and maintenance of infrastructure projects using public funds available under this programme. The overall objective of social mobilization programme of *CDLD* is to "To mobilize communities in Malakand Division to elicit and demand for improved service delivery, economic growth and local governance through promotion of community driven development in support of Government of Khyber Pakhtunkhwa policies". The specific objective is "To empower local communities through social mobilization and capacity development to access government funds using *CDLD* Framework for construction/rehabilitation of community physical infrastructures for

enhanced social cohesion, improved social services and integration with local governance structures”

## BIOGRAPHICAL SKETCH

Ashfaq Ahmad is a graduate of Professional Masters in International Development from the department of Global Development at Cornell University. Ashfaq Ahmad has over twelve years' experience of the development sector in Pakistan working with different national NGOs under different international donors notably the UN, EU, DFID, The Asia Foundation and British Council. His latest assignment prior to joining Cornell University was working as Head Planning, Monitoring, Evaluation and Research Unit in a European Union and Government of Khyber Pakhtunkhwa funded 80 Million Euros Program called District Governance and Community Development. Currently he is pursuing his PhD in Evaluation Studies at College of Education and Human Development at University of Minnesota.

Dedicated to my beautiful family, my spouse Nousheen Ashfaq, my son Ayaan Ahmad khan and  
my daughter Senzala Ahmad Khan

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## TABLE OF CONTENTS

Biographical Sketch	iii
Dedication	iv
Acknowledgements	v
Chapter 1	1
Chapter 2	8
Chapter 3	10
Chapter 4	12
Chapter 5	13
Chapter 6	14
Tables	
Table 1	18
Table 2	21
Table 3	22
Table 4	25

## LIST OF FIGURES

Figure 1	Objectives and Expected Results of DGCD CDLD	8
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## LIST OF TABLES

Table 1	Logical framework of DGCD CDLD	18
Table 2	Documents Reviewed	21
Table 3	List of Stakeholders and Identified Informants	22
Table 4	Work Plan	25

## LIST OF ABBREVIATIONS

CBO	Community based Organization
CDLD	Community driven Local Development
DGCD	District Governance and Community Development
EU	European Union
GoKP	Government of Khyber Pakhtunkhwa
GoP	Government of Pakistan
KPK	Khyber Pakhtunkhwa
NC	Neighborhood Council
NWFP	North West Frontier Province
PKR	Pakistani Rupees
RSP	Rural Support Program
SM	Social Mobilization
SRSP	Sarhad Rural Support Program
UC	Union Council
VC	Village Council

## CHAPTER 1

### INTRODUCTION

The European Union (EU)- District Governance and Community Development (DGCD) Program under the Community Driven Local Development (CDLD) Policy is based on a concept that is relatively new if not unique in the development landscape of Pakistan. It is a first of its kind initiative by the Government of Khyber Pakhtunkhwa (GoKP) that involves communities in the development process to improve public service delivery. The interventions under CDLD Policy would contribute to bridging the gap between state and citizen, promoting inclusive growth and poverty reduction to rebuild the trust between the State and citizens, and indirectly, curb anti-state elements.

Sarhad Rural Support Programme (SRSP) is partnering with the European Union in a three-year program to provide social mobilization support to the Community Driven Local Development Policy of GoKP. The CDLD policy is premised on the belief that given the right policy environment and access to resources and information, ordinary citizens have the potential to prioritize their needs and to find and implement appropriate and sustainable solutions.

SRSP is extending Social Mobilization (SM) Support to Khyber Pakhtunkhwa's District Governance and Community Development Programme (DGCD) in 211 union councils (or 821 village/neighborhood councils) of six districts of Malakand Division including Chitral, Dir Lower, Dir Upper, Malakand, Shangla and Swat. The DGCD Programme builds on the Community-Driven Local Development Policy Framework to empower local communities to determine their development path, and resource small-scale community identified and managed infrastructure projects for improved service delivery and enhanced livelihood opportunities in the region. This framework supports the broader reform agenda of the government for achieving people-centered development, inclusive growth, and poverty reduction to rebuild the trust between the State and citizens, and indirectly, curb militancy in the region. The program is envisaged to benefit approximately 1.59 million conflict/disaster affected people in Malakand Division over three years.

The overall goal of the Khyber Pakhtunkhwa Community Driven Local Development (CDLD) policy is “To achieve a sustainable improvement in the coverage and quality of frontline public service delivery through the active involvement of local communities”.

Put in place a fiscal and regulatory framework for CDLD where local communities oversee executing local development/service delivery initiatives.

Build the capacity of relevant public service sectors entities and functionaries at the district level to operationalize CDLD; and

Provide an enabling environment for the CBOs to access public funds earmarked for CDLD initiatives.

The principles meant to guide and ensure proper implementation of the CDLD policy of the KP Government are:

Community involvement in decision making and execution of development initiatives

Transparency, accountability, and responsiveness

Subsidiary and inclusiveness.

The CDLD policy implementation on pilot basis in six district of the Malakand Division is supported by the European Union (EU) in the form of direct budgetary support to the tune of 64 million Euros to the Government of Khyber Pakhtunkhwa (KP) besides KP provision of Rs.500 million for the fiscal year 20014/15.

The EU is also providing support in community mobilization, design and cost estimation of the need and potential based projects suggested by community organizations through the Sarhad Rural Support Programme (SRSP). To fill the gaps in technical aspects the EU has provided technical backstopping support in the form of skilled human resources and need based capacity building of the Government line agencies staff through Human Dynamics.

### ***Relevance of CDLD***

During the past years Pakistan and particularly KP province witnessed a stark and troubling times in the socio-economic sphere. This was characterized by weak state, poor governance and economic instability and resulted in marginalization, insecurity, and uneven development. The rise of militancy and extremism in KP and FATA had significant negative impact on social life in the area, hampered economic activities and exacerbated the communal tensions and divisions. The frequent natural disasters further compounded the shortages and gaps in service delivery. All these factors resulted in widening the gap between citizens and communities and growing mistrust of public services. The situation necessitated concerted measures on part of the government to involve communities in the development process and enhance access to public services.

SRSP is implementing the SM component of CDLD framework in six districts of Malakand Division. Malakand is situated on the north-western border of Pakistan and has been particularly affected by crisis in recent years. Issues of weak governance, marginalization and socio-economic deficits caused resentment amongst population towards the state, which was capitalized on by the extremist and anti-state elements resulting in militancy. The GoP launched a military operation in 2009 to establish writ of state in the region which resulted in internal displacement of population as well as damages to public facilities. The Damage Need Assessment put the total cost of reconstruction and recovery of social, physical, economic, and productive infrastructure for the five crisis affected districts of Malakand at an estimated 68.6 billion PKR. This situation was further aggravated by the floods in July 2010 which caused widespread destruction in the division.

The government recognizing the shortcomings is seeking to consolidate and stabilize the post-crisis recovery phase by adopting a comprehensive set of guiding policies and strategies such as the Post-Crisis Needs Assessment, Medium Term Development Framework (2010), the N-W.F.P Comprehensive Development Strategy (2009-15), the Malakand Comprehensive Stabilization and Socio-Economic Development Strategy (2009) and the Strategic Partnership Development Framework (2013). The main emphasis in these documents is on the need for the state to initiate reforms that address governance shortcomings, ensure improved service delivery, and provide opportunities for inclusive and pro-poor growth and a roadmap for participatory, sustainable and accountable development in order to ensure State-Citizen re-engagement.

The CDLD framework can be a key instrument in improving the coverage and quality of public services by empowering the local communities to participate in the decision-making, control, and management of development projects. At the same time, it also allows the government to address the urgent social and economic development needs comprehensively at the local level through an explicitly participatory and transparent mechanism. In the initial phase the GoKP has prioritized six districts of the Malakand Division for rollout of the CDLD approach after which it will be expanded to other districts.

Similarly, the promulgation of the *KP Local Government Act 2013* will also empower citizens by allowing greater authority and autonomy at the grassroots level to direct local affairs. Under this act three-tiered local government system i.e. district councils, tehsil councils and village/neighborhood councils has been introduced. The Village/neighborhood councils (VC/NC) is replacing union councils and will comprise approximately 2,000 - 10,000 people each depending on the size of the village. The main interventions under the Act include improving local revenue systems, regular monitoring for quality and delivery, and two-way communication to strengthen state-citizen relations and improve social dialogue.

Thus, this process of reforms by the government represent a break from the past practices of top-down approach and promise a new model of development for the benefit of the poor communities. It broadens the government's coalition for change by redefining the role of communities from that of passive aid recipients to active partners in the development process. **The Social Mobilization (SM) in Support of Khyber Pakhtunkhwa's District Governance and Community Development Programme** is a response to the government's increasing commitment to participatory, sustainable and accountable development for building back better systems and achieving goals of greater equity and inclusive and pro-poor growth in the region. The SM program complements the government's development framework and supports bottom-up community driven development as essential for rural development and improved governance.

The program rests on the Social mobilization approach which breaks from traditional models of reaching out to the poor and involves local community including poor and vulnerable in the process enabling them to reach out and make use of opportunities available for development. Consequently, under program communities are mobilized and organized to provide them a platform to gain voice and reach scale. Following this approach program will develop



organizational capacity and skills of communities and their local governments to actively participate in decision-making and management of development projects, negotiate with institutions and service providers on the planning and implementation of development initiatives and hold service providers accountable. In addition, this approach lends credibility to the process through transparency, accountability, and responsiveness, which, in turn, will help rebuild the trust of the citizens in state institutions and, indirectly, help curb militancy in the area.

### ***SRSP's Social Mobilization Approach and CDLD***

The SM approach of the program is based on the RSP's Social Mobilization Approach which believes in the "power of people for collective action". The RSP's decentralized approach to poverty reduction and community empowerment promotes bottom-up community driven participatory development where "institutions of people" are organized and strengthened. The main impetus behind the approach is to harness local potential and leadership for inclusive and participatory development. The approach rest on the belief that communities have the potential for self-help which they can utilize to improve their status; however, they need a catalyst organization to tap this potential through technical and financial assistance to enhance knowledge and skills of people so that they can identify and prioritize their needs, develop plans and mobilize resources for common development goals. Such a development process is local, contextual, and sustainable. This also enhances community's ability to articulate and negotiate with different stakeholders, government, and development organizations for ensuring their rights and improving services. Moreover, these community institutions are broad-based, inclusive, and democratic which help promote local ownership and social cohesion among communities.

The SM component of SRSP is of immense importance as it assists the demand side of the governance in the implementation of CDLD Policy Framework which believes that given the right policy environment, access to resources and information communities have the potential to prioritize their needs and to find and implement appropriate and sustainable solutions.

***Expected Results of CDLD***

**Expected Result 1**

*An established inclusive and representative system of community mobilization to improve interaction with local and provincial authorities and foster social and economic development*

**Expected Result 2**

*Trained elected representatives in areas of leadership, Management strategic planning, implementation and monitoring of development investments, strategic dialogue with local authorities on issues of quality public service delivery*

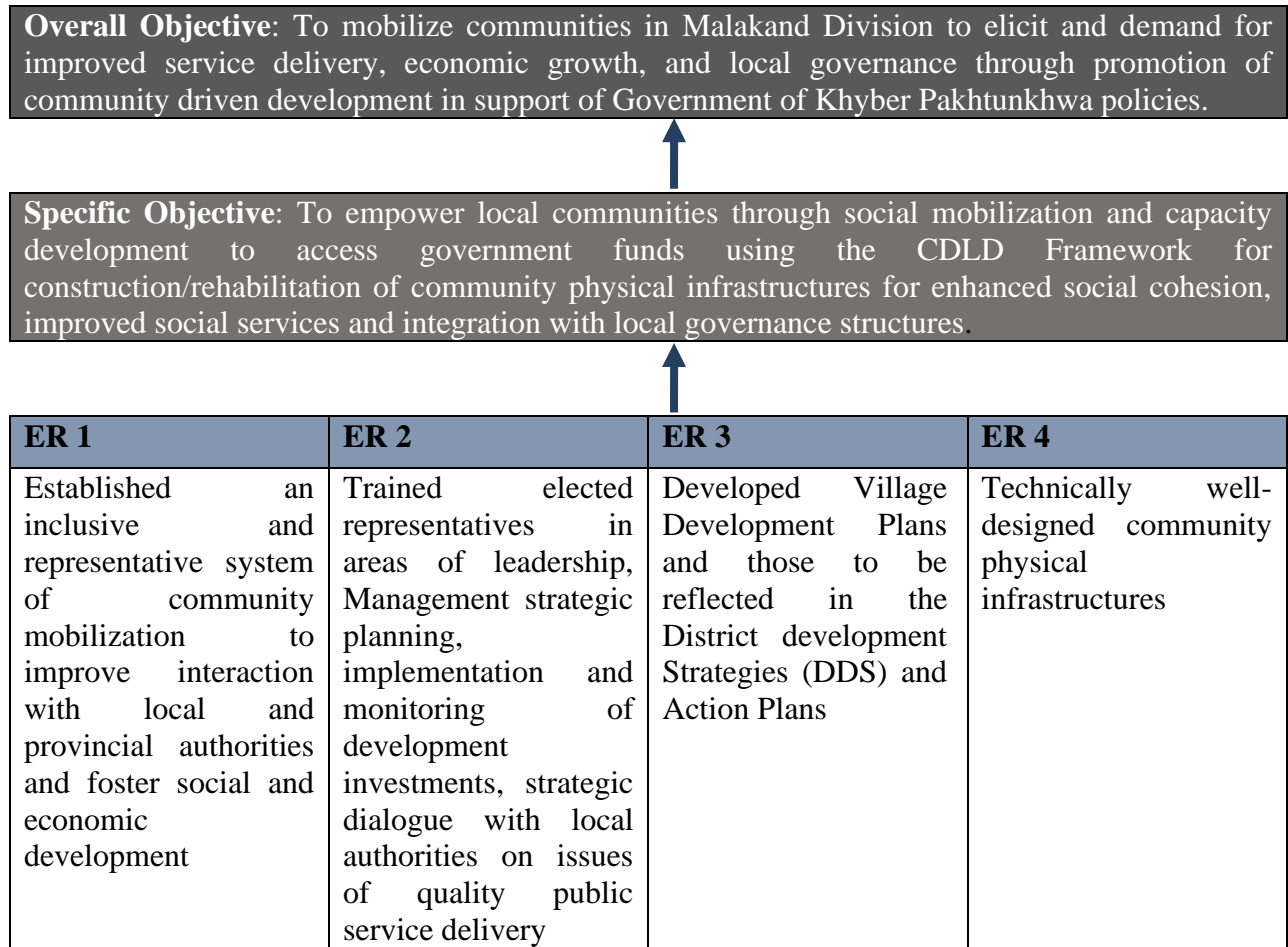
**Expected Result 3**

*Developed Village Development Plans and those to be reflected in the District development Strategies (DDS) and Action Plans*

**Expected Result 4**

*Technically well-designed of community physical infrastructures*

**Figure 1: Objectives and Expected Results of DGCD CDLD**



## CHAPTER 2

### EVALUATION QUESTIONS

#### List of Evaluation Questions

<i>Evaluation Criteria</i>	<i>Evaluation Questions</i>	<i>In case the question was changed added, etc. Please justify</i>
Relevance	<p>Is the program relevant with provincial and national government policies of improved service delivery, economic growth, and responsive local governance structure?</p> <p>To what extent are the outputs, outcomes, and objectives of the DGCD Program relevant to Community driven Development approach?</p>	
Efficiency	<p>Is the DGCD implemented efficiently in terms of time and resources as agreed?</p> <p>Are the intended objectives of the DGCD Program achieved efficiently?</p>	
Effectiveness	<p>To what extent is the DGCD Program effective in improving physical infrastructure in the intervention districts of Malakand Division?</p> <p>To what extent are the DGCD Program's intended results being effective</p>	
Impact	<p>How far the program has been successful or unsuccessful in terms of improved services like education, health, and local roads. Increased income and Improved livelihoods. Increased Government-community</p>	

	relations	
Gender Equality	Has the program achieved the gender equality commitment as agreed in the program contract? To what extent are community physical infrastructure schemes and membership of women in local structures achieved?	
Sustainability	To what extent will the target as achieved by the DGCD Program persist after the termination of the program? To what extent will the interaction with local and provincial	

## CHAPTER 3

### DATA COLLECTION INSTRUMENTS

This evaluation will use methodologies and techniques to get the required information. The evaluation team is expected to analyse all relevant information sources, such as progress reports, programme documents, statistical abstracts, tracking sheets, , internal review reports, programme files, evaluation reports (if available), financial reports and any other documents that may provide further evidence for triangulation. The evaluation team is also expected to use interviews, surveys or any other relevant quantitative and/or qualitative tools to collect relevant data for the evaluation. While maintaining independence, the evaluation will be carried out based on a participatory approach, which seeks the views and assessments of all parties identified as the key stakeholders of the DGCD-CDLD Programme.

The evaluation team will present a summarized methodology (including an evaluation matrix) in the Inception Report outlining the evaluation criteria, indicators, sources of information and methods of data collection.

A mixed-methods approach of qualitative and quantitative methods will be used to ensure an inclusive methodology.

#### ***Key Data Sources for this Evaluation***

The evaluation will utilize a mixture of primary and secondary sources of data. The primary sources include, among others, interviews with key stakeholders (face-to-face), the use of surveys and questionnaires, field missions for case studies, focus group discussions, observation, and other participatory techniques. Secondary data sources will include project documents and their revisions, progress and monitoring reports, external reports, and all other relevant documents, including visual information (e.g. case studies, pictures, videos, etc.).

#### **Desk Review**

The evaluation team will perform a desk review of all existing documentation. The evaluation team needs to ensure that sufficient external documentation is used for the desk review.

### **Face-to-face Interviews & Focus Group Discussions**

The evaluation team will conduct face-to-face interviews and focus group discussions with identified individuals from the following groups of stakeholders:

- Ministry of Finance
- Ministry of Local Government
- Government Line Agencies
- SRSP Head Office Management.
- Local Elected Representatives (District Nazims & Tehsil Nazims)
- Community Resource Persons
- Target Beneficiaries
- Non-Beneficiaries

### **Field Visits**

The Evaluation Team will undertake field visits to select program intervention sites with the consultation of Govt. Line agencies and SRSP. During these field visits, the evaluation team will collect data regarding the program activities through a specially designed questionnaire.

### **Questionnaire**

A questionnaire is to be developed and used to help collect the views of relevant stakeholders.

## CHAPTER 4

### SAMPLING STRATEGY

Various sampling strategies could be employed while collecting data for the task of the final evaluation. To avoid selection bias and have an impartial view of the program in terms of relevance, efficiency, effectiveness, etc. systematic sampling technique will be used.

**Systematic Sampling:** Systematic sampling will be used to collect data from target beneficiaries of the training programs and infrastructure schemes. They will be randomly selected from each district to get a balanced overview of the program.



## CHAPTER 5

### LIMITATIONS TO THE EVALUATION

#### ***Time Constraints***

The program is implemented in five districts of Malakand Division. Malakand Division has geographical spread of almost 592 Square Miles and 821 Village/Neighborhood Councils. It is not possible to reach every VC/NC and, survey intervention sites and interview population. The evaluation team will try their level best to get a holistic view of the program and its components.

#### ***Security Situation***

Some VCs/NCs in some districts in Malakand Division like Dir lower, Dir Upper are neighboring Afghanistan and there is always risks associated traveling to such tehsils. The evaluation team will not be able to get an approval from the government security agencies to travel to such destinations.

#### ***Weather Conditions***

Different areas in some tehsils in District Chitral, Dir Upper and Swat are snow bound. And reaching to the target population in these areas is quite difficult to manage. The evaluation team will try its level best to reach areas of intervention in most parts of three districts to get a holistic view of the program. But reaching every village/neighborhood council is not possible at all.

#### ***Accessibility***

Some parts of Malakand Division are still underdeveloped and reaching those areas are inaccessible. There are some areas which do not have even jeepable tracks to reach. These areas can be accessed either through long walks or through donkeys. The evaluation team will not be able to reach those areas.

CHAPTER 6

EVALUATION MATRIX

<i>Evaluation Criteria</i>	<i>Evaluation Questions</i>	<i>Indicators</i>	<i>Collection Method(s) and Resource(s)</i>
Relevance	Is the program relevant with provincial and national government policies of improved service delivery, economic growth, and responsive local governance structure? To what extent are the outputs, outcomes, and objectives of the DGCD Program relevant to Community driven Development approach?	Extent that provincial and national policies have changed	Program document and copy of notification  Tracking sheets Statistical Abstracts Progress Reports Interim Technical Reports Field Visits Focus Group Discussions Interviews
Efficiency	Is the DGCD implemented efficiently in terms of time and resources as agreed? Are the intended objectives of the DGCD Program achieved efficiently?	Extent of timely completion of program activities and within budget	Tracking sheets Statistical Abstracts Progress Reports Interim Technical Reports Field Visits Focus Group Discussions Interviews
Effectiveness	To what extent is the DGCD Program effective in improving physical infrastructure in the intervention districts of Malakand Division? To what extent are the DGCD Program's intended results being effective	Extent of completion of physical infrastructure projects in targeted areas of intervention Extent of capacitated target population including community activists, and local elected representatives	Tracking sheets Statistical Abstracts Progress Reports Interim Technical Reports Field Visits Focus Group Discussions Interviews
Impact	Improved services like education, health, and local roads. Increased income and Improved livelihoods. Increased Government-community relations	Extent of improved services	Tracking sheets Statistical Abstracts Progress Reports Interim Technical Reports Field Visits Focus Group Discussions Interviews
Gender Equality	Has the program achieved the	Extent of Women	Tracking sheets

	gender equality commitment as agreed in the program contract? To what extent are community physical infrastructure schemes and membership of women in local structures achieved?	related community infrastructures projects completed Minimum 15% target achieved for women projects	Statistical Abstracts Progress Reports Interim Technical Reports Field Visits Focus Group Discussions Interviews
Sustainability	To what extent will the target as achieved by the DGCD Program persist after the termination of the program? To what extent will the interaction with local and provincial authorities last after the DGCD Program?	Well maintained community physical infrastructure schemes  Extent and frequency of community interaction with local and provincial authorities	Tracking sheets Statistical Abstracts Progress Reports Interim Technical Reports Field Visits Focus Group Discussions Interviews

TABLE 1

**Logical Framework of CDLD**

<b>Specific Objective 1: Establishment of an inclusive and representative system of community mobilization to improve interaction with local and provincial authorities and foster social and economic development</b>		
<i>Outputs</i>	<i>Outcomes</i>	<i>Indicators</i>
<p>7,011 CBOs (with 15% women CBOs) formed at community, village, and union council level, covering 70 percent households, including poor and marginalized in their respective areas.</p> <p>14,022 men and women CBO members trained in basic management skills.</p> <p>7,011 men and women CBO members trained in leadership management skills.</p>	<p>Increased number of population (male/female) served by infrastructure schemes implemented by organized communities through accessing CDLD/ other public or private funds in six districts of Malakand Division.</p> <p>Increased number of CBOs in programme areas report an increase in interaction with local and provincial authorities for social and economic development of their respective areas.</p>	<p>Number of beneficiaries of the infrastructure schemes</p> <p>Frequency of interaction of CBOs members with authorities for the development of their respective areas</p>
<b>Specific Objective 2: Elected representatives have developed capacities in areas of leadership, Management strategic planning, implementation and monitoring of development investments, strategic dialogue with local authorities on issues of quality public service delivery</b>		
<i>Outputs</i>	<i>Outcomes</i>	<i>Indicators</i>
<p>3,600 elected representatives acquired improved technical and financial management skills through training to actively participate in identifying local community needs and plan to address it from their own funds.</p>	<p>Increased incidence of frequency of trained local bodies' elected representatives' participation in CBOs exercises.</p> <p>Increased number of trained local bodies elected representatives' involvement in developing local community-based development plans.</p> <p>Increased incidence of financing identified needs through trained</p>	<p>Level of participation of elected representatives in CBOs formation exercises</p> <p>Frequency of participation in the development of local community-based development plans</p>

	local bodies elected representatives in respective village councils.	Extent of need identification
<b>Specific Objective 3: Villages have developed and are implementing Village Development Plans which is reflected in the District development Strategies (DDS) and Action Plans</b>		
<b>Outputs</b>	<b>Outcomes</b>	<b>Indicators</b>
7,011 VDPs by CBOs in respective areas.	7,011 CBOs developed and reviewed VDPs reflecting local needs for economic growth and improved service delivery in respective areas.  %age allocation of CDLD and or local government/non-government funds to support needs identified and prioritized in respective Village Development plans. Number of VDPs integrated in DDS	Number of VDPs developed in targeted districts  Change in allocations
<b>Specific Objective 4: Enhanced capacities of technical staff through technical support in designing of community physical infrastructures</b>		
<b>Outputs</b>	<b>Outcomes</b>	<b>Indicators</b>
Number of communities identified physical infrastructure schemes designed and submitted for CDLD initiatives with the technical assistance of SRSP CDLD Team	Increased number of submitted community physical infrastructure schemes approved by relevant government line agencies under CDLD initiative, considering the technical cooperation  Increased level of satisfaction of local communities regarding small scale infrastructure schemes supported through CDLD initiative.  Increased percentage of rural people of lower income groups, especially women, who have gained access to basic social services in programme areas	Number of infrastructure schemes submitted by CBOs in different districts of CDLD Program  Access of rural population to basic social services

TABLE 2

**Documents Reviewed**

<i>Document Name</i>	<i>Reviewed (Y/N)</i>	<i>Comments</i>
Project Document		
Contract Agreement between Government of Khyber Pakhtunkhwa and European Union		
CDLD Notification by Finance Division		
Revised CDLD Notification from Ministry of Local Government		
Broad based Community Visioning Exercise Template		
Community management Skills Training Manual		
Leadership Management Skills Training Manual		
Community Resource Persons Training Manual		
Village Development planning Manual		
Village Council Development Training Manual		
Minutes of Program Planning & Review Meetings		
First Interim Technical Report		
Audit Observations on First Interim Technical Report		
Second Interim Technical Report		
Audit Observations on Second Interim Technical Report		
Mid-term Evaluation Report		
Third Interim Technical Report		
Audit Observations on Third Interim Technical Report		
Review of No-cost extension		
Final Interim Technical Report Phase I		

TABLE 3

**LIST OF STAKEHOLDERS AND IDENTIFIED INFORMANTS**

<b>Organization</b>	<b>Designation</b>	<b>Location</b>	<b>Type of Engagement</b>	<b>Comments</b>
Finance	Secretary	Peshawar	Face to Face Interview	Pre-planned meeting and minutes to be recorded
Local Government	Secretary	Peshawar	Face to Face Interview	___do___
Local Government	Director General	Peshawar	Face to Face Interview	___do___
Divisional Administration	Commissioner	Swat	Face to Face Interview	___do___
District Administration	Deputy Commissioner	Chitral	Face to Face Interview	___do___
District Administration	Deputy Commissioner	Dir Lower	Face to Face Interview	___do___
District Administration	Deputy Commissioner	Dir Upper	Face to Face Interview	___do___
District Administration	Deputy Commissioner	Malakand	Face to Face Interview	___do___
District Administration	Deputy Commissioner	Shangla	Face to Face Interview	___do___
District Administration	Deputy Commissioner	Swat	Face to Face Interview	___do___
District Administration	XEN WAPDA	Swat	Face to Face Interview	___do___
District Administration	XEN IRRIGATION	Swat	Face to Face Interview	___do___
District Administration	XEN WATER MANAGEMENT	Swat	Face to Face Interview	___do___
District Administration	DHO HEALTH	Swat	Face to Face Interview	___do___
District Administration	XEN AGRICULTURE	Swat	Face to Face Interview	___do___
District Administration	XEN C&W	SWAT	Face to Face Interview	___do___
District Administration	XEN HIGHWAYS	SWAT	Face to Face Interview	___do___
District Administration	DEO (Education)	SWAT	Face to Face Interview	___do___
District Administration	Director Fisheries	Swat	Face to Face Interview	___do___
District	Assistant Director	Swat	Face to Face Interview	___do___

Administration	Local Government		Interview	
District Administration	District Nazim	Chitral	Face to Face Interview	___do___
District Administration	Tehsil Nazims	2 Tehsils Chitral and Mastuj	Focus Group Discussion	___do___
District Administration	District Nazim	Dir Lower	Face to Face Interview	___do___
District Administration	Tehsil Nazims	7 Tehsils Timergarah Lal Qila Khaal Balambat Samar Bagh Munda	Focus Group Discussion	
District Administration	District Nazim	Dir Upper	Face to Face Interview	___do___
District Administration	Tehsil Nazims	5 Tehsils Dir Barawal Kalkot Wari Khal	Focus Group Discussion	
District Administration	District Nazim	Malakand	Face to Face Interview	___do___
District Administration	Tehsil Nazims		Focus Group Discussion	
District Administration	District Nazim	Shangla	Face to Face Interview	___do___
District Administration	Tehsil Nazims	3 Tehsils Alpuri Besham Puran	Focus Group Discussion	
District Administration	District Nazim	Swat	Face to Face Interview	___do___
District Administration	Tehsil Nazims	7 Tehsils Babozai Barikot Charbagh Kabal Khwazakhela Matta	Focus Group Discussion	___do___
Community	Community Resource	Chitral	Focus Group	___do___



Development	Persons		Discussion	
Community Development	Community Resource Persons	Dir Lower	Focus Group Discussion	___do___
Community Development	Community Resource Persons	Dir Upper	Focus Group Discussion	___do___
Community Development	Community Resource Persons	Malakand	Focus Group Discussion	___do___
Community Development	Community Resource Persons	Shangla	Focus Group Discussion	___do___
Community Development	Community Resource Persons	Swat	Focus Group Discussion	___do___

**TABLE 4 WORKPLAN****The evaluation assignment will be carried out from March 2021 to August 2021**

<i>Timeframe</i>	<i>Key Deliverables</i>	<i>Roles &amp; Responsibilities (Evaluation Team)</i>
March 2021	Draft Inception Report	Evaluation Team develops a draft of the inception report
April 2021	Final Inception Report	Evaluation Team finalizes the inception report
May 2021	Discussion on inception report with European Union	Evaluation Team and European Union
May 2021	Evaluation Team training and Orientation	Evaluation Team
June 2021	District Chitral	Evaluation team
June 2021	District Dir Lower	Evaluation Team
June 2021	District Dir Upper	Evaluation Team
July 2021	District Malakand	Evaluation Team
July 2021	District Shangla	Evaluation Team
August 2021	District Swat	Evaluation Team
August 2021	Debriefing	Evaluation Team and Counterparts

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