

Report on Evaluation of
Empowerment of Women in District
Mansehra through Women Friendly
Halls

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List of Abbreviations

AJK	Azad Jamu and Kashmir
CBO	Community Based Organization
CRAN	Child Rights Advocacy Network
CRS	Catholic Relief Services
CWS	Church World Service
DG	District Government
EDT	Enterprise Development Training
EQ	Earthquake
FGD	Focus Group Discussions
HAP	Humanitarian Accountability Partnership
KII	Key Informant Interviews
KPK	Khyber Pakhtoonkhwa
NGOs	Non Governmental Organizations
PATA	Provincially Administered Tribal Area
VO	Village Organization
WFH	Women Friendly Halls
WFP	World Food Program

Executive Summary

In the course of a pilot project supported by Oxfam Novib and Oxfam Germany, Saibaan (a Pakistani, charitable, non-governmental organization) developed the idea, to build village community halls, owned by the women of the village. Community centres for women (Women Friendly Halls) were constructed in select remote villages in Mansehra, Halls could be used by men too, but the women had priority and could decide the manner in which they could be used.

Women-friendly halls in the villages of Garrang and Dalbani (Siran Valley) were constructed between November 2007 and June 2008. After a project visit by the responsible project coordinator, Oxfam Germany gave finances for the construction of two more women-friendly halls in Bagroo and Nielban (Kounch Valley) between June 2009 and December 2010.

The construction of three additional women-friendly halls in Makhani Mohri, Ghanila and Jargali followed during the on-going project, and were co-financed by the German Federal Ministry for Economic Cooperation and Development. The implementation of the project "Empowerment of Women in District Mansehra through Women Friendly Halls" was initiated in July 2011 and will end in December 2012; it was funded by Oxfam Germany in cooperation with the local implementing partner, Saibaan Development Organization.

As the WFH Project heads towards its final two months of completion, the need to assess the impact of interventions based on the outputs and outcomes becomes necessary. For Oxfam, evaluation is the process of rigorously assessing the design, implementation and results of development and humanitarian interventions (projects, programs, advocacy initiatives and campaigns) considering their impact, effectiveness, efficiency, sustainability and relevance.³⁵ The evaluation contributes to accountability to stakeholders and learning to improve effectiveness as well as to increase impact of Oxfam Programs.¹

WFH's interventions are aimed at empowering women of the target communities by enabling them to take part in socio economic activities, and by playing a productive role at household and at the village level. The logic behind involving women in activities focussing on their capacity building and informal networking of women in the process, is to pave way for encouraging women to participate in reconstruction and rehabilitation activities in the community.

During the evaluation of the project, it was observed that the leadership and the management team was very committed to the Project. Furthermore, the team of the Project was very effective in the execution of activities with regards to the timelines.

For the success of such a Project, community mobilization is very essential. In the context of this Project, community and human resources were both mobilized. The Saibaan staff and management monitored the Project performance by tracking the set indicators; this is done on a monthly basis by using routine activity reporting information.

Since the project did not seem to threaten the religious beliefs of the respective community, the community quickly accepted the interventions intended for them. The acceptance of the Project varied from community to community; however, the relationship of the Project team

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<http://www.oecd.org/dac/evaluationofdevelopmentprogrammes/evaluationofdevelopmentprogrammes.htm>

and the community seemed to be strengthened with the time the team had worked with a specific village.

The project design and interventions were found to be appropriate to the target groups' needs as well as the objectives of Oxfam. Furthermore Saibaan's Organizational Strategic Plan was also in line with the Target groups need; the strategic objective for Saibaan include health promotion, poverty reduction, water supply and sewage disposal, education and trainings, gender equity, conservation and protection of environment. Aims such as natural resources, and Disaster Risk Reduction were identified as cross-cutting issues.² The project also aims to support the Millennium Development Goal (MDG) 1 & 3.³

1. Women Friendly Halls (WFH)

The Halls proved to be an effective platform for women to gather and interact at the community level; that too without any hesitance or hindrance. The WFH was considered to be a neutral place for the community to sit and meet; male members of the community also supported the initiative. It involved the capacity building of the women to be an effective force within the community.

Empowerment of women involved awareness raising, building self confidence, expanding choices and increasing access to, and control over resources. Important instruments of empowerment included information and networking activities – often entailing a process through which women acquired knowledge, skills and a willingness to critically analyse their situation and take appropriate action to change their status quo in society. While the team was in the field, it was encouraged to see the men of Garrang supporting their women; in this regard the fear that they were becoming overly dependent on the women with regard to earning a living also rose as a concern. The reason for this rising perception was the narration of a couple of stories of women running their households as the main bread earner because the male members of the community were not working and/or earning a living. The women, therefore, ended up with the dual burden of domestic responsibilities and work. The Project interventions resulted in changing perceptions and attitudes which resulted in changes in the gender role boundaries for women; this change was however not visible in the men of the community.

The WFHs Project is a unique initiative which is endeavouring to bring about social change while preserving the social fabric and norms of rural communities. It was encouraging to see a positive change in women who were, until before the project, hesitant to even talk with each other let alone with the men of the community. However, it must be emphasised that the time period for the said Project was not sufficient to bring about the impact desired.

Learnings

The findings of the evaluation facilitated identification of several recommendations and lessons learned from the project. These can be used for the future for other similar projects and interventions.

During the project it was learned that Gender empowerment is done not through increasing the number of women involved within the community, but it comes through realizing that the

issue of gender is pervasive. It makes the community realise that women must be brought to the centre of the decision making process, and not only consultation.

The Project was successful in the sense that it made centers as places where every day life experience is acknowledged and valued. In the WFHs, the women learnt to recognise and pool their skills and resources in order to support each other in developing themselves and their leadership potential.

Furthermore, the WFHs were successful in involving women in the household decision making; this was done by creating a support system that provided women the strength to implement their ideas by involving women in numbers. Also the WFHs created social networks that allowed its members to meet regularly and to show tolerance towards each other's ideas and decisions. In this context the WFHs provided the availability of a neutral space to meet and interact with each other.

Recommendations

It was recommended that comprehensive cross sector development projects should be undertaken in targeted communities. Furthermore, a strategy should be developed to meet the need for skilled persons within the community and to address this shortage.

Donor collaboration is encouraged in order to maximize resource usage and reduce costs. At the same time networking is also required with the local governance to institutionalise changes.

Enhancing community trust is necessary before initiating activities which require women to leave their villages, especially during the exposure visits; some concerns were voiced by men at Jargali regarding women's mobility with regard to these exposure visits. It was recommended that such initiatives should be organized when the community has developed more trust in the implementing organization. Enhanced trust would also allow the community to prioritize initiatives by WFH so that other community events would not hinder them from participating in them.

Increased access to health services, especially maternity services, and other basic equipment is required. Whereas capacity building activities such as trainings on midwifery have been undertaken, these need to be augmented with follow up support. For this other organizations/donors should be invited to implement a project within the community which would further benefit the community. It was suggested that guest speakers could be invited to the community. This will be a relatively inexpensive way to provide exposure to the community instead of the women undertaking any exposure visits.

Trainings and capacity building of the community should be undertaken in light of feedback from the local members. Where resources permit, play areas or child-care facilities should be offered so that women with children are not prevented from participating.

Networking between the villages included in the various phases should be established as a source of continuous learning between the villages. Networking and developing partnerships with local government is necessary for sustainability and increased impact of Project interventions. Furthermore, networking with and awareness raising of local leadership and politicians is necessary for enhanced support to and benefit of Project activities.

Detailed information with regard to sex disaggregated data and indicators needs to be collected to assess the impact of activities. Right now the data collection is activity focused therefore making it difficult to assess the impact; data collection could additionally include community awareness surveys, etc.

The Saibaan team should document lessons learned and use them in future projects to avoid replication of the same challenges, such as; detailed planning, weather considerations, high prices, transportation costs, etc.

An Outcome Hierarchy workshop should be conducted at the end of the Project. Rather than measuring satisfaction or quantifying impacts this workshop will focus on reflective thinking about the process of change, and how the Project can be built on to further strengthen or embed the change for sustainability.

A financial audit of Saibaan and specifically the Project for transparency or justified use of Oxfam money should be undertaken.

A detailed Impact evaluation is required in which the relative cost –benefit ratio is calculated with a consideration to the increased sources of income in the communities as an unintended result. A detailed study over time with indicators and their progression over the three phases, and beyond, is important in terms of acquiring a quantitative aspect. The present study is more qualitative in nature and focuses on the phase three.

Appropriate training and capacity building should be undertaken with local partners and country offices, with the aim of strengthening operational programmes.

Oxfam should continue to identify and award excellence and innovation in community empowerment in the region and at the national level. It could also assist governments in formulating pro-poor and gender-based policies on land and property rights. Furthermore, it could assist in formulating of policies and legislation that promote, recognize, respect and fulfill women's contribution to governance.

1.1 Introduction

Oxfam Germany is an independent development and emergency relief organization that has been working to contribute to a just world without poverty since 1995. Oxfam offers emergency relief in humanitarian crises, strengthens local initiatives working toward social justice, unveils underlying structures of poverty and urges decision-makers in the fields of politics and business to recognize their responsibilities and act accordingly.

Oxfam Germany e.V. is part of the international Oxfam network where 17 Oxfams work with 3000 local partner organizations in 100 countries altogether. Within the Oxfam network, results and lessons learnt from projects are discussed on a regular basis and successful models are replicated. Additionally, Oxfam Germany e.V. will make efforts to make the results of this evaluation available to the local government of Mansehra as well as multi- and bilateral development organizations working in Pakistan.

The Pakistani project partner Saibaan is a charitable, non-governmental organization that works for an integrated rural development through the implementation of income-generating activities, health-related education, informal education, water supply and sewage disposal, measures of infrastructure and women's empowerment. Cross-cutting issues throughout all projects are civic participation, gender justice, environmental protection and disaster risk management. Saibaan mainly works in remote villages with little access to public infrastructure in the district Mansehra, located in the province of Khyber Pakhtoon Khwah (KPK).

1.1 Object of Evaluation – Women Friendly Halls Project⁴

Mansehra is a North Eastern District of Khayber Pakhtoon Khawa (KPK), with an altitude of 975.36 meters (3200 feet) and an area of 4,579 sq km. The District has three tehsils; Balakot, Mansehra and Oghi and 58 Unions.

The tehsils and unions in the District are given in the table below:

Tehsil	Unions	Total Unions
Balakot	Atter Shisha, Balakot, Garhi Habibullah, Garlat, Ghanool, Hangrai, Kaghan, Karnol, Kewal, Laber Kot, Mohandri, Pairan, Sandasar, Sabtani, Shohal Mazullah, Talhata	16
Mansehra	Badi Shungli, Baffa Town, Battal, Behali, Belian, Bherkund, Bhogger Mong, Chater Plain, Darband, Datta, Devli Jabber Dhodial, Dilborri, Hamsherian, Hilkot, Icherrian, Inayatabad, Jaborri, Karorri, Kathai, Lassan Nawab, Lassan Thakral, Malikpur, Mansehra City No 1, City No 2, Mansehra City No 3, Mansehra (rural), Nika Pani, Oghi 1, Perhinna, Phulrraa, Sacha Kalan, Shamdarra, Shergarhs, Shinkhari, Shoukatbad, Sum Alahi Mong, Sawn Miara, Tanda, Taragni Sabir Shah	41
Oghi	Oghi	1

⁴ Extracted from Project Monitoring Plan for USAID Teacher Education Project 2012.

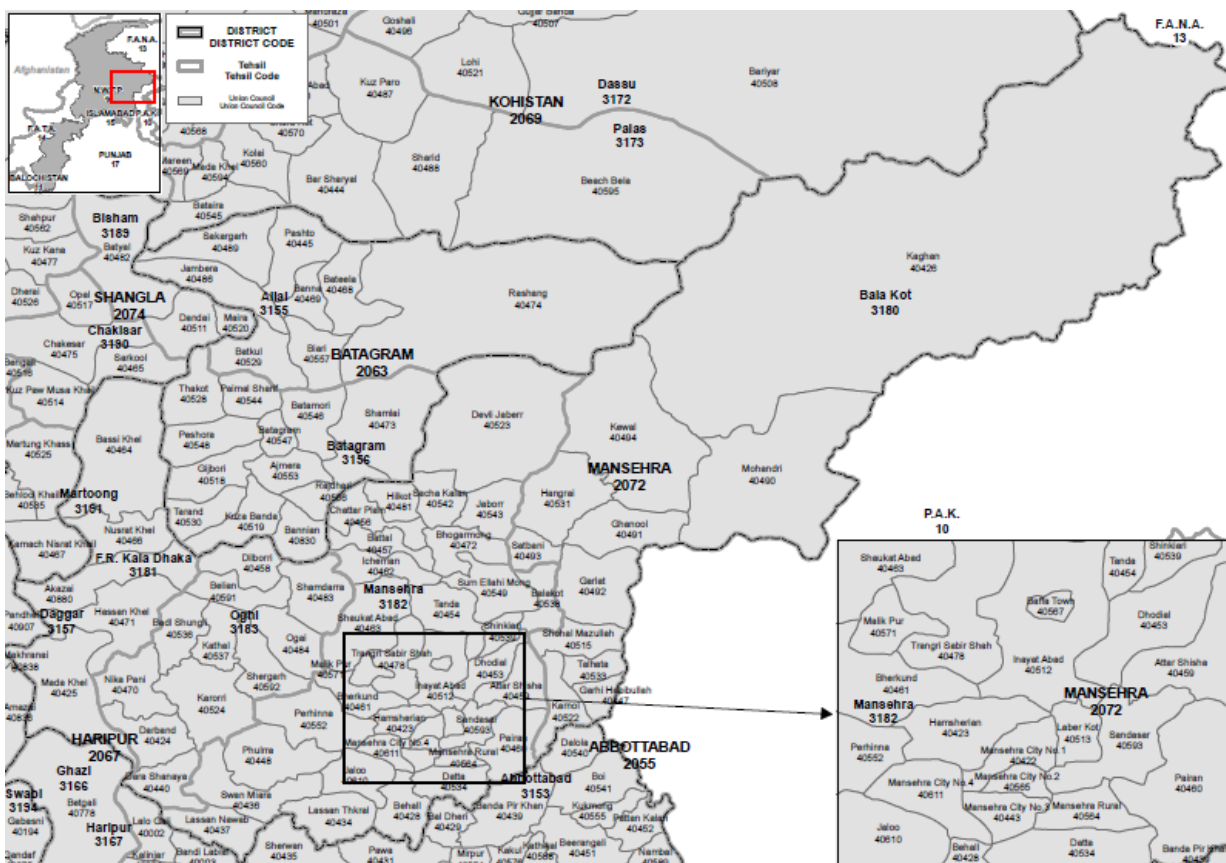
Balakot City, which is part of Mansehra, was located on the fault line, due to this it has been declared Red Zone and a plan was made to relocate it to a new place called Bakriyal.

1.1.1 Geographical Background

The District is dominated by high mountains, varying in elevation from 200 meters in the south to over 4500 meters above sea level in the north. The famous Babusar pass is situated on the north-eastern boundary of the district. The climate is cold in much winter and pleasantly warm in summer. The northern part like Kaghan valley is cold in summer and extremely cold in winter and it receives heavy snow fall. There are two distinct seasons; summer which lasts from April to September and winter which is from October to March. The mean maximum and minimum temperatures during the month of June are about 35° C and 21° C respectively. During the coldest month of January, the mean maximum and minimum temperatures are 14° C and 2° C.

Mansehra is connected with other districts of KPK and Azad Jammu Kashmir (AJK), by a road network but no airport is available. There are two national Highways namely; Karakoram Highway (KKH) and Mansehra Narran Jalkhat (MNJ) road. The former serves as a link to rest of Pakistan and the Northern Areas while the latter originates from KKH in Mansehra city and links Kaghan valley with rest of the country. It also connects to important places in the Kaghan Valley such as Naran, Shogran, Lake Saiful Muluk and Babusar Top. The KKH passes through the district. However, both roads are prone to frequent land-slides, especially during the rainy season.

Approximately 80% of the population inhabits hilly terrain which is difficult to access at an altitude of more than 1.500m. With regard to education, health services, accessibility and general infrastructure the rural areas in Mansehra District are especially at a disadvantage. Generally speaking, the higher the villages are situated, the less basic social services are available.



Socio- Economic Profile⁵

The major socio-economic indicators of Mansehra are documented below according to the last census conducted in 1998.

Indicator	Values
Life expectancy	63 years
Household size	6.7 persons
Literacy rate	36.3
Disabled population	1.6%
Population with their own houses	84.3%
Population having drinking water facility inside their homes	32.1%

According to the census, 1.152 million people lived in the district, but due to the high rate of population growth (2.4%) the population is estimated to be around 1.15 million.⁶

⁵ MANSEHRA- Earthquake Reconstruction & Rehabilitation Authority Government of Pakistan Provincial Earthquake Reconstruction Rehabilitation Agency, Government of NWFP

⁶ www.undp.org.pk

Mansehra was the worst affected district of KPK during the earthquake in terms of human loss and physical infrastructure in the Earthquake (EQ). According to the District Government (DG) 15,997 persons died while 9,903 were injured. Besides the loss of precious lives, the number of houses damaged was also very high; as many as 108,283 were completely destroyed and 34,001 partially damaged.

Compared to countries with a similar economic situation, Pakistan’s indicators on gender justice, education and health are low. In Mansehra, poverty, health and education indicators are even lower than the national average and display a major imbalance between men and women. According to UNDP Millennium Development Goals Report 2010 the literacy rate for Pakistan had risen to 57% in 2008/2009, however, it still lagged far behind the Millennium Development Goals.⁷ In Mansehra, the literacy rate as per the latest census is 36%; 42% for men but only about 14% for women.⁸ The imbalance between men and women in education in the District is also evident by the number of schools: before the earthquake the situation with regard to schools was as follows:⁹

Level	Number of Schools	
	Boys	Girls
Primary	1014	656
Middle	122	45
Higher Secondary	14	2

During the earthquake, the education sector faced heavy damages in terms of buildings; here were 935 institutions recorded as fully damaged and some 624 were partially damaged in the earthquake; the estimate is that 75% of them have not yet been rebuilt. The loss of lives of the students and teachers was unimaginably higher.¹⁰

As far community/public health facilities are concerned, there was no significant increase over the period from 1998 to 2005. Before the earthquake the district had ten hospitals and one psychiatric clinic as well as 91 health centres. During the earthquake, 71 of these health facilities were completely destroyed, just twenty of them have been rebuilt.¹¹ The infant mortality ration is 81 (Pride Knowledge Practice and Coverage Baseline Survey; 2007), which is higher than the

Red Flags for Women in Rural Mansehra

- Lack of access to education, particularly for girls and women
- Lack of access to health services, combined with a lack of knowledge about reproductive health and the connections between hygiene and health
- Discrimination of women and girls in all areas of life relating to self-determination, education, health, income, access to property and land, mobility and participation in public life

Baseline data collections, needs assessments and PRAs with men and women in Saibaan project areas in Mansehra District, namely; in Kounch, Siran, Bakal and Balakot valleys

⁷ www.undp.org.pk

⁸ In comparison to the whole of Pakistan 1998: total 44%, men 55%, women 32%, cf. www.census.gov.pk.

⁹ Information by Saibaan, Source Earthquake Reconstruction and Rehabilitation Authority, Mansehra Profile.

¹⁰ www.Sungi.org

¹¹ Information provided by Saibaan, based on data from the District Health Department and the UNFPA.

national IMR and 78 (Pakistan Social and Living Standards Measurement Survey; 2006-7).¹²

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1.1.2 Socio Cultural Context

Mansehra comprises of different groups of people from diverse ethnic backgrounds. These include Gujar, Swati, Tanoli, Syed and Awan. The native inhabitants depend on farming raising livestock for a living. Locally cultivated wheat, maize and rice are generally used in food by the people of the area. The district has suffered a significant loss of livelihood due to the earthquake that has caused damage to the land, crops, livestock, and infrastructure.¹⁴

About 60% of the men work at least occasionally as labourers in other parts of the country, hence more women than men live in the villages in the project area.¹⁵ In addition, the men's labour migration increases the risk of HIV-infections.

People of the district are generally traditional with strict gender specific and roles. Historically, women and girls are disadvantaged in almost all spheres of life: in regard to self-determination, income, access to property and land, and participation in public social life. When it comes to women's mobility, cultural barriers often play a key role. Due to fears regarding girls' security as well as family honor, they are every so often not sent to school if it is not located directly in the village. Women cannot go to the nearest health centre (which may be at quite a distance) without a male companion, may neither work outside their houses nor generate their own income, have no access to information, often do not know their rights and cannot participate in debates on communal decisions.²² Women's mobility can only be enhanced through incremental steps that are culturally accepted, particularly in conservative, rural areas. While men may use meeting places such as mosques, schools (where available) and outdoor seats, women do not have comparable meeting places. The restrictions on mobility are especially rigorously enforced for girls and women of reproductive age and challenges have exacerbated for females after the earthquake.²³

1.1.3 Women Friendly Halls Project

In this context, Saibaan in participation with local communities, developed the idea, to build village community halls, owned by the women of the village. Community centres for women (Women Friendly Halls) which were also managed by them were constructed in select remote villages in Mansehra. In contrast, to the implication of the title of the project, it was planned that the Halls could be used by men too, but women have priority and can decide the manner they will be used.

In the course of a pilot project supported by Oxfam Novib and Oxfam Germany, Saibaan constructed women-friendly halls in the villages of Garrang and Dalbani (Siran Valley) between November 2007 and June 2008. After a project visit by the responsible project coordinator, Oxfam Germany financed, with its own resources, the construction of two more women-friendly halls in Bagroo and Nielban (Kouch Valley) between June 2009 and December 2010.

¹² http://www.popcouncil.org/pdfs/Pakistan/PRIDE_MansehraBaseline.pdf

¹³ <http://rafpakistan.org/userfiles/MNH-PolicyContextPakistan.pdf>

¹⁴ Information provided by Saibaan, based on data from the District Health Department and the UNFPA.

¹⁵ This is different from Pakistan as a whole, where according to data from 1998 about 7,8% of the women are "missing" – along with India the highest rate of "missing women" in Asia, UNDP, Asia-Pacific Human Development Report 2010.

Target Villages in First Two Phases

Phase	UC	Village	HHs	Total population	Women	Men	Children (0-18 yrs)
2nd	Hilkot	Bagroo	310	2170	384	375	1411
2nd	Hilkot	Nielban	357	2499	455	420	1624
1st	Sum Ellahimang	Dalbani	235	1645	299	276	1070
1st	Sum Ellahimang	Garrang	370	2590	472	435	1683
Total			1272	8904	1610	1506	5788

The construction of three additional women-friendly halls in Makhan Mohri, Ghanila and Jargali²⁴ followed during the on-going project, which was co-financed by the German Federal Ministry for Economic Cooperation and Development. The implementation of the project "Empowerment of Women in District Mansehra through Women Friendly Halls" was initiated in July 2011 and will go until December 2012 by Oxfam Germany e.V. in cooperation with the local implementing organization Saibaan Development Organization in Pakistan.

The projects aim to strengthen women in conservative, rural areas in Mansehra District, to give them access to information and to enhance their mobility as well as their opportunities for participation and development within the village communities.

The women-friendly halls are registered in the name of the female village development committees thereby signifying women's strength (see Annex XVII for document indicating proof of ownership). Through the centres, women make use of educational and informational services. For women and young girls literacy classes and trainings health and hygiene, women's rights, and management of micro enterprises²⁵ were offered (see Annex XIII for details of trainings during the three phases). As mentioned above, although the trainings are largely directed towards women and girls, men are also included.

Project interventions are aimed at empowering women of the target communities by enabling them to take part in socio economic activities and by playing a productive role at household and village level. The logic behind involving women in activities focussing on their capacity building and informal networking of women in the process is to pave way for encouraging women to participate in reconstruction and rehabilitation activities.

1.1.4 Objectives of WFHs Project

The WFH project's three project objectives:

To support and facilitate the communities to construct two women managed, multipurpose community halls to provide a safe venue for women

To enhance the mobility of younger women and increase their participation at village level initiatives

To create an enabling environment for women to develop community social networks and empower them to participate in decision making, project activities and leadership

1.2 Presence and Activities of Other Players

Initially, after the Earthquake, there were numerous international and national organizations working in the District: (Catholic Relief Service (Mansehra Food Security Project) ²⁶ , International Fund for Agricultural Development (IFAD) (Mansehra Village Support Project) ²⁷ , Care International (Northern Pakistan Earthquake Relief and Response ²⁸ , Save Livelihoods: women-focused Rapid Response Project to Fight Avian Influenza in Mansehra District – Pakistan) ²⁹ , Real Medicine Foundation (Healthcare Project, Union Council Talhatta, Balakot Tehsil, District Mansehra, Pakistan), ³⁰ Church World Service (CWS-PA), Sarhad Rural Support Program (SRSP) ³¹ , etc.) focusing on providing relief and rehabilitation (in the form of shelters, waters tanks, rebuilding of schools, food security, etc.) to those affected by the calamity. However, after the initial projects by these organizations the presence of the players was seen to be dwindling as activities in DRR waned out. Some organizations have also worked in advocacy and sensitization in certain villages ³² and continue to do so (Mansehra Health Project) though not in those being targeted by Saibaan ³³ .

The villages targeted by Saibaan were included after a thorough assessment and were not easily accessible and therefore had not been the focus of attention for the majority of donors/national and international Non Governmental Organizations (NGOs), which usually focused in relief and rehabilitation on areas that may have been logistically convenient for them. The details of the organizations working after the earth quake in the villages included within the scope of this evaluation are as follows ³⁴ :

Village	National NGOs	INGOs	Sector/ Interventions
Bagroo	SRSP, HASHAR Association	-	Emergency response and early recovery) (mainly reconstruction of houses, small infrastructure rehabilitation)
Nielban	SRSP, HASHAR Association	-	Emergency response and early recovery) (mainly reconstruction of houses, small infrastructure rehabilitation)
Garrang	SRSP, Sungi, FRIENDS, BEST	Mercy Corps, Relief International, World Vision	Relief commodities, WATSAN rehabilitation, Infrastructure, construction of houses)
Dalbani	SRSP, Sungi,	Mercy Corps, Relief International, World Vision	Relief commodities, WATSAN rehabilitation, Infrastructure, construction of houses)
Makhan Mohri	SRSP, Sungi, Hashoo foundation, DDF	UNDP, World Vision, Relief International	Emergency response and early recovery) (mainly reconstruction of houses, small infrastructure rehabilitation and livestock restocking)
Ghanila	SRSP, Sungi,	UNDP, World Vision,	Emergency response and

	Hashoo foundation, DDF	Relief International	early recovery) (mainly house reconstruction, small infrastructure rehabilitation and livestock restocking
Jargali	SRSP, KK, HASHAR association	World Vision, Relief International	Emergency response and early recovery) (mainly reconstruction of houses, small infrastructure rehabilitation and livestock restocking

Although the team observed the presence of the some players, in the time immediately after the Earthquake (evident from boards that had been placed at that time by the organizations), there were no organizations working on community development presently at the time the evaluation was conducted. This information was reconfirmed during the FGDs with the community.

1.3 Rationale of the Evaluation

A monitoring and evaluation framework guides the project for the purpose of which an internal system has been set up to collect information at regular intervals. Both formative and performance evaluation are undertaken since project inception in order to inform project planning and decision making.

As part of this framework and in light of the global aid justification agenda it is necessary to have informed decision-making based on real time information from the projects being completed in the field. Therefore, as the WFH Project heads towards its final two months of completion, the need to assess the impact of interventions based on the outputs and outcomes becomes necessary. For Oxfam, evaluation is the process of rigorously assessing the design, implementation and results of development and humanitarian interventions (projects, programs, advocacy initiatives and campaigns) considering their impact, effectiveness, efficiency, sustainability and relevance¹⁶ The evaluation contributes to accountability to stakeholders and learning to improve effectiveness as well as to increase impact of Oxfam Programs.¹⁷

1.3.1 Objectives and Aim of the Evaluation¹⁸

The evaluation is intended to provide an objective and independent assessment of the WFH Projects implementation and its achievements, including extracting lessons learned to guide future efforts. The specific objective of the evaluation was to ascertain the progress and achievements of the WFH "Empowerment of Women in District Mansehra through Women Friendly Halls" and test them against standard evaluation criteria.¹⁹

The aim of the evaluation is to scrutinize whether the women-friendly halls constitute a suitable model to strengthen the empowerment and participation in decision-making for

¹⁶ Extracted from the TORs
¹⁷

<http://www.oecd.org/dac/evaluationofdevelopmentprogrammes/evaluationofdevelopmentprogrammes.htm>

¹⁸ Extracted from the TORs

¹⁹ Extracted from the TORs

women in rural, rather traditional areas of Pakistan. Furthermore, the evaluation is expected to highlight aspects of the project that might need modifications and improvements.

The completion of the WFH Project offers an ideal opportunity to thoroughly evaluate not only the quality of the building measures, but also the medium- and long-term impact that women-friendly halls have on the self-esteem, the self-determination and possibilities of participation for women in the concerned villages.

1.4 Scope of the Evaluation

1.4.1 Period and Course of Evaluation

The team bid for the evaluation in the form of response to the TORs which were circulated by Oxfam in September. The process of submitting a proposal and its final approval was undertaken until mid October. Once the proposal and contract were finalized the team initiated its field visit after desk review on November 12. (See Annex V for details of field schedule.) The end of November and beginning of December were used to develop the draft report. It was then shared with the Donor and the partner organization.

The evaluation covers the timeframe 2011–2012, that is, from the preparatory period, through the implementation to the current phase. However, it will be looking at the previous two phases i.e. Strengthening Women's Participation in the Rehabilitation and Reconstruction in Earthquake Hit Area of Pakistan and ILM O Hunar Project, as well, in terms of providing a objective comparative analysis of the impact in light of previous projects.

1.4.2 Geographical Coverage of the Evaluation

The evaluation planned to cover Women Friendly Halls in five villages (two from phase one and two respectively and three from the present project) in Mansehra.

- One of the WFH in Garang OR Dalbani (Siran valley) which were built during the pilot project in 2007-2008 with the support from Oxfam Novib and Oxfam Germany.
- One of the WFH in Bagroo OR Nielban (Kouch valley) which were built with Oxfam Germany's own resources between June 2009 and December 2010.
- All three WFH in Makhan Mohri, Ghanila and Jargali, which were built during the current project (which is to be evaluated here) between July 2011 and December 2012 with financial contribution from BMZ.

1.4.3 Use and Major Users of the Evaluation

The recommendations of this evaluation will guide design and implementation of future projects. It will thus reinforce Oxfam's emphasis on using evaluations for generating knowledge to critically inform the work of various stakeholders, as outlined in the Oxfam Policy on Program Evaluation²⁰.

The final evaluation report is expected to be of interest to the following stakeholders:

- Government Institutions; Ministry and Departments of Women Development, Policy makers, etc.
- Multilateral agencies working on women empowerment, income generation and sustainable development.

²⁰ <http://www.oxfam.org/sites/www.oxfam.org/files/oxfam-program-evaluation-policy-dec10.pdf>

- Bilateral Agencies / donors, etc.
- Global, regional, and national research agencies, academic institutions and research scholars working on gender equality and women's empowerment
- Civil society institutions/organizations
- Citizen's groups and advocates
- Oxfam, Regional Offices and Country Offices in South Asia and beyond.

In case of an overall positive outcome of the evaluation, its results will serve as a foundation for the multiplication and optimization of the project approach. For this purpose, Saibaan will make use of its membership in various Pakistani networks (e.g. Child Rights Advocacy Network, Human Re-source Development Network, Trust for Volunteer Organizations and Humanitarian Accountability Partnership).

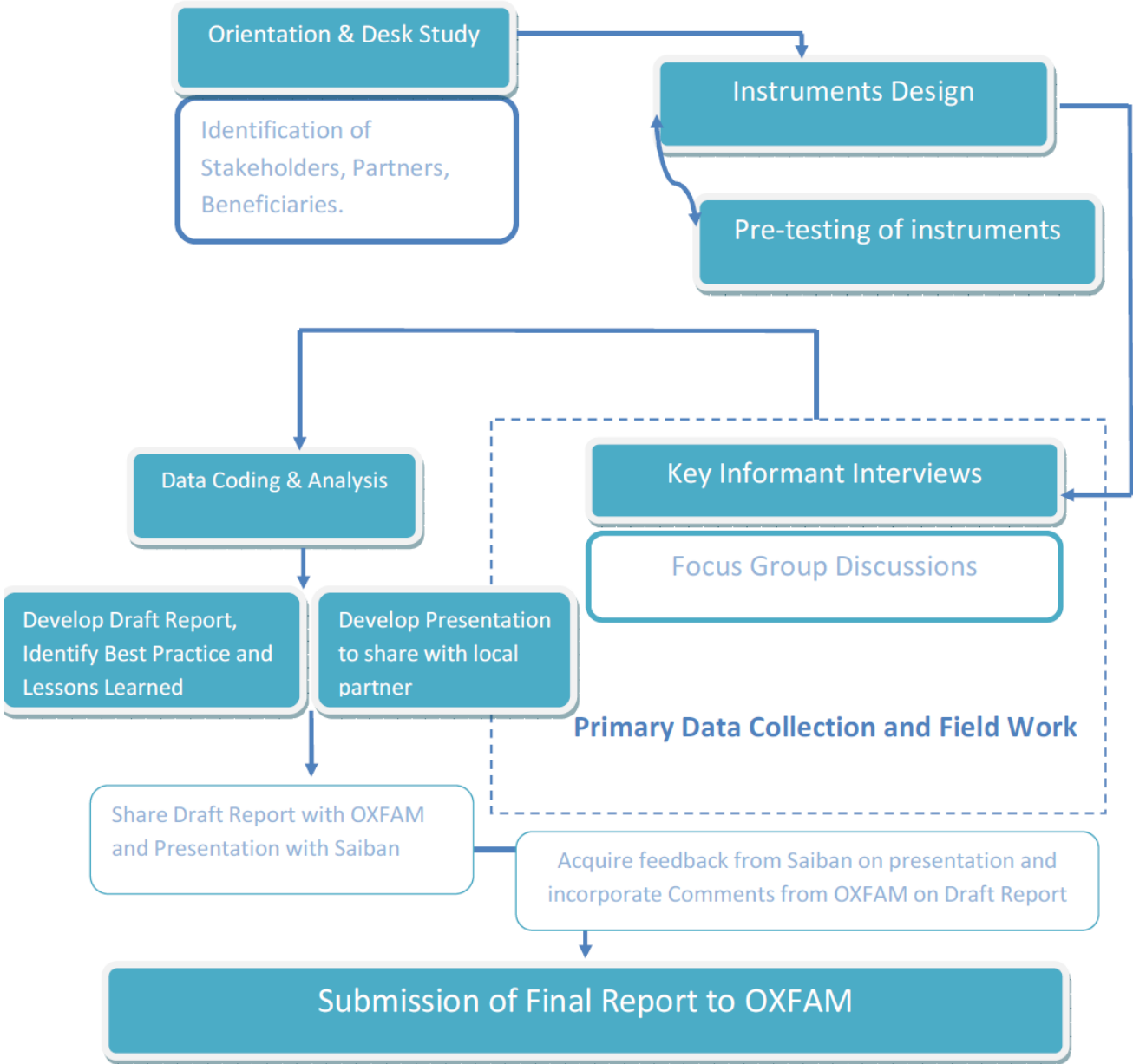
2. Methodological Approach

The present section describes the methodological framework adopted during the evaluation. It also discusses the ethical guidelines followed to secure protection of participants.

2.1 Methodology of Evaluation

A qualitative approach was adopted while designing the methodology for the evaluation based on an extensive desk review followed by Focus Group Discussions and Key Informant Interviews.

The following schematic presents the proposed methodology for the evaluation:



2.1.1 Orientation and Desk Study

The evaluation was initiated with an orientation of the Team and inception meetings with Oxfam and Saibaan Staff via e-mail and telephone/in person respectively. Protocols, including methodology and implementation plan, laying out how Oxfam envisions conducting

the program evaluation (sample size, tools, methodology, schedules and responsibilities) were discussed and finalized during this step through electronic mail communication. In case of any confusion, the team provided Oxfam with clarification. A participatory approach was ensured during the development of the methodology; involving key stakeholders including; implementing partner and project beneficiaries, in order to get a holistic picture. However, it was ensured that the team was trusted to be independent and not feel pressured in any way to influence the report and results of the evaluation.

The team carried out a desk review of the program and other relevant documents including reports and quantitative data collected through previously conducted reports.

These reports and documents included:

- i. A Summary of Project Information
- ii. District Tehsil and Union Code Map
- iii. Pakistan Center of Philanthropy Evaluation Report for Saibaan
- iv. Narrative Interim Progress Report; Women Friendly Halls Mansehra Project (WFH), July to December 2011
- v. Narrative Interim Progress Report; Women Friendly Halls Mansehra Project (WFH), January to June 2012
- vi. Logical Framework Women Friendly Halls Project, 2011-12
- vii. Saibaan's Organogram
- viii. WFH's Organogram

A number of other documents and websites, not directly related with the Project were also included, the details of these are included in the bibliography and relevant footnotes/references.

This stage helped identify and acquire an in-depth understanding of major interventions and stakeholders. Available secondary data related to project interventions to understand the broader context and evaluate and gauge change as a result of the interventions was reviewed.

2.1.2 Instrument Design

The tools defined for the purpose of the present evaluation are given in the table below.

Evaluation Tool	Description of Tool	Types of Tool			
		Formal ²¹	Informal ²²	Quantitative	Qualitative
Key Informant Interview²³	A set of questions (could be predetermined or not) about certain topics that are posed to a target audience and followed by additional questions and conversations.	X			X

²¹ Formal tools have relatively specific structures and content, and must be developed or modified if they have been used for other projects.

²² Informal tools have relatively flexible content and structures, and can usually be obtained by reviewing, tracking, and organizing project or evaluation activities.

²³ Interview may include some close-ended (quantitative) questions. See Appendix 5 Interviewing for Research Tip Sheet.

Knowledge/Skill Tests	A set of questions that determine the level of knowledge or skills in project participants.	X		X	
Focus Group	Group discussions with a relatively small number of selected people about certain questions.	X			X
Journal Recording	Self report of daily activities by project participants.		X		X
On-site visits	A combination of observation and interviews that occur in the project's environment.		X		X
Observation notes	Notes taken through direct observation of verbal and nonverbal behaviors that occur in project activities.		X		X
Documentation	Administrative records of project activities (e.g., reports, minutes of meetings, registration forms).		X	X	X
Anecdotal records	Stories and narratives about an event, an experience, or an individual described by project staff or participants.		X		X

Data collection tools were drafted which included FGD/KII guidelines for relevant stakeholders, at all levels of data collection. While designing the instruments the goals and respective indicators defined in the project proposal as well as further project documentation (LFA, interim reports, internal evaluations etc.) were taken into account. The evaluation examined the project's relevance, effectiveness, efficiency, impacts and sustainability, according to OECD DAC criteria²⁴ (see full tools as VIII).

The information acquired in each instrument was based on who it is intended for. E.g. for Saiban the tool included questions on but not be limited to the following: b Background, role of organization in implementing the project, impact/results, challenges, success stories/best practices and recommendations.

On the other hand, the instrument for beneficiaries, included but was not limited to the following: respondent background (socio - economic profile, education, etc.), intervention the

²⁴ i.e. Relevance, Effectiveness, Efficiency, Impact and Sustainability

respondent benefited from , how they benefitted from it (specific changes leading to impact level/life change), recommendations on how project interventions could be more supportive, etc.

The evaluation matrix in Annex IV helps delineate and detail the type of information acquired from different sources.

All the tools were finalized in view of the information from the literature review. This helped derive appropriate and accurate information as is the aim of the evaluation.

Data Collection Tools

As stated before, the desk review and the literature review were used to develop the data collection tools. Multiple methods of data collection (FGDs and KIIs and Site Observation Checklists) were developed by the team so that the research questions could be answered and a more in depth understanding of the underlying assumptions held by the community could be gained.

Two sets of guidelines were developed for the fieldwork; one for FGDs with community men and women the second for KIIs with project staff and management. Both were divided into three sections; I, II, and III (see Annex VIII).

Section I of both tools, contained items on background information about the interview time and venue etc.

Section II of FGD guidelines focussed on general information on the village, i.e. the socio-economic profile, number of schools and Basic Health Units in the target village/community, etc.

Section II of the KII guidelines includes a brief profile of the respondent with respect to current job and responsibilities, educational qualifications and work experience.

Section III of the community members FGD guidelines contained questions designed to find out their views and beliefs about WFH, the trainings attended, their learning and subsequent impact on their lives, among other things. They were given an opportunity to voice the challenges they faced and the successes they achieved. The committee members were also invited to share their suggestions for future activities and interventions.

Section III of the KII guidelines for the project and Saibaan team contained questions designed to outline their experiences in the design and implementation of the project. The interviewees were given an opportunity to share the challenges they faced and the successes they achieved during the life of the project. Recommendations in light of their learning from were also acquired in this section.

As mentioned, the tool developed for building assessment was a checklist that judged the building in terms of the initial plans and eventual construction. This task was undertaken by the technical expert.

Pretesting

The instruments were pre-tested in the program area; Garrang, to test the efficacy and appropriateness of the tools. Based on the feedback the instruments were modified accordingly.

2.1.3 Primary Data Collection

Sample of WFHs/Villages

The final selection of the WFHs/villages from previous projects was done in light of scope defined in the TORs and in consultation with Saibaan considering the feasibility of the visits and the aim of the evaluation. Garrang was selected as it was one of the villages from the first phase and considering that this one was nearest to the main highway it was planned that it would be an ideal opportunity to see the effect of distance of the targeted villages from main cities/highways on project impact. Bagroo was a village from the second phase and since both villages in this phase are closely located to each other and are at an equal distance from the Saibaan office, in view of the difficult terrain and weather, the one slightly nearer was selected to save time (as it takes approximately three hours to reach the village). The remaining three villages are part of the present evaluation therefore they were logically included in the sample. The table below indicates the details of the villages .

Sr. No	Village	U/C	Tehsil	Number of Households	Total Population
1	Garrang	Sum Ellahimang	Mansehra	250	1750 (women 910, men 840)
2 ²⁵	Bagroo	Hilkot	Mansehra	196	1372 (women 713 men 659)
3	Makhan Mohri	Hungrai	Balakot	256	2048 (744 Women, 681 Men, 623, Children)
4	Ghanila	Hungrai	Balakot	620	3720 (1500 Women, 1290 Men, 930, Children)
5	Jalgali	Battal	Mansehra	654	4578 (1559 Women, 1444 Men, 1574, Children)

Fieldwork

The team undertook the fieldwork to collect data through FGDs and interviews. During the data collection the team was engaged with key program staff and beneficiaries/community members collect qualitative information for the evaluation and include their feedback accordingly. The team used quantitative data collected by the project team to gauge the progress against the outcome and or output indicators.

²⁵ Although the team had planned to visit Bagroo, they could not reach the community in spite of travelling to the village due to extreme bad weather and poor roads on which the vehicle was slipping.

Date (Nov. 2012)	Venue/ Village	Activity	Evaluation Team	Accompanying Saibaan Staff	Start Time	End Time	Travelling Time (One way to village) ²⁶	Total Beneficeries	Participants	Remarks
13	Saibaan Office	Orientation to Saibaan team and WFH Project	SM		10:00 am	11:30 am			8 Males 3 Females ²⁷	
13	Garrang	Site Visit FGD	SM	Zahoor, Arif, Tariq, Yasmeen, Fakhra	11:30 am	5:00 pm	1 hour and 30 minutes approximately	5 Males 22 Females		
14	Makhan Mohri	Site Visit FGD	SM, AS, AJ	Faiza, Fakhra, Liaqat, Ali	9:00 am	1:30 pm	2 hours and 30 minutes approximately	10 Male 14 Females		
14	Ghanila	Site Visit FGD	SM, AS, AJ	Faiza, Fakhra, Liaqat, Ali	1:30 am	3:30 pm	20 minutes approximately	21 Males 22 Females		
14	Saibaan Office	KII	SM, AS, AJ		3:30 pm	5:30 pm			Jawwad, Zahoor, Arif	
16	Jargali	FGD	SM, AS, AJ	Zahoor, Arif, Liaqat, Yasmeen, Fakhra	9:00 am	3:00 pm	2 hours and 45 minutes approximaetly	16 Male 17 Female		
16	Saibaan Office	KII			3:00 om	5:00 pm			Yasmeen, Liaqat, Tariq	

²⁶ Due to the long duration of the trips, it was considered as a valuabale oppportunity by the evaluation team to talk to the Saibaan team members accompanying for insight into project activies and the context as well.

²⁷ Members of the Saibaan team are shared in the list of individuals interviewed as Annex.

17	Bagroo	-	SM, AS, AJ	Zahoor, Yasmeen	8:00 am	4:00 pm	3 hours apporximately			Had to return back two kms before reaching the village due to bad weather and rough road condition; as the car kept slipping of the mud road and the rain did not stop.
17	Saibaan Office	KII	SM		4:00 pm	5:00 pm				Zeeshan
Total Beneficeries									Males: 52 Females: 75	

Note: Sidra Minhas:SM, Aisha Siddique: AS, Arshad Jamil: AJ

With regard to the, technical aspects of the construction of halls, the technical expert initially acquired the documentation and plans of the Halls to be constructed. He then thoroughly observed all aspects technically and in light of ERRA specifications during the site visits. During the inspection, he relied on his experience with respect to analysing compliance with the plans and quality of construction. However, there were certain aspects which were obviously not visible to the naked eye, such as details of foundation etc., for which the expert acquired feedback from the community, particularly, those who had participated in the construction of the halls and its monitoring. This cross questioning, not only helped him to assess the quality but also evaluate the claims of the implementing organization.

Protection of Participants

Several initiatives were taken to protect the identity of participants that took part in the study.

Separate FGDs were held for women and men in the communities. In addition, all participants were clearly told the reasons for the conduct of the discussions and assured that their identities would be protected in the reports.

Where as an attendance sheet was circulated at all FGDs to document participation and acquire an idea of the education levels and socio-economic status of the participants, all names were kept confidential and not shared in the report. Case studies were also shared with pseudonyms.

During KIs, the interviewees were also given the assurance of confidentiality and were allowed to decline to answer a question if they were not comfortable with it.

During all data collection, photographs were only taken for pictorial mapping with the permission of the subject.

Implementation in the Field: Notes, Observations and Limitations

Valuable information was collected during the fieldwork but a number of challenges were faced by the researchers during this time which also hindered data collection.

Rough terrain and poor weather, both hampered the data collection and application of tools. On the last day in the field, the team was restricted in movement due to the continuous rain which also affected the logistics as roads were affected. The condition of the roads slowed down movement due to which the last village, Bangroo, could not be reached.

In addition, since the target villages were in rural and relatively in accessible areas valuable time was lost in travelling to and between the villages.

Although it was originally intended to collect data from the community both males and females, through FGDs, it was a challenging task with the onset of winter. Due to the community being busy with the preparation of onset of winter it was difficult for the project team to gather enough participants on the days set for FGDs. In addition, weddings and funerals were both community activities which took away potential FGD members. However, the team ensured that a holistic set of views was taken through the participants available by asking for the same information in a variety of manners and through different resources (i.e. male and female community members as well the project team) thereby ensuring triangulation.

In addition, routine project activities also take up time for the project team however this did not impact the activities of the evaluation as all efforts were made by Saibaan to ensure following the program as per schedule. Similarly, as there was a death in one of the villages, participation in the FGD was limited.

Another observation made was the difficulty of understanding certain responses due to the lack of Gojri language skills of two team members. However, since Gojri is similar to Urdu, there was a basic understanding for what was the basic essence of the discussion. In addition, Saibaan team members were supportive, where needed and interpreted where required.

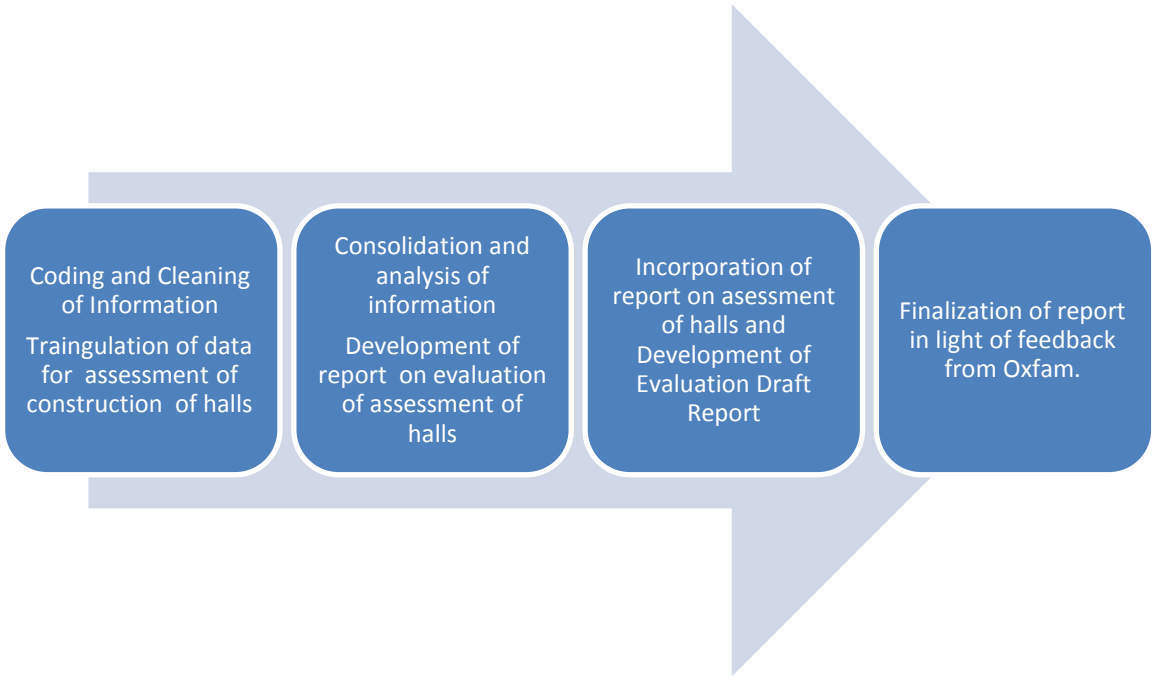
2.2.4 Analysis and Report Writing

After collecting information from the field, the information was cleaned and coded. The quantitative and qualitative secondary and primary information collected from various sources was consolidated and analyzed and the draft report prepared to give a full and detailed assessment of the project.

With regard to the, technical aspects of the construction of halls, the information from all sources; implementing organization, community and site observation was cross checked and triangulated upon which a report was developed summarizing the findings (please find attached in Annex XIV).

In view of the summary of important lessons learned and good practices, elaboration of recommendations; regarding potential follow-up projects were given.

The report was shared with Oxfam for review and feedback. In light of the feedback the draft was revised and their feedback incorporated. In order, to update the report, some new information had to be acquired in the form of market research due to which it took the time a couple of extra days to submit the report.



2.2 Analysis and Report Writing

2.2.1 Presentation and Final Report

A presentation of the most important conclusions and recommendations was developed for sharing and dissemination with the local organization i.e. Saibaan. The final report with changes incorporated to address the concerns, comments, and issues raised by Oxfam on the draft was prepared at the last stage of the process.

2.3 Critical Assessment

This research is not without its limitations. Firstly, there is a lack of detailed relevant contextual information and prior knowledge in Mansehra, generally and more specifically with respect to the given area of study. The specific reason for this is that certain information such as the local population, etc. can only be estimated based on the growth rates since the last census was held in 1998. In addition, most reports, survey, etc. that were reviewed for the purposed relied on the same sources of information.

As stated before, the target geographical area is challenging in terms of terrain and weather; the field work was hampered by the weather, thus limiting the study further.

Researcher's bias also offered a limitation. The team leads and researchers personal backgrounds were different in terms of geographical area and culture; they realized that Mansehra was culturally and economically less developed than the native province/cities of the team and made conscious efforts to minimize their preconceived notions with regard to the area and its habitants. It is important to note that researcher bias is unavoidable in many instances. Therefore, the research study's design process involved an understanding of the inherent biases and then minimizing its effects.²⁸

This study also had the limitation of time constraint. More time would have allowed the researchers to conduct a more in depth research.

Moreover, this research is based on data from a small sample. Therefore, the generalization of findings needs to be considered with caution. Further research could investigate whether similar findings can be obtained from a study based on a larger sample. Thus there is need for a detailed study for the impact of WFH; this study will contribute towards a path for further research.

2.3.1 Validity and Reliability

Validity shows if the study appraised what it is intended to measure.²⁹ Threats to a study's validity and reliability can be minimized if they are discussed and addressed at the start of

²⁸ "Researcher Bias," accessed April 10, 2011, <http://www.experiment-resources.com/research-bias.html>

²⁹ In research, validity has two essential parts: internal and external. Internal validity encompasses whether the results of the study are legitimate. External validity, often called "generalization", involves whether the results given by the study are transferable to other populations. Without internal validity, external validity cannot be achieved. Essentially, a common threat to validity is reliability. Reliability addresses whether repeated measurements or assessments provide a consistent result given the same initial circumstances, (C. Handley. "Validity and Reliability in Research," accessed April 10, 2011, http://www.natco1.org/research/files/Validity-ReliabilityResearchArticle_000.pdf) it is the repeatability of the measurements (Reliability and Validity: What's the Difference?" accessed April 10, 2011, <http://www.socialresearchmethods.net/tutorial/Colosi/Colosi2.htm>)

the study. The researchers endeavoured to ensure both validity and reliability of the research through a number of elements. Study protocols were developed and used to minimize threats to validity and reliability.³⁰

To ensure validity; the data collection tools (surveys, FGDs and interviews) were developed after a thorough desk review to accurately get answers of the research questions; and all subjects were presented with a standardized process i.e. the same tool was used in all the Villages (UCs). For reliability, the internal consistency method was used and the tool was piloted before implementation separately to several people.

However, due to data collection from a qualitative study such as the present one, being based on interviews and FGDs, data analysis cannot be value-free although efforts have been made to ensure their validity and reliability.

2.3.2 Composition and Independence of the Evaluation Team

All evaluations require a measure of independence between the evaluator and the object of evaluation. Impartiality contributes to the credibility of evaluation and the avoidance of bias in findings, analyses and conclusions. Independence also reduces the potential for conflict of interest which could arise if policy makers, donors and managers were solely responsible for evaluating their own activities.

Impartiality and independence was achieved in the present task by separating the evaluation function from the management responsible for planning and managing development assistance through the hiring of an independent (third party) evaluator.³¹

Evidence of the independence of the team is visible in the scientific and professional standing of the selected team and the transparent in manner in which their services were solicited and acquired. The members of the evaluation team, two technical experts and a researcher, possessed a blend of evaluative skills and substantive thematic knowledge, contacts and evaluation experience. Gender balance was also considered during the composition (see profiles in annexure III).

The success of the evaluation depends on the level of cooperation and support rendered by the Donor and the local staff of the partner organization to the evaluation team, in particular at the onset of the evaluation.³² The evaluation team was able to work freely and without interference. It was assured of co-operation and had access to all relevant information by the Donor and the local implementing partner i.e. Saibaan.

The proposal helped set expectations on both sides and reduce ambiguity to define the boundaries within which the team could confidently undertake the evaluation. The document identified the main stakeholders; the most relevant evaluation questions (elaborated and restated were needed); the methods to be employed; a detailed work plan with the division of labor between the different members of the team; the (finalized) schedule for the work, including the various milestones; and the final outputs/deliverables.

³⁰ C. Handley. "Validity and Reliability in Research." accessed April 10, 2011, http://www.natco1.org/research/files/Validity-ReliabilityResearchArticle_000.pdf

³¹ <http://www.oecd.org/development/evaluationofdevelopmentprogrammes/dcdndep/41612905.pdf>

³² http://www.unodc.org/documents/evaluation/IEUwebsite/Chapter_4_B.pdf

For the purpose of sharing first impressions and providing an opportunity to focus the subsequent stages of the evaluation,³³ the detailed draft report was shared as soon as data consolidation and analysis was completed.

Since two members of the team from outside of the geographical location of the project interventions where as one member lives in a neighbouring district with extensive experience in the Project district; it appears that the team brought with itself a balance of insider –outside knowledge and a bias free analysis to as much an extent as possible. However, in the final report the teams priori views, experiences and values have been outlined explicitly to address any partiality.

The team abided by relevant professional and ethical guidelines and codes of conduct for evaluators.³⁴ The process was undertaken with integrity and honesty. All parties involved; donors, evaluation team and local partner exhibited a respect human rights and differences in culture, customs, religious beliefs and practices of all stakeholders. Evaluators were mindful of gender roles, ethnicity, ability, age, sexual orientation, language and other differences when designing and carrying out the evaluation.

The trust in and discretion provided to the evaluation team and the level of acceptance of the evaluation teams view gave the them the confidence to be objective and fair in their analysis.

Participation of Partners and Target Groups in the Evaluation

The evaluation was a participatory process in which not only were the donor organization (Oxfam) target communities included but in fact the lead Partner Saibaan was invited to share detailed feedback on all aspects of the project and the draft evaluation findings too.

In the field, men and women from the communities were invited to participate in the FGDs . Similarly, Saibaan staff was interviewed so that they were comfortable during the process and did not get the feeling as if they were being interrogated.

The evaluation team did not feel it excessively challenging to discuss issues with men or women. However, since the technical expert was a male, it was useful for the entire to team to have him discuss details with the men of the villages and he not only helped confirm information acquired through the FGDs but also supported in triangulation of data.

The list of people interviewed and participants of the FGDs is given as annexure VI.

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http://ec.europa.eu/regional_policy/sources/docgener/evaluation/evalsed/guide/designing_implementation/managing_evaluations/process_en.htm

³⁴ The sample outline for evaluation reports is a guideline for the evaluation of projects co-financed by the BMZ³⁴. Major deviations from this outline are to be justified when evaluating. For evaluation reports, the OECD DAC quality standards for evaluations are to be respected: <http://www.oecd.org/dac/evaluationofdevelopmentprogrammes/dcdndep/44798177.pdf>

3 Performance of the Implementing Organization - Saibaan

3.1 Project Coordination and Management

The WFH Project is the third phase of this series of projects. It would appear that Saibaan has done well to manage the project so effectively as evident from the subsequent funding and phases acquired for the project over time. Additionally, where as there are considerable challenges in accessing quality human resource in the region, the organization has managed to retain a qualified and experienced team throughout the period.

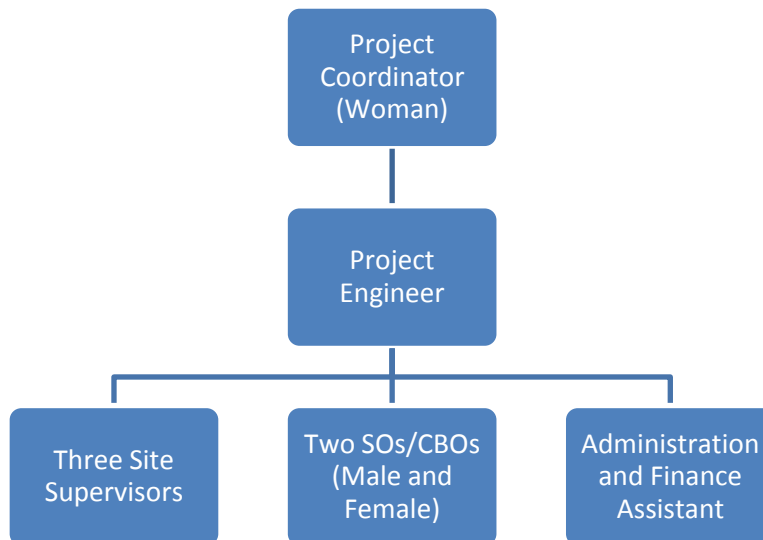
The leadership and management team is also very committed to the Project. This is evident from anecdotal evidence that the Executive Director also makes random visits to the field and meets with the community to ensure the quality of interventions by acquiring feedback as mentioned in the FGD with Garrang. Similarly, others members of the management team are also in touch with all activities in the field and in constant communication with the field team.

The project team and management were quite effective in the execution of activities with regard to time. The element of timing was crucial in the context of the difficult weather conditions, especially in the winters, when the communities become inaccessible. However, the commitment of the team is commendable as they at times had to face harsh conditions due to snow and the rain and yet still made their visits to the field in order to ensure milestones were achieved and the timeline was followed.

The Saibaan team assigned to the WFH project is composed of a total of 13 people. The team is qualified with each member being having a clearly defined job description in light of their experience. The gender ratio is balanced, which was essential keeping in view that the Project is focussed on women but the context is highly patriarchal it was necessary to include the men from each community and initiate the interventions through sensitization.

The team directly responsible for the project consists of the project coordinator, one of Saibaan's civil engineers, three site supervisors, employed for ten months for the duration of the project, two staff members responsible for community organizing and capacity development and one accountant.

WFH Organogram (Direct Project Staff)



It needs to be emphasized and appreciated that community mobilization in such projects and contexts is essential; in fact the basis of the success of the project. The team, specifically the social mobilizers, male and female, are highly committed to their work and are regular visitors of their assigned communities i.e. once a week. The men and women all have congenial relationships with the communities and are welcomed by them enthusiastically. In fact, in communities where the organization has been working for a number of years, the villagers treat the Saibaan team as family members. Evidence of this is based on the fact that the evaluation team was invited to have lunch in Garrang by the community after the field visit had been completed and the exchange between the project staff and the hosts was warm and comfortable.

The field team assisted by Saibaan's management team with monitoring, financial control and reporting. The team is also committed and all activities are well planned and documented. However, it seems that the documentation is very donor oriented, since they are accountable for their performance to them. An example of this is that whenever asked for specific information with regard to finances or project planning and implementation, if it was in a form that the Donor had asked them to develop or was a requirement of the planned project documents; the team was prompt to share it. On the other hand, if information was asked for in a different format, Saibaan either took their time or could not always comply (e.g. in the case of trainings; the management shared the list of activities in the three phases, but when asked about details of when they took place and how many men and/or women were trained, the information was not shared. The same was the case with requests on specific detailed financial information.)

In case of course realignment, the team is highly responsive and receptive to the communities' needs. All the villages visited appeared to have a unique character and culture which affected the WFHs activities within the community. However, the field visits reflected that the communities, whether to a large or small extent, connected well with the team. The team adapted its strategy according to the specific needs/character of the community. E.g. in Makhan Mohri, which was a more isolated and conservative society and women were more secluded, when they demanded an external boundary wall for the WFH, the project team supported their request.

3.2 Qualification of Personnel

With regard to the WFH Project, the following table gives an overview of the designated staff, their experience and education as well as their detailed job responsibilities.

Name	Designation	Experience	Education	Job Responsibilities
Sahibzada Jawad Alfaize	Executive Director	13 years	MA, LLB	Overall project responsibility, in charge of contacts with government authorities, occasional visits on site, overall responsibility for reporting to the German executing agency
Zahoor Ahmed	Project Manager	7 years	MA, BEd	In charge of preparing the project proposal, supervising and supporting the project coordinator
Arif Hussain	Project Manager R,M&E	10 Years	MSc Agriculture	In charge of the development of suitable monitoring and evaluation tools as well as for the internal training of the project personnel on these issues, monitoring of the implementation and of the results
Zeeshan Ahmed	Manager Admin, Finance and HR	13 years	B com, ACCA	Financial controlling, rendering of accounts towards the German executing agency
Rukhtaj Begum	Project Coordinator	6 Years	MA	She is responsible for the project's implementation in the three villages as well as the relations with all government and non-government actors on the scene and also works directly with the village communities.
Ibrar Hussain	Civil Engineer	6 Years	DAE Civil	Draws up detailed construction plans in consultation with the village communities, supervises the procurement of material and the construction progress.
Shams Raza	Site Supervisor	5 years	BA, Diploma	Coordinating the work on the individual construction sites, they are in charge of managing the skilled and unskilled labourers.
Adil khurshid	Site Supervisor	5 years	DAE Civil	Coordinating the work on the individual construction sites, they are in charge of managing the skilled and unskilled labourers.
Ihsan Danish	Site Supervisor	4 Years	MA, Diploma	Coordinating the work on the individual construction sites, they are in charge of managing the skilled and unskilled labourers.
M Liaqat	Social Organizer/Capacity Development	6 years	MA	A social worker and an educationalist with many years of experience in community development, who have already

	Officer			participated in the previous projects. A man and a woman, they are able to work with the men and women in the villages separately and to encourage a change of attitudes relating to gender relations, health and hygiene in the villages. They also coordinate the resource persons for the trainings.
Fakhira Jabeen	Social Organizer/Capacity Development Officer	4 years	MA, B Ed	A social worker and an educationalist with many years of experience in community development, who have already participated in the previous projects. A man and a woman, they are able to work with the men and women in the villages separately and to encourage a change of attitudes relating to gender relations, health and hygiene in the villages. They also coordinate the resource persons for the trainings.
Huma Rehman	Administrative and Financial assistant	2 years	M Com	Procurement, logistics, project accounting, budget control, statements of account

The team members are competent and their qualification and experience well matched to their job descriptions, which facilitates them in performing their work. In addition, the team is composed of local inhabitants; the majority being those who also suffered and faced significant losses during the earth quake, therefore one finds a deep sense of commitment towards helping the villages and their communities.

3.3 Logistics and Procurement

The procurement and logistical processes of the organization are appreciable considering the difficult terrain in which the Project was being implemented. This aspect was reflected from the planning to the execution stages, especially when it came to the construction of the halls and the field visits.

Since the overall purpose was the benefit of local communities, where possible, local material and human resource was employed; this information was verified by the communities during the site visits. Saibaan also developed a complaints/feedback mechanism in order to receive any comments from the beneficiaries regarding the quality of the items or services provided, which the VO committees also collaborated.

3.4 Monitoring and Evaluation³⁵

The monitoring of the project is carried out at more than one level as Saibaan and community are also the part of the process. Saibaan project management team has

³⁵ Shared by Saibaan

dedicated staff to conduct monitoring based on the monitoring tools developed to assess the positive changes related to achievements, development, access to services and meeting the objectives. Staff is provided training on those tools (Saibaan has a separate M&E section with experienced staff but to achieve better results, the field staff hired for this project, will also be trained on the monitoring tools and techniques). Based on monitoring reports and surveys of the community, lessons are drawn with recommendations for bringing improvement in the further proceedings of the project.

Saibaan M&E section along with the project management team undertakes monitoring and assist the project teams. Saibaan staff and management monitor the project performance by tracking set indicators on a monthly basis. This is accomplished through using routine activity reporting information. Additional information is collected, as necessary, by conducting periodic rapid assessments, and random follow ups and reviews in consultation with staff. The routine information is reported to Saibaan's project team for onward reporting purposes.

Saibaan M&E continuously monitors the project. The project progress is documented on regular basis. The project team prepares NFRs (note for records), monthly reports, quarterly reviews, mid-term and end term reports. The project progress is measured against the set objectives, set targets and the proposed work plan.

Samples of all reporting templates were shared with the evaluation team.

Reporting to Oxfam Germany³⁶

The project field staff (SOs, Engineers and site supervisor) prepare daily NFRs (note for records), weekly and monthly reports and submit to Project Coordinators. The Project Coordinator prepare quarterly/ six monthly reports (M&E reports are also incorporated) and submits to Program manager for finalization and further submission to Oxfam Germany.

³⁶ Source of information: Saibaan, project proposal/MOU and periodic reports.

4 Findings and Discussion

4.1 Achievements

Flexibility and Outreach: A feature of the Saibaan's approach was that the Project was able to adapt its interventions to include particular needs and demands of communities that came up during the project's life and beyond. E.g.the Garrang community, a village from phase one, requested the field staff to make regular visits to their WFH and also demanded that specific trainings (embroidery for women and plumbing and electric work for men) be given, which was fulfilled by Saibaan. When the evaluation team visited Garrang, training was underway for women and due to popular demand and increased number of students, the class was being held in two sessions.

Preservation of Social Fabric: Since the project did not see to threaten their religious beliefs the respective community quickly accepted the interventions intended for them. The acceptance obviously varied from community to community but the relationship seemed to be strengthened with the time the team had been working with a specific village.

4.2 Relevance

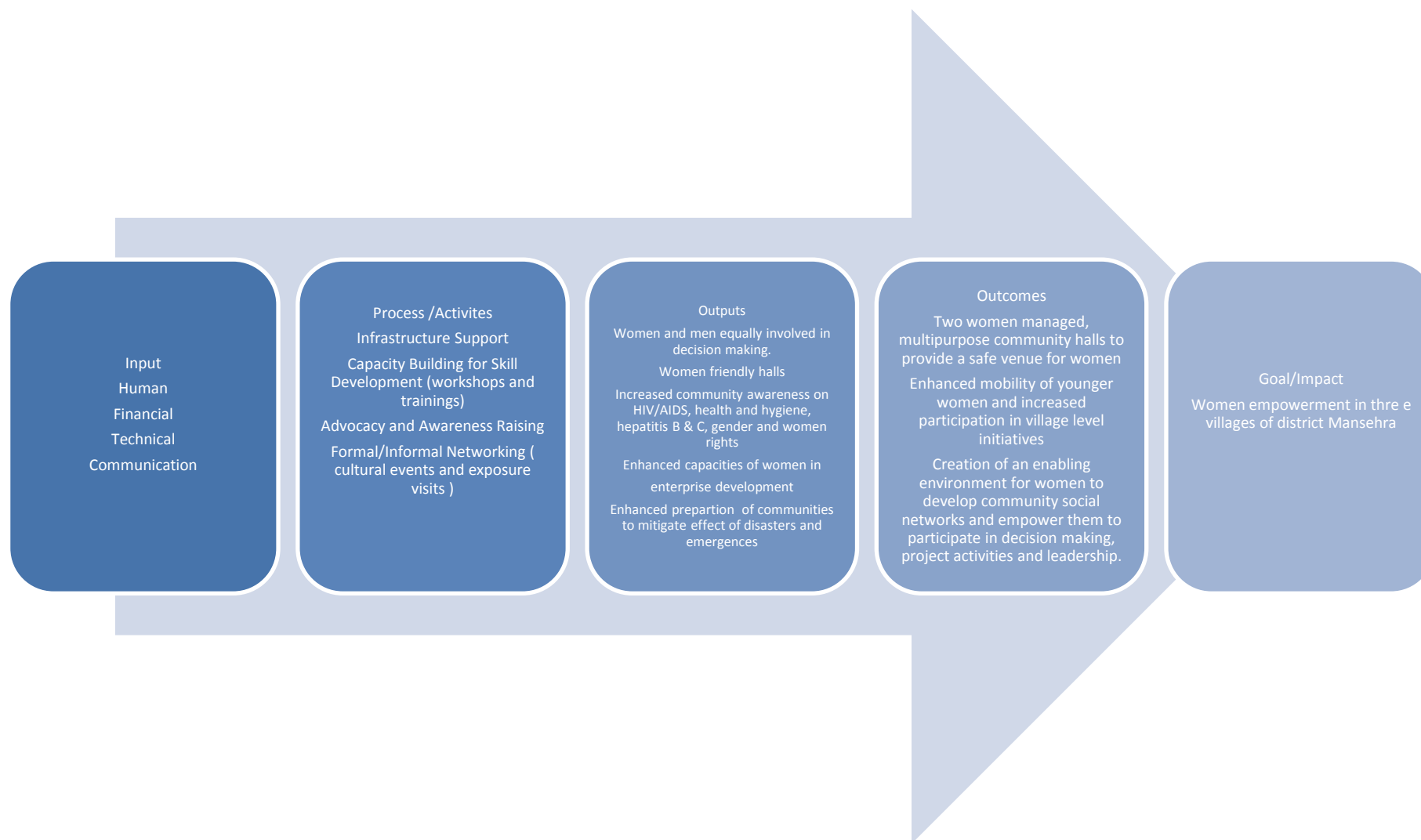
The project design and interventions are very appropriate and relevant to the target groups' needs and the objectives of Oxfam. They are also in alignment of the local partner, Saibaan's Organizational Strategic Plan in which health promotion, poverty reduction as well as water supply and sewage disposal were n strategic aims and education and trainings, gender equity, conservation and protection of environment and natural resources and DRR were identified as cross-cutting issues.³⁷ The project also aims to support the Millennium Development Goal One and Three (MDG) i.e. to eliminate poverty and to Promote Gender Equality and Empower Women.³⁸

WFHs Project is based on the Saibaan's own needs assessments as findings and successes/lessons learned from previous projects i.e. phase one and two. The selection of the villages for this project was undertaken based on thorough research. These areas are rural and inaccessible thereby isolating them from modern life amenities. There are high levels of illiteracy, limited infrastructure and economic growth opportunities, and limited opportunities and mobility especially for women. With minimal sources of livelihoods and traditional approach to agriculture the social norms are traditional and communities consume most of their time in striving to survive and meet their basic needs. Lack of awareness and education leave the population especially vulnerable. The figure below depicts the LFA of the Project thereby illustrating the intervention logic.

³⁷ Saibaan Strategic Plan

³⁸ <http://www.un.org/millenniumgoals/gender.shtml>

1. Logical Framework of Women Friendly Halls Project³⁹



³⁹ Note: The figure has been adapted to reflect the Theory of Change of the WFH Project from the Logical Framework Analysis.

Working in collaboration with male and female Village Organizations (VOs) in the community is an effective strategy that provides both sexes with a platform to meet, negotiate and contribute towards village development.

".....they listen to us more...the monthly meetings provide us with a platform for mediation between the men and women."

Female FGD Participant Ghanila

In Makhan Mori, the WFH is part of the third phase i.e. the present project being evaluated. The women of the community were very enthusiastic, so much so that more women came than were invited to the FGD and the room was overcrowded. Old and young alike had the same enthusiasm. They were very positive toward WFH and its interventions, although Saibaan had come to the community approximately a year ago. Among factors other than time which seem to influence the response towards project interventions, contextual variables such as the socio-cultural set up of the local community and distance from the nearest town were also significant variables. Makhan Mohri has a community with more women than men as there are few livelihoods opportunities so men have left in to make an income. Overall, there is extreme poverty and the village is at quite a distance from the nearest city/town, and therefore the villagers are extremely keen on acquiring an education, learning new ways of making a living and improving their quality of life. In contrast Ghanila is relatively closer to the same city/town and there are more men, particularly those who are religiously inclined. Therefore, the village is relatively resistant to activities by the Project as compared to Makhan Mohri.

" WFH has been very helpful – before there was nothing..."

Female FGD Participant Ghanila

Prior to the construction of the halls, men and especially women did not interact with each other to the extent that women were even hesitant of talking with each other as quoted by the community members themselves as well as

Saibaan Project team. The halls proved to be an effective platform for women to gather and interact at community level without hesitance and hindrance. This also proved to solicit support from male community members for recognizing their role and potential contribution in community matters.

The WFH was considered to be a neutral place for the community to sit and meet. In Ghanila, the WFH had recently been finished and the literacy center had been moved to it. Before the completion of WFH the literacy center classes were being held in a venue taken on rent. Since there were no educated women in the village, the teacher had been invited from a nearby village and was being paid for a year by Saibaan to teach the classes. The teacher had a higher secondary school certificate. Interestingly, when the center moved from the rented house to the WFH the attendance rate increased⁴⁰. This is evidence of realization of the need for a safe and secure place where families felt safe sending their mothers, daughters and sisters to.

The majority of the community members appreciated the projects in all three phases. However, the difference in mobilization and acknowledgment of the value of Project interventions was remarkably higher in the Garrang (targeted in the first phase), thereby indicating the change over time.

⁴⁰ Saibaan

Garrang: A Visible Change

The community was very mobilized, especially the women and young girls. They greeted the evaluator with a flowers. The meeting was very well structured and organized; as there was a specific program starting with the recitation of the Quran, a *naat* and then a song/dance. The women were very vocal and defined their problems, challenges and successes very well. Majority of the women participate in the meetings of WFH and it was a positive social outlet for them. They were also keen on learning new skills and acquire access to markets in order to have access to new sources of income. The men also were very supportive of the women earning an income to support their families.

Observations during the field visit and Garrang FGD.

Thus WFH Project made an important contribution to the needs of the target communities, allowing Saibaan to implement a relatively simple intervention but a no less important one in the context of a rural population clearly distressed by their experiences. It provided a space for children and adults alike to learn more about rights and how they may be exposed to particular risks. In Ghanila, women VO members have developed a strategy to put aside some money each month, with each individual pitching it as much as possible. The savings of the WFH are used to pay for the needs of members when they need help in any way but can not afford it, as during medical emergencies.⁴¹

"Before we used to be very busy, now we meet, talk with each other, we come for meetings and are happier"

Female FGD Participant Ghanila



In addition, the halls were important in terms of providing a crucial basic awareness through literacy and training sessions for women and children who are more vulnerable and marginalized in such societies and further exacerbated during natural disasters such as earthquakes, landslides, etc. and also providing opportunities for community members to develop skills for earning incomes and attain financial independence at least to some extent and providing them with agency.

⁴¹ This was shared by female participants in the FGD

4.3 Effectiveness⁴²

The WFH Project was quite effective in meeting the targets it laid out in its initial plan. The construction work at all the three sites progressed as planned despite the fact that at Makhan Mohri and Ghanila the construction work remained closed for about two and a half months due to the weather and accessibility. The WFH at Jargali has been successfully completed while at Ghanila and Makhan Mohri 85% to 90% construction work has been completed to date. During this activity the target was to employ 150 men through cash for work (throughout the work), however, which was achieved (with 153 men (Makhan Mohri 52, Ghanila, 54 and Jargali 44) benefitting from the activity till now). As the construction work progresses ahead, more persons will be engaged in cash for work activity ⁴³.

With regard to other indicators the table below details the set and achieved targets during Project implementation. Where targets were not met usually the reasons were attributed towards community activities such as marriages or deaths e.g. during the exposure visit, participation could not be achieved due to a death in the local community. At other places, the numbers achieved were higher than expected/planned such as participation in the literacy centres by women in Makhan Mohri, explained by their keenness and desire to learn even as adults.

⁴² See annexure for detailed Project Activities

⁴³ Saibaan interim reports.

Table: Achieved Targets until November 2012⁴⁴

	Activity	Literacy Centres	Exchange Vist to Garrang	Health and Hygiene Awareness	Awareness on Hepatitis B and C	Tree Planation	Celebration of Women's day	Awareness on HIIV	Awareness on Gender and HR	EDT ⁴⁵	DRR ⁴⁶
	Target	120	40 Women	600 (300 women,300 men)	600 (300 women,300 men)	150 Women	150 Women	600 (300 women , 300men)	600 (300 women, 300 men)	60 Wome n	60 (30 women, 30 men)
	Achieved Total Population	118 (Women =114 Men=4)	Women= 26 Men = 24	620 (Women =317, Men =305)	623 Women	149	133	608 (Men =255, Women= 215, Children= 138)	622 (Men = 289, Women = 239, Children =94)	71 Wome n	
Village	Total Populatiion										
Makhan Mohri	2048 (744 Women, 681 Men, 623, Children)	63	Women 14 Men 08	Women 110 Men 100	44	51	44	203	210	31	25
Ghanila	3720 (1500 Women, 1290 Men,	32	Women 12 Men	Women 103	50	53	50	203	202	20	38

⁴⁴ Source: Saibaan interim report and updated figures from Saibaan.

⁴⁵ Enterprise Development training

⁴⁶ Activity under progress – these numbers were until November 2012. The team was working on this activity prior to and were to continue after the evaluation. It was shared that completion would depend on the weather conditions and accessibility to the villages.

	930, Children) -		08	Men							
				101							
Jalgali	4578 (1559 Women, 1444 Men, 1574, Children)	23	Women 00 Men:08	Women 104 Men 104	39	45	39	202	210	20	

Other than the quantitative information from Saibaan, anecdotal evidence and qualitative data collected during the field through interviews and FGDs was used to collaborate and verify the quality of the interventions as well as the results of the same.

Saibaan's technical team played an active role in facilitation of local communities in construction of halls. According to feedback of local community this project intervention not only helped the most neglected portion of society i.e. women and but it also capacitated the local community to directly manage and implement the project as per defined standards and quality.

During the discussion with community elders, the work of skilled and unskilled labourers from the local community during construction was highlighted. The work played a vital role in project implementation. Village Organizations; both men and women's, actively participated in monitoring of construction and management of labours. Male VOs were directly involved in arrangement of local material and all decisions were endorsed by women Village Organizations. For this purpose committees project, management and monitoring

"Saibaan helped us in helping our selves... They told us how to monitor the construction of the WFH. During this time we also stored and guarded the material used in the construction."

Female FGD Participants in Ghanaila

committees were established in each VO for monitoring and evaluation as per project design and women were active members of these.

Due to Project interventions there was marked increase in awareness of the significance of education. In fact this was the most enthusiastically received intervention by all the communities as highlighted in their feedback in the FDGs. The literacy centre has proved to a success in Makhan Mohri especially where more than the target number of women wanted to attend classes and members have even started sending their young sons to the centre as well. The fact that younger and unmarried females are more in number is encouraging as eventually they will be active members of the community. On the other hand, the presence of village elders i.e. those above 30 and married is also reassuring as they will provide support and guidance to the younger ones and also be the ones negotiating with the men at the village level.

"There is no school for girls or boys in our village. We sent the boys usually to madrassas in bigger cities for religious education which is free but now girls can now go to school and even some boys attend".

Female FGD Participant Makhan Mohri

Village ⁴⁷	Total Students	30 Years and Above	20 to 30 Years	20 Years and Less	Boys	Married	Unmarried
Makhan Mohri	63	07	13	39	04	11	45
Ghanila	32	04	05	23	-	07	24
Jargali	21	07	10	04	-	09	08

⁴⁷ Source: Saibaan

Regular trainings on health and hygiene as well as various diseases (Hepatitis B and C and HIV/AIDs) were held and the consistency in terms of frequency of interaction with the community helped develop trust and also ownership for the WFH initiative.

They said:" We have received education/awareness...(because of WFH)...They told us about health/hygiene – we didn't know better."

"They (Saibaan) told us about different illnesses – we didn't know so we didn't take precautions. Now we know how one acquires hepatitis and Aids so we take care...we keep our children and ourselves and even our utensils clean"

Female FGD Participants in Ghanaila

The evaluation team received feedback during FGDs for increased access to health services, especially maternity services, and basic equipment. Therefore, the team believes that if capacity building activities such as trainings on midwifery were augmented with follow up support or if other organizations/donors were invited to implement a project the community would receive further benefit.

An exposure visit to a village of Phase 1 i.e. Garrang proved to be beneficial although a number of participants couldn't visit as planned due to a death in the community. Those who were part of it observed the significance of the work done in WFHs by Saibaan and also exposed them to new ideas like EDT (Enterprise Development Training) and beadwork training as means of income generation while working at home.

The community had a high sense of ownership of the halls and associated activities. Even in villages where halls were completed as part of phase one and Saibaan had left the village, the community remained in constant touch with the organization and often reached out to them for specific activities such as training in embroidery, etc. Saibaan shared this information with respect to a training that was ongoing when the evaluation team visited Garrang, which was collaborated by members of the community; men and women.

All VOs are maintaining records and organizing regular meetings, which were reviewed by the evaluation team during the site visits; illustrating the enthusiasm and commitment to the WFH. The evaluation team was given a chance to review these records, which also supported the monitoring of the activities and decisions by Saibaan as they were essentially the minutes of the meetings.

Most stakeholders acknowledged and praised the project interventions with respect to the needs of the community. However they were of the view that further capacity building, training, linkage, networking and provision of appropriate equipment and tools for the community halls would contribute towards more effective operations and increased ownership by respective communities.

Highlights indicating Effectiveness of Women Friendly Halls

Women had generally no accessible place where they can meet, however after building these hall they have a common place to gather and socialize.

All halls are constructed in middle of the villages and these can be used for shelter and protection in case of any emergency/ disaster .

All the interested parties, especially women, were involved in the planning and monitoring of the building project. Prior to this women never participated in decisions regarding public space but due to this project they feel empowered by being involved in community decision making.

Due to this Project average 120 plus women from 3 villages participate in public activities and events like women international day and Celebration of tree plantation week.

26 women have broadened their horizon by exchange visits to other villages.

4.4 Efficiency

The project objective was to strengthen women in conservative, rural areas in Mansehra District, to give them access to information and to enhance their mobility as well as their opportunities for participation and development within the village communities within specific budget. Community halls were built in Makhan Mohri, Ghanila and Jargali respectively, which are primarily used and managed by women. Training were held for; men and women on women's rights and health issues, women's literacy classes and trainings on the management of micro enterprises, exchange visits to other villages and celebration of public events such as the International Women's Day.

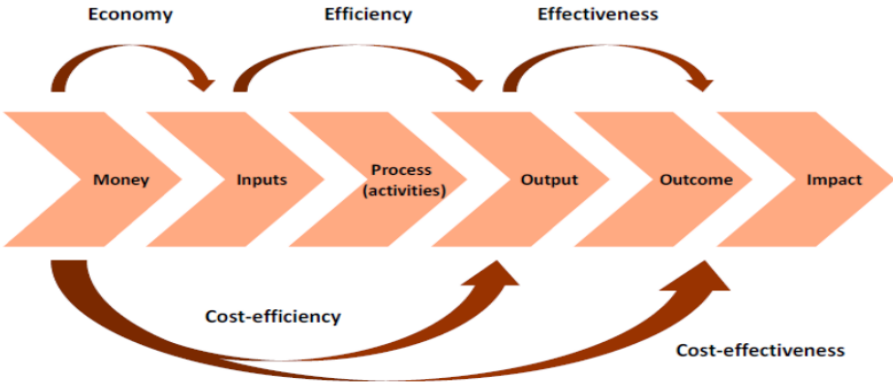
Projected financing of the project (in €): Co-financing (75 %) ⁴⁸					
Year	Share of Oxfam Germany	Share of Saibaan, of the target group	BMZ grant	Contributions from other sources	Total Expenditure
2011	13.234,00 €	7.668,00 €	62.705,00 €	N/A	83.607,00 €
2012	21.366,00 €	1.873,00 €	69.717,00 €	N/A	92.956,00 €
Total	34.600,00 €	9.541,00 €	132.422,00 €	N/A	176.563,00 €

With regard to financial costs, though there were challenges of high prices of fuel and other construction material, lack of labor and other financial issues, Saibaan utilized resources by using the 3E rule⁴⁹ effectively by considering costs from perspectives of the different

⁴⁸ Saibaan

⁴⁹ VFM is about obtaining the maximum benefit over time with the resources available. It is about achieving the right local balance between economy, efficiency and effectiveness, or, spending less, spending well and spending wisely to achieve local priorities...VFM is high when there is an optimum balance between all three elements, when costs are relatively low, productivity is high and successful

partners, local community, including labor and opportunity costs to achieve the objectives within the specified budget.



Source of Diagram: Hodges, White and Greenslade 2011 ⁵⁰

To assess the value for money for the WFH Project, economy, efficiency and effectiveness was measured by the evaluation team determined the costs and social benefits gained due to the Project and compared them. To date, Project activities/interventions have been delivered on time and outcomes achieved within the targeted period⁵¹. The team found that human resources and finances have been used effectively to obtain maximum cost benefit. However they could have been used more strategically & efficiently. In collaboration with the local community Saibaan was able to complete the construction within the budget while ensuring quality. Other than that, local community social resources were utilized to maximize benefit to the villages, for example: Village Organizations, men and women, actively participated in monitoring of construction and arrangement of skilled and unskilled labors. Male VOs were directly involved in arrangement of local material and all decisions were endorsed by women village organizations; increasing accountability and transparency. For the sake of transparency and accountability community members were given cell numbers of the management for complaints or feedback regarding efficiency of work, material quality and effective utilization of halls.

The halls layout and construction is according to Earthquake Rehabilitation and Reconstruction Authority (ERRA) Code of Construction and probability of risks of storms and flash flood and cloudburst also have zero risk level. As mentioned all halls can also be used for shelter and protection in case of any emergency/ disaster. However, the team observed, (Sources , Saibaan financial reports, expenditure sheets, telephonic interviews with Mr. Zeeshan Ahmed (Finance Manager Saibaan), Saibaan interim reports, technical assessment of building construction during field visit, etc.) that the cost is comparatively high with regard

outcomes have been achieved. http://www.dfid.gov.uk/r4d/PDF/Outputs/Mis_SPC/60797_ITAD-VFM-Report-Dec10.pdf

http://www.cgiarfund.org/sites/cgiarfund.org/files/Documents/PDF/iea_res_template_1_march_2012.pdf

⁵¹ Source: Saibaan Reports and Community FGDs.

to transport of construction material. Saibaan claimed the reason for it to be the challenge of limited road access to the target areas at high altitudes. This was verified through interviews with other sources, i.e. Mr. Faisal Awan previously associated with Save the Children International, who was engaged in the same geographical area. Market research undertaken by him indicated an average cost of Rs.3,000/- per trip via jeep on average from the main roads to the villages (additional cost for the transport of material from the sources to the cities up to where a road is available). He added that the only way to save cost was to make the building material, which is eventually used in the form of blocks at the site of construction, instead of transferring it as blocks to the villages

According to the Saibaan Finance team, regarding the methodology of material transportation it is submitted that the committee discussed all possibilities and solutions. At the end, the Procurement Committee decided to call bids for supplying of construction material with specific instruction to make the delivery at the project sites. Since there was no defined methodology for the transportation of the construction material therefore, in the RFQs the delivery point had been mentioned so that the vendor could clearly understand the whole scenario. It was clear for the vendors that the amount of transportation has to be separately mentioned in their bids. due to this approach of work and prior instruction, vendors mentioned the total amount of transportation of all construction material separately in their respective bids. Now it is very difficult for Saibaan to calculate the transport cost of each item. Perhaps, Saibaan should have been active in finding solutions and calculations for such complications to avoid any discrepancy.

Since the buildings are located at high altitudes, due to which they face high pressure winds. To deal with this problem, heavy wooden roof structures are provided under C.G.I. sheets. Closed span wooden trusses provided with suitable dimension. All wooden structures are connected to roof beam with J Bolts. This has caused the budget to step over the budgeted amount, as per finance personal and reports major cause of overspending was significant increase in market prices of construction wood. on the basis of the community feedback, the management of Saibaan changed the quantity and size of construction wood which increased accordingly. Due to this reason the prices of construction wood increased and caused to the overspending in the head. This probably was the wise decision to ensure quality ,Perhaps Saibaan management should have discussed the factor formally or informally with donnor instead of taking independent decision only on the basis of community feedback. Another concern keeping in view previous experience and their expertise why saibaan did not consider the above mentioned factor in mind at the time of developing the budget and estimated less, which indicates lack of capacity in forecasting and budgeting. Or probably lack of reporting recording expenses previously.

Though personal engaged in project were duly approved and budgeted, however management team cost could have been reduced and used more effectively on un foreseen costs i-e material transportation, wooden roof etc.

Another factor of not being enough efficient was lack of skilled person within the community, rainy and snowy weather was another constraint to keep up the pace of the construction work. However these factors should have been considered and proper methodology or work plan should have been followed, keeping in view or learning from their previous experience of constructing halls in similar terrain in the previous phases.

Saibaan needs capacity building not just in financial management and budgeting but in financial reporting as well. To obtain some financial information team has to go through series of emails and methods of explain how to compile data in make variance analysis via ph-internet-msn etc. If records were maintained properly generating reports or summary would have been easier. At the organizational level usage of financial software's, financial management and reporting capacity are highly recommended for Saibaan staff for future interventions with other donors or stakeholders to maintain their confidence when it comes to transparency , accountability ,efficiency and value for money.However the social benefits of the intervention compared to the financial costs are much higher.⁵² Some of the value for money social benefits of this project are/would be:

VFM framework for WFH

Economy :87.82%. of total budget of EUR 176,563/- was spent on WFH halls in three villages including construction, hiring labor, trainers and delivering training within limited resources.

At least 7% of these women have started earning an income by utilizing their acquired skills.

About 45% women using the halls are under 30 years of age. The percentage of women under 30 using the halls regularly in Makhan Mohri , Ghanila, Jargali are 53%,51% and 46% respectively .

Efficiency : As result of the trainings given by this project around 8.5% of the women and 8.9% of men in the three villages are aware regarding hygienic practices, 8.5% of women and 9.39% of men are aware of women rights, 7.88% of women and 9.01% are aware of HIV. Which is an indicator of some social change at the cost of 17,130 euro only. However, since it is still early to assess the impact, a an awareness survery some time after project completion will help give an idea of the same.

Out of 3 villages around 71 women have acquired practical skills and basic entrepreneurial knowledge.

Source: Saibaan and anecdotal evidence from the field.

⁵² Sources: Site visit and Saibaan Project documents.

4.5 Impact

The evidence (Site visits, FGDs, Assessment of Buildings/Construction, Saibaan Interim Reports and KII with Project Team Management) indicates that the Project has achieved its desired objectives to an extent. The communities have been supported and facilitated in the construction of the women managed, multipurpose halls in three villages; thereby achieving the first objective.

Through the development of Halls specified for women, the Project aimed to enhance mobility of younger women and increase their participation at village level initiatives. For this purpose it was envisioned that at least

five women members of each VO would be less than 30 years of age. The present membership age range of the three village women VO is shared below.

Name VDO	Women VDO membership	Men VDO membership	Women less than 30 years
Makhan Mohri	09	15	05
Ghanila	09	13	04
Jargali	13	14	07

Source:Saibaan, Site Visit and FGDs

As evident all the Women VDOS fulfill the minimum requirement of at least five women under 30 years of age. However, in Ghanaila, it is four. One of the reasons for this can be seen as explained in the above section is the initial resistance to the interventions due to the conservative set up of the village. More intense mobilization is suggested for the community plus an enhance in participatory decision making; i.e. providing trainings that the demand, etc.

Case study

Forty five year old Saima, is a resident of one of the target villages included in the Project. She is married and has four children. Since long her family depended on the father's income who is a Jeep Driver in the village. It was very challenging for them to make ends meet in the limited income.

Saima herself a house wife, remained busy with her children and household chores throughout the day but was not satisfied with her life. She wanted to do something for her family and her village. But she did not have the awareness or any skills with regard to how to generate income for her family.

In September 2011, Saibaan with the support of Oxfam Germany started the project of construction of a women friendly hall in her village and Saima was selected as a member of Women Village Organization. She actively participated in different activities which gave her awareness. After attending these sessions, Saima started savings at the household level.

Saima had some hens, so she started selling eggs and saving money. After some time when she saved enough, she bought a cow and now she sells cow milk and supports her husband financially.

During the interview, Saima spoke with surprising confidence because she claimed she feels strong enough as she fulfilled her dream to do something for her family. She shared, before her children used to ask for new cloths on Eid and weddings which she could not fulfill. At times she borrowed money from the neighbors and relatives. Now she is very happy to get a way by using that she is able to meet her children's needs.

Case study identified during site visit and FGDs with Women in Ghanaila

In addition, about 45% women using the halls are and involved in various activities of the WFHs are less than 30 years of age. The per village details of women under 30 using the halls regularly is as shared in the table.

Village	Percentage of Women under 30 Regularly Using the Halls
Makhan Mohri	53%
Ghanila	51%
Jargali	46%

Source: Saibaan, Site Visits and FGDs

This is actually part of the the second objective i.e. 25% of women regularly visiting halls and involved in different activities at WFH are under 30 years. Therefore the achievement is much higher than that targeted and the Project exceeds expectation.

With regard to attendance of women in mixed meetings though, the Project is still striving to meet the indicator established i.e. 50% women attending mixed community meetings. Currently, at least one joint meeting per month is attended by about 25% of women (70% of women committees). (Source: Saibaan, FGDs and Attendance Registers at Halls).

At this point, the evaluation team did observe that the objectives were being met in numbers, it was felt that the president of the VO usually remained the same over long durations of time. E.g. the VO Women President in Gharrang had been the same since a short while after the Project had been initiated a few years ago. Similarly, Makhan Mori had the same woman as the VO President who had donated the land to the WFH. Therefore, two things need to be ensured, firstly, the individual in the position should be changed after regular time periods so that more women have the chance to develop skills and participate in decision making, especially, younger women. Secondly, the team needs to be cautious that the individual selected is nominated on the basis of their qualities and not their personal contacts, etc.

The third objective of the Project aims "to create an enabling environment for women to develop community social networks and empower them to participate in decision making, project activities and leadership." To assess if this has been achieved, it is envisioned that by the end of the project 1500 community members (900 women and 600 men) would have been sensitized and be aware of communicable diseases, enterprise development, women rights, environment and DRR. Saibaan reports that the number of women and men trained under the various activities as under:

Training	Beneficiaries Reached	Percentage of women aware (out of whole women population)	Percentage of men aware (out of whole men population)
Hygienic practices	317 women and 305 men	8.5 %	8.9%
Women rights	301 women and 321 men	7.91 %	9.39%

DRR ⁵³	30 men and 41 women		
HIV	300 women and 308 men	7.88 %	9.01%
Hepatitis B and C	307 Women, 316 Men	8.07%	9.01%

Saibaan claims that these percentages have been drawn for the women and men who attended these sessions/trainings. The assumption is that each person attending the sessions must have transferred this knowledge to their family members. The average family ratio is seven persons in these areas, therefore the Project is assuming that the persons having knowledge of these topics can be drawn by multiplying these numbers with seven to achieve a higher percentage. However, there is no way to assess this claim without a community level survey so therefore, where as the objective can be said have been achieved, the impact firstly, is not assessable and secondly, it may be too soon to claim such a significant change with respect to awareness which is the ultimate goal of the Project i.e. Women empowerment in the three villages; 80% of women in targeted villages are benefiting from the WFHs and 70% of women are aware of and sensitized about women rights and communicable diseases.

Qualitative and anecdotal information from the field is generally positive in terms of supporting the objectives. The community in all the villages was generally of the opinion that WFH contribute towards increased women literacy and village development and poverty elimination. This fact was more evident in the villagers of the community which benefitted in phase one i.e. Garrang.

The Women VOs were actively involved in construction of the hall. Again the difference in the various villages in terms of impact is evident as Garrang, a village from phase 1, had much more awareness and a highly mobilized community. High levels of women empowerment were evident from the fact that one of the roads that was constructed as part of the project was undertaken entirely by women – even the construction. Therefore, it is envisioned that the villages in Phase three will also eventually be able to meet the Project Goal with time.

The WFHs have given the community, especially the women – more freedom of movement and increased participation in community activities and decision making. Women are primarily the "grass cutters/gatherers" in the community. They also support their men in ploughing the land and harvesting the maize. However, the initiation of WFH has given them an opportunity to make themselves heard by the men, there is a rising perception of equality; an alternative world view which they did not have before. The women mentioned the effect of the WFH on community interaction. A very positive social change in terms of improving the quality of life especially of women by empowering them and giving them a voice.

Case Study:

“The Women VO was so empowered in its Monitoring and Evaluation Task that they noticed that someone of the building material (rocks) were flawed and they reported this issue in response to which the material was replaced”

FGD Participant in Ghanaila (see above)

⁵³ Activity still in process.

"...the building of a boundary wall around the WFH was our own initiative".

Female FGD Participant in Makhan Mohri -

"We can sew clothes; thus we can save money for ourselves or even sell them therefore saving money."

Female FGD Participant Ghanlia

: „these interventions helped us most importantly to learn our rights, our rights in property, now we know? as the head of our house that women also have rights in property and we were unaware of this“

Female FGD Participant Jalgali

The changes mentioned above are an outcome of increased economic, empowerment, literacy, awareness of their rights, knowledge and agency, of women in the communities in Phase three. However, one of the reasons for this is that it is too soon to see the impact in the targeted villages, for if we take the case of Garrang (a village from phase 1) the level of agency in women is significantly higher than the former.

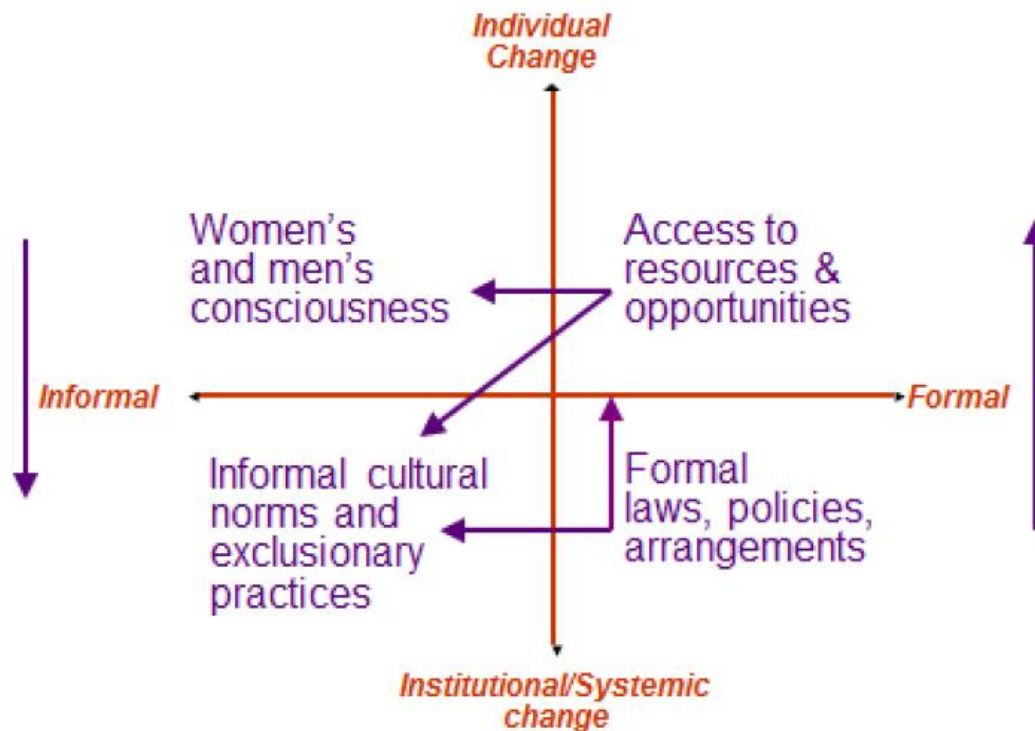
However, the seed has been sown so to speak, women mentioned

Case Study:

A woman shared: " I learned sewing from the trainings in the WFH and am now supporting my family of an unemployed husband and a couple of disabled children. The training empowered me to make a living and raise the quality of my life".

FGD Participant in Garrang

It is difficult to identify the ages of the respondents, but with regard to females the trend seen was that most were married women with children. However, the difference was visible in the Phase 1 village i.e. Garrang where relatively younger women and girls were also actively participating. With regard to the male respondents most were older men as the younger ones usually leave in search of better income opportunities.



Factors Leading to Empowerment⁵⁴

If one considers the factors leading to empowerment as listed in the figure above, one can contest that access to resources are being provided by the Project, a formal mechanism, through which women's and men's consciousness and subsequently, informal cultural norms and exclusionary practices can be seen to be changing to an extent. However, the change is slow and takes time to make a visible impact. An illustration of this fact is that in Garrang, previously, older women of the community were more active in the Hall activities but with time as the Community gained confidence in the initiative and became aware of its benefits and gained confidence younger females increased in numbers. Family members are more comfortable sending their daughters/sisters/wives/mothers to the Hall unaccompanied; an indication of positive things to come for WFHs Project.

Several factors influence a community's reaction to accepting initiatives such as the Women Friendly Halls. Considering that one village, Makhan Mori, is isolated from the main city and cut off in terms of accessibility the community seemed to be quite open to the project interventions. They were confident, outgoing and had organized the hall and also put up charts of trainings and various committees. Decorations were also used in the hall which showed their ownership and interest. In contrast, Ghanaila, which is nearer to the main city of Balakot, has a relatively conservative community, essentially because the men are more religiously oriented and therefore more protective of their traditions and norms. Therefore, the movement of women in this community is more limited and they are less empowered.⁵⁵

⁵⁴ IFAD (2010), IFAD's Performance with Regard to Gender Equality and Empowerment. Online. Available www.ifad.org/evaluation

⁵⁵ It has also been a year approximately since Saibaan came to the community. However, the male members of the community were more religiously inclined and conservative that defined the boundaries of female mobility. Therefore although the village was less isolated from the main city than Makhan Mohri but the community seemed to be less mobilized. For the same reasons, the initial

The third village, interestingly is geographically at a tangent from both of these. Although it is also faces similar accessibility problems, the local political elite (the previous Nazim had roots in the village and now his son is a Member of the Provincial Assembly) influence the development agenda of the community thereby making it challenging for the project team to achieve planned activities as per Saibaan's information. The organization claims that the community members tend to benefit from thier alligencies and tend to negotiate in terms of the scheme of activities being implemented according to thier desires. However, it needs to be emphasised that during the field visit there one could only sense tokenism with respect to the presence of political leadership and it could only be inferred that Saibaan needs to strengthen its relationship with the community in order to increase their cooperation in terms of project activities.⁵⁶

resistance from the community towards the literacy center was high. " Permission was initially not granted by the male community members to attend. Now the literacy center has moved to the WFH since two months and participation has also increased. Female FGD Participant"

⁵⁶ Saibaan and local research.

Case study

Aisha a brilliant and intelligent young girl of Makhan Mohri. She used to spend her time in routine work but since childhood desired to get an education and wanted to do something different and



innovative but due to no school in Makhan Mohri her dreams were unfulfilled. Her father is a mason and earns minimum income which only bears the food expenses of the family. Ayesha has three sisters and three brothers and she is the third in number. Her mother is a house wife. Ayesha usually works in fields, cuts grass for the animals and helps her mother in house hold chores.

One day after the opening of the adult literacy in Makhan Mohri the female SO met Ayesha while she was working in fields. During conversation when talking about her future plans, as she was not clear about what she wanted to do, the SO invited her to the adult literacy class. Next day the teacher shared that Ayesha came to the Women Friendly Hall and took a full days class. At the end of the day she was very happy and wanted to take admission in the class but she was worried about her parents. She thought they would not give her permission. So a meeting with her father and her mother was held by the Saibaan team. Her mother was worried about the household work and her father was not in favor of girls' education. After a detailed meeting both parents agreed to send her in for class.

After attending 6 months course she was able to read and write her name and other short sentences. At home when her younger sister and brother saw her copies they took an interest and enjoyed her conversing with her on issues of general knowledge. When she saw their interest she



started to take classes of her sister and brothers at home. After some time both parents were very surprised when they saw that their younger children were also showing great interest but unfortunately as there was no school in village they could not send their children for formal education. At that time Ayesha with the help of her teacher started informal education of sister and brother.

Ayesha is a role model for the villagers of Makhan Mohri. They appreciated her effort and wish that their children should also be like Ayesha. Now Ayesha's parents are very proud on their daughter and pray for her success in her future life.

Saibaan and KII during Site Visit

However, while the team was in the field, and was encouraged to see the men of Garrang supporting their women, the fear that they were becoming overly dependent on the women with regard to earning a living also rose as a concern. The reason for this rising perception was the narration of a couple of stories of women running their households as the main bread earner as the male members were not working and/or earning a living. Therefore, women end up with the dual burden of domestic responsibilities as well as others. One of the reasons is the changing perceptions and attitudes due to Project interventions which result in changes in gender role boundaries for women but not men.

However, considering all factors, it is too early to assess the impact or the outcomes of the project, if reviewed independently, but if compared with the halls from phase one, it can be claimed that the project has significant potential to achieve its desired outcomes.

4.6 Sustainability

..."The initiative is sustainable even if Saibaan now doesn't provide continuous support to the WFH in the village due to involvement of community."
Male and Female Participants in FGD in Garrang?

The research design and sample of villages taken for the study allowed the evaluation team to acquire a clear view of the impact the WFH Project could have and the likelihood of the sustainability of its initiative. Evidence of the sustainability of the Project can be seen from a quote by a participant in the FGD with men in WFH in Garrang

With the high level of community ownership and commitment, the hall has become a multi-purpose venue. Often when weddings or other communal events

Case study

Saeeda belongs to Pandher, 3 km walking distance from Ghanila. At the age of 20 she got married with a driver Jhanzeb after completing her Matric. After her marriage she had a daughter who kept her busy all day long in addition to household chores. Saeeda however, was not satisfied with her life. She wanted to do something different for her family and for her village.

In Ghanila there is no High school for girls. So usually girls stopped their education after the primary level. Whenever Saeeda met the young girls they talked about her education and how she completed her matric.

In September 2011 Saibaan started the project of constructing Women Friendly Halls in UC Hangrai. In the meanwhile, adult literacy classes were started in a rented building. As most of the community was illiterate, there was an issue of finding a teacher in Ghanella. The Saibaan team met Saeeda and motivated her to start adult literacy classes. She was very happy but there were some restriction from her in laws. So, the Saibaan team met her in laws and mobilized them to allow Saeeda to teach in the center. After some convincing they agreed and gave permission.

After the permission from her in-laws, Saeeda started the classes with great motivation. She has the aim to give basic knowledge to all women of Ghanella. After a long struggle she was able to admit 32 women in her adult literacy class. Now after eight months she is happy with her life and routine. She gives two hours of class and her mother in law takes care of her daughter at home. After her class she does her routine work at home.

In a meeting with her, she shared that she was willing to start some productive work with the village women so they can generate some income and contribute in the daily expenses. Saeeda is well respected in the village and women of all ages share their problems with her because perceive her wise and educated.

Saibaan

are held with out of town guests coming to the village, the hall is used a residential place for the visitors. Teachers and women from outside of the target villages also started participating in WFH communities upon seeing the products developed during trainings lead by WFH. In fact to accommodate them, two classes a day were scheduled instead of one in order to facilitate their participation as was learned from the men and women in their community in their FGD.

On the other hand, although Makhan Mori has recently become a recipient of the interventions, one of the female FGD participants felt that the initiative was sustainable in the long run but at present Saibaan was needed until..."we become more independent". Similarly, the feedback received from community in Ghanila explains that the WFH initiative is sustainable in the long run but at present they were of the opinion that Saibaan was needed. Therefore, it is recommended that the Project team visit regularly in those villages where the interventions have taken place in last one year.

Risks Regarding Success of Project

The evaluation team was able to identify several potential risks regarding the success and sustainability of the WFHs. Some risks were associated with the length of the association with the respective community and correspondingly decreased where as others were independent contextual factors. To illustrate this fact, it was observed that due to socio-religious conservatism most communities were initially resistant to Project initiatives. The resistance was mostly from men, who did not allow women in their community to interact with the Saibaan team. However, with sensitization and growing awareness and as the trust developed women were slowly permitted to become members of the VO and WFH activities (e.g Garrang and Ghanila).

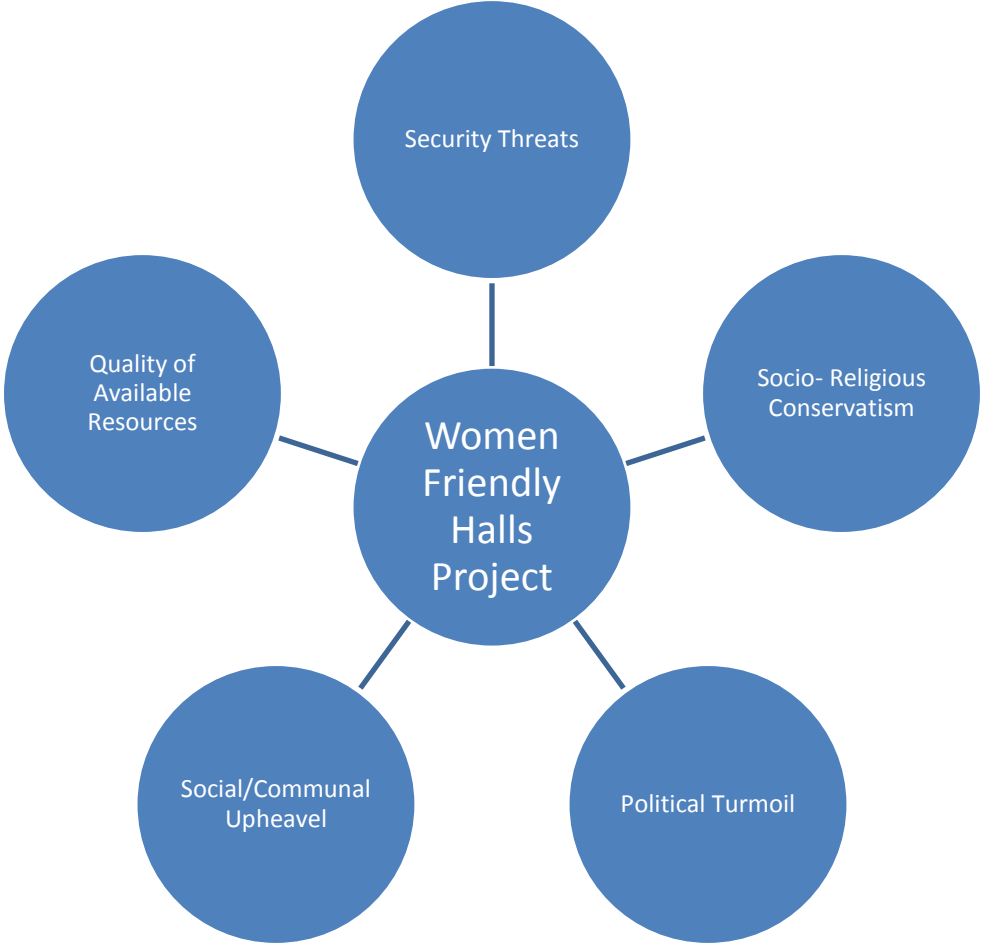
Political interference is also a risk to obviate which, Saibaan attached great importance to a transparent, open process that involved all decision makers and assigned them active role to the village committees thereby increasing ownership. In addition, however, Saibaan is highly respected in the project area and before Project initiation spoke with the key figures, in the villages to gain their support to minimize risk. However, in contrast to socio-religious resistance, communities belonging to native villages of political elite in Masnehra (e.g. Jalgali), used their political influence to leverage activities according to their own preferences. However, the Project team, realizing that this was an opportunity for establishing WFHs and gaining the trust of the local community, acceded to these demands. The success of this strategy adopted by the team though is yet to be seen. The fact that political interference can threaten the planned Project needs to be in any case highlighted.

Unprecedented social upheaval due to socio –economic or other factors are additional factors that may affect Project activities and subsequently its eventual outcome and impact.

Considering the current situation in Pakistan with regard to security the conservative stance with respect to the civil society and women empowerment, the vulnerability of Saibaan and the project is magnified. The team therefore needs to be cautious in its activities, trading slowly to gain the confidence of local communities and making in roads through personal networking/connections.

Another key challenge to the potential success, especially with regard to sustainability of the project is the availability of quality resources (e.g. human,etc.) which are critical to project implementation and sustainability. One such example is the unavailability of female teachers

to teach at the literacy centers. Whereas Saibaan has organized a teacher from a neighboring village for a year (in Makhan Mohri) they are still trying to devise a strategy to have someone on board for the long run i.e. beyond the life of the project. This may prove to be a significant challenge as the villages are at a distance from bigger cities where education is more common and traveling daily to them is also not an easy task⁵⁷.



1 Risks Regarding the Success of WFHs Project

4.7 Discussion: Conceptualizing Women Empowerment as a Medium to Social Change

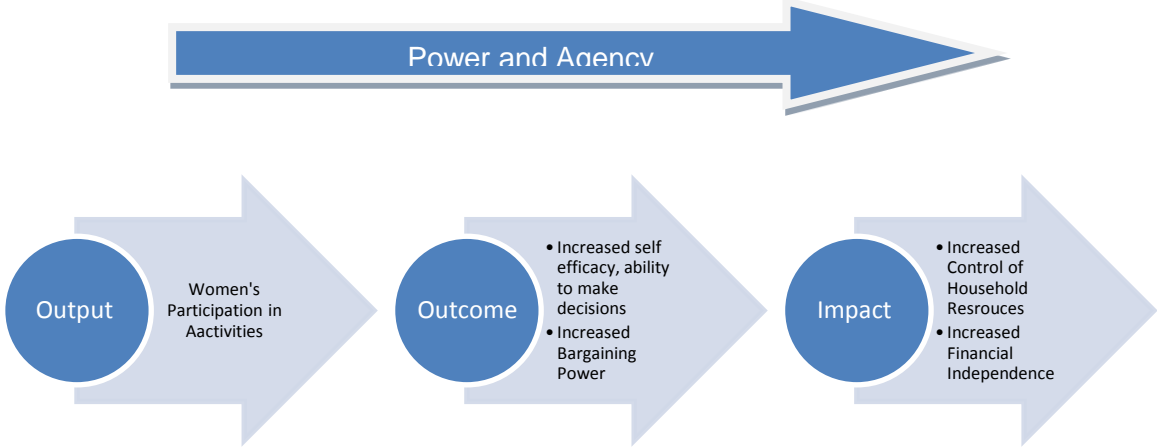
Tackling social exclusion through increased social mobility empowers women and their communities. However, mobility of women can, particularly in conservative rural regions, only be enhanced in small steps that are culturally acceptable. On the other hand, the prerequisite for women being able to participate in the development process is, first of all, that they can leave the house and meet with other women and possibly female village advisers and trainers. Whereas men have places and occasions to meet in venues such as mosques, schools, traditional village councils and open-air sitting places available to them, women have nothing of the kind.

⁵⁷ There was an idea to convince the community to marry their sons to educated girls in neighboring villages so they could move and start teaching at the centers. However, this strategy is still to be realized.

Under the assumption that for bringing women into mainstream, a separate space is essential for women where women could come and share their views, feel free and comfortable and enhance their capacities for bringing improvement in their lives, WFHs, a designated place, reserved for them have definitely resulted in a considerable improvement in the quality of their lives as illustrated through anecdotal evidence. When women gather in these spaces secured for them specifically, it is considered culturally acceptable. With this, the foundations for further work and community mobilisation with native women are laid.

Empowerment involves practical measures to enhance women’s participation in decision-making and in governance processes, and generally to uplift their status through literacy, education, training and raising awareness. Other actions include poverty reduction programmes, that involve income-generating activities and enhancing access to work/business opportunities. Underlying issues are taken into account such as the protection of a woman’s human rights, her reproductive health as well as property ownership. The majority of the measures have been adopted by the WFHs Project and have had visible positive change in the communities as illustrated in the findings in the above sections.

The Project approaches empowerment by working to an extent to enhance resources personal and financial available to women but majorly by redefining norms and institutions. Furthermore, it works toward advancing building women’s power and agency through literacy or life skills activities which primarily increase women’s awareness, personal resources and subsequently independence and efficacy. It works at the individual and household level in the communities. The figure below illustrates the framework to measure women's empowerment.



The stages range from project outputs and immediate outcomes to intermediate and longer term impacts.

Although it is too soon in the Project cycle to see the impact, the mobilization of rural women can be seen to an extent through the presence of change agents as those captured in the case studies. Given time, the Project has potential to influence daily relations by fostering new standards of behavior between men and women, slowly and surely transforming deeply rooted conservative cultural values, as seen in the village in Phase one. Women’s

predominance in the management of the halls has accelerated the community's ownership of the content and methodology of the project.

Consequently, such projects in rural areas, especially disaster affected areas could be beneficial for the community, development and betterment of the people . They can be helpful in reducing vulnerability of neglected community specially women , empowered them by involving in social decisions and giving them sources for generating income on their own, providing them with literacy and awareness, and creating in structures for this involvement in community desicion making, resulting in achieving much more higher social benefits within less costs.

In summary, the WFH Project can achieve meaningful and far-reaching positive impacts, given sufficient time.

6 Conclusion and Recommendations

Empowerment of women involves awareness raising, building self confidence, expanding choices and increasing access to, and control over resources. Important instruments of empowerment include information and networking activities – often entailing a process through which women acquire knowledge, skills and a willingness to critically analyse their situation and take appropriate action to change the status quo in society.

The WFHs Project is a unique initiative which is endeavouring to bringing about social change while preserving the social fabric and norms of rural communities. It was encouraging to see a positive change in women who were until before the project was initiated, even hesitant to talk with each other let alone with the men of the community. However, it must be emphasised that the time period for the said Project was not sufficient to bring about the impact desired.

The findings of the evaluation has facilitated identification of several recommendations and lessons learned from the project for the future of this and similar other projects and interventions.

6.1 Recommendations

The recommendations have been segregated stakeholder-wise to facilitate implementation.

Implementing Partners/Local Executing Agencies

Comprehensive cross sector development projects: should be undertaken in target communities, since holistic community development such as road access, provision of basic education and health services, WASH, etc can have more of an impact to improving the quality of life as compared to smaller projects only addressing a few needs of the community.

A strategy to meet the need for skilled persons within the community and address the shortage of human resource needs to be developed.

Donor Collaboration: is encouraged in order to maximize resource usage and reduce costs.

Provision of lending or access to micro-credit/finance: to help women pursue income generating activities, etc. should be ensured. This is an important tool in empowering women.

Networking required with local governance to institutionalise change is needed. ⁵⁸

Saibaan (For WFHs Project)

Enhancing community trust is necessary before initiating activities which require women to leave their villages such as in exposure visits. Some concerns were voiced by men at Jargali regarding women's mobility especially with regard to the exposure visit; such initiatives should be organized when the community has developed more trust in the implementing organization. Enhanced trust would also allow the community to prioritize initiatives by WFH so that other community events would not hinder them from participating in them.

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http://www.un.org/womenwatch/ianwge/member_publications/gender_mainstreaming_in_local_authorities.pdf

Increased access to health services, especially maternity services, and basic equipment is required. Whereas capacity building activities such as trainings on midwifery have been undertaken these need to be augmented with follow up support or other organizations/donors should be invited to implement a project the community would receive further benefit.

Trainings and capacity building of the community should be undertaken in light of feedback from the local members. Follow up support or projects to augment capacity building initiatives should be undertaken so that the community can receive further benefit.

Where resources permit, play areas or child-care facilities should be offered so that women with children are not prevented from participation.

Guest speakers can be invited to as a relatively inexpensive way to provide exposure to the community instead of only undertaking exposure visits.

Networking between the villages included in the various phases should be established as a source of continuous learning between the villages. Although accessibility etc is difficult, all villages are connected via telephones and mobiles. This will encourage knowledge sharing and peer pressure.

Networking and developing partnerships with local government is necessary for sustainability and increased impact of Project interventions.

Detailed information with regard to sex disaggregated data and indicators needs to be collected to assess the impact of activities. Right now the data collection is activity focused therefore making it difficult to assess the impact. Data collection could include community awareness surveys, etc.

In view of the findings with regard to increased cost in construction, etc., in spite of their previous experience of building halls in similar areas, Saibaan staff should be provided capacity building and training in terms of planning and financial management.

The Saibaan team should document lessons learned and use them in future projects to avoid replication of the same challenges, such as; detailed planing, weather considerations, high prices, trasportation costs, etc.

Networking with and awareness raising of local leadership and politicians is necessary for enhanced support to and benefit of Project activities.

An Outcome Hierarchy workshop should be conducted at the end of the Project. Rather than measuring satisfaction or quantifying impacts; it will focuses on reflective thinking on the process of change, and how the project can be built on to further strengthen or embed change for sustainability.

Oxfam

Considering the weather and the fact that the community was busy in gathering food and other material for the upcoming winter therefore reducing participation in some FGDs. Therefore it is advised that evaluations be scheduled at a time when the conditions are more feasible in the field and increased participation is possible.

For enhancing usage of the evaluation, a detailed dissemination strategy including a workshop and a readership survey to assess the use of this important evaluation may be undertaken.

A financial audit of Saibaan and specifically the Project for transparency or justified use of Oxfam money should be undertaken

A detailed Impact evaluation is required in which the relative cost –benefit ratio is calculated with a consideration to the increased sources of income in the communities as an unintended result. A detailed study over time with indicators and their progression over the three phases, and beyond is important in terms of acquiring a quantitative aspect, whereas the present study is more qualitative in nature and focuses on the phase three.

Appropriate training and capacity building should be undertaken with local partners and country offices, with the aim of strengthening operational programmes.

Oxfam should continue to identify and award excellence and innovation in community empowerment in the region.

At the national level Oxfam should assist governments in formulating pro-poor and gender-based policies on land and property rights. It should assist in formulating policies and legislation that promote, recognize, respect and fulfill women's contribution to governance.

6.2 Lessons Learned

Gender empowerment is not just about getting women into the meeting. A participatory process, of course, starts with simply having more women in terms of numbers. The second step, however, is not about having women leading everything. It comes through realizing that the issue of gender is pervasive. It's about having space for action. In the case of consultation, there is a need to look at whether the process of consultation is encouraging women to be responsible for their own development. In order to do so, women must be brought to the centre of the decision making process, not just into consultation.

Claiming public space: The WFHs are places where every day life experience is acknowledged and valued. In the centres, women learn to recognise and pool their skills and resources and to support each other in developing their leadership potential.

Participation in public decision making: for grassroots often involves entering an intimidating and alienating culture. This is one of the main barriers to grassroots women's participation in community politics. The WFHs have been successful in involving women in decision making by creating a support system that provides women strength through numbers.

Healthy communities are an important element in social cohesion. WFHs create social networks that allow for members to meet and show more tolerance towards each other. This was visible through the availability of a neutral space to meet as well as a chance to interact with each other.

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Annex I: Terms of Reference

Evaluation of the project “Empowerment of Women in District Mansehra through Women Friendly Halls”

German Organization: Oxfam Germany e.V.

Implementing Organization: Saibaan Development Organization, Pakistan

1. Background and problem description

Brief presentation of German organization and implementing organization

The project „Empowerment of Women in District Mansehra through Women Friendly Halls” is being implemented between July 2011 and December 2012 by Oxfam Germany e.V. in cooperation with the local implementing organization Saibaan Development Organization in Pakistan. The project is financially supported by the German Federal Ministry for Economic Cooperation and Development.

Oxfam Germany is an independent development and emergency relief organization that has been working to contribute to a just world without poverty since 1995. Oxfam offers emergency relief in humanitarian crises, strengthens local initiatives working toward social justice, unveils underlying structures of poverty and urges decision-makers in the fields of politics and business to recognize their responsibilities and act accordingly.

The Pakistani project partner Saibaan is a charitable, non-governmental organization that works for an integrated rural development through the implementation of income-generating activities, health-related education, informal education, water supply and sewage disposal, measures of infrastructure and women’s empowerment. Cross-cutting issues throughout all projects are civic participation, gender justice, environmental protection and disaster risk management. Saibaan mainly works in remote villages with little access to public infrastructure in the district Mansehra, located in the province of Khyber Pakhtoonkhwah (KPK).

Point of departure, problem description and structure of the project

Compared to countries with a similar economic situation, Pakistan’s indicators on gender justice, education and health are low. In Mansehra district in the province of KPK, poverty-, health- and education indicators are even lower than the national average and display a major imbalance between men and women. Women and girls are disadvantaged in almost all spheres of life: in regard to self-determination, education, health, income, access to property and land, mobility and participation in public social life. When it comes to women’s mobility, cultural barriers often play a key role. Due to fears regarding the girls’ security as well as the family honour, girls are every so often not sent to school if it is not located directly in the village. Women cannot go to the nearest health centre without a male companion, may neither work outside their houses nor generate their own income, have no access to information, often do not know their rights and cannot participate in debates on communal decisions. Women’s mobility can only be expanded in small steps that are culturally accepted, particularly in conservative, rural areas. While men may use meeting places such

as mosques, schools, village councils and outdoor seats, women do not have comparable meeting places.

In order to address this fundamental problem, Saibaan constructed community centres for women (so called women-friendly halls) in the remote villages of Makhan Mohri, Ghanila and Jargali. The women-friendly halls were registered in the name of the female village development committees. Through the centres, women obtain a socially accepted possibility to meet in public and make use of educational and informational services. Women and young girls learn to read and write in the centres. They can participate in trainings on topics such as health or hygiene and women's rights, as well as in trainings on management of small-/home based businesses.

Rationale for the evaluation

During the past years, Saibaan has constructed several women-friendly halls in the district Mansehra. In the course of a pilot project supported by Oxfam Novib and Oxfam Germany, Saibaan constructed women-friendly halls in the villages of Garang and Dalbani (Siran Valley) between November 2007 and June 2008. After a project visit by the responsible project coordinator, Oxfam Germany financed, with its own resources, the construction of two more women-friendly halls in Bagroo and Nielban (Kouch Valley) between June 2009 and December 2010. The construction of three additional women-friendly halls in Makhan Mohri, Ghanila and Jargali followed during the on-going project, which was co-financed by the German Federal Ministry for Economic Cooperation and Development.

The completion of the current project offers an ideal opportunity to thoroughly evaluate not only the quality of the building measures, but also the medium- and long-term impact that the women-friendly halls have on the self-esteem, the self-determination and the possibilities of participation for the women in the concerned villages.

2. Purpose, aims and use of the evaluation

The aim of the evaluation is to scrutinize whether the women-friendly halls constitute a suitable model to strengthen the empowerment and participation in decision-making for women in rural, rather traditional areas of Pakistan. Furthermore, the evaluation is expected to highlight aspects of the project that might need modifications and improvements.

In case of an overall positive outcome of the evaluation, its results will serve as a foundation for the multiplication and optimization of the project approach. For this purpose, Saibaan will make use of its membership in various Pakistani networks (e.g. Child Rights Advocacy Network, Human Re-source Development Network, and Trust for Volunteer Organizations und Humanitarian Accountability Partnership).

Oxfam Germany e.V. is part of the international Oxfam network where 17 Oxfam's work with 3000 local partner organizations in 100 countries altogether. Within the Oxfam network, results and les-sons learnt from projects are discussed on a regular basis and successful models are replicated. Additionally, Oxfam Germany e.V. will make efforts to make the results of this evaluation available to the local government of Mansehra as well as multi- and bilateral development organizations working in Pakistan.

3. Tasks

Scope of the evaluation

The evaluation will analyze the following five (5) women-friendly halls (WFH):

One of the WFH in Garang OR Dalbani (Siran valley) which were built during the pilot project in 2007 2008 with the support from Oxfam Novib and Oxfam Germany.

One of the WFH in Bagroo OR Nielban (Kouch valley) which were built with Oxfam Germany's own resources between June 2009 and December 2010.

All three WFH in Makhan Mohri, Ghanila and Jargali, which were built during the current project (which is to be evaluated here) between July 2011 and December 2012 with financial contribution from BMZ.

The selection of the WFH from previous projects should take place in close cooperation with Saibaan and considering the feasibility.

Main evaluation questions

The evaluation is conducted according to the BMZ guidelines, paragraph 5.2.8.

The main evaluation question is: "To what extend do the women-friendly halls increase the freedom of movement and participation for the women in the communities?"

Additionally, the evaluation shall take into account the goals and respective indicators defined in the project proposal. The proposal as well as further project documentation (interim reports, internal evaluations etc.) will be made available to the evaluator prior to the evaluation. The evaluation should also examine the project's relevance, effectiveness, efficiency, impacts and sustainability, according to the OECD DAC criteria:

Relevance

Relevance of the project regarding the main problem of the target group

Relevance regarding the aims of Saibaan (partner organization) as well as Pakistan's development priorities

Are the goals of the project poverty-related and in accordance with the Millennium Development Goals?

Effectiveness

To what extent was the overall goal (that women and men participate equitably in the development of their communities) realistic?

To what extend were the goals of the project met? (planned vs. actual comparison, using the indicators defined in the project proposal). Were the constructions realized as planned?

Were all women-friendly halls registered in the name of the female village development committees? Do the planned training courses at the women-friendly halls take place regularly? Do the women in the three villages have an increased self-esteem? Have they broadened their freedom of movement and their possibilities to participate at village-level?

Which parameters were decisive for the attainment/missing of the project's goals?

Efficiency

Cost-benefit ratio of the overall project:

To what extent were the costs, compared to the achieved impact, justified?

Were services delivered on time and outcomes achieved in an adequate period of time?

The determined impact shall be juxtaposed and compared to the costs. Particularly, the context (e.g. security conditions, accessibility of project sites) shall be considered for the evaluation in an adequate way. The costs shall be compared to those of similar activities; specific features of the project site shall be taken into account.

Impact

To what extent have appropriate impacts been achieved until now?

What contribution does the project make towards participation, gender justice, education and village development?

To what extent was the project exemplary, and/or had a broad-scale effect?

How are the identifiable impacts (positive and negative impact) to be judged?

Which other effects (positive and negative) are identifiable at the level of impact?

Sustainability

To what extent can the positive effects and impact of the project (in summary) be considered/judged as sustainable?

Which risks and which potentials can be identified concerning the sustainable impact of the project (e.g. security conditions, potential crisis/conflicts etc.)?

To what extent did this project have a lasting influence on the strengthening of self-help capacities in the villages, on possibilities of participation, on self-esteem and empowerment of the women? Here, especially the older WFH shall be examined in order to measure the medium- and long-term impact and sustainability of this project.

Methodological considerations

The evaluation will make use of all project documentation, and will also ensure broad participation of all main stakeholders (target groups and project team). The findings will be shared with the local organization, discussed and, subsequently, handed over in written form. The implementing organization will be requested to draw up a management response based on the evaluation's findings.

The choice of the specific data collection methods shall be made in consideration of the cultural context and lies within the responsibility of the contractor. The envisaged data collection methods and tools are to be highlighted and described by the contractor in his/her offer.

4. Approach, services and specific products/outputs to be delivered by the contractor

Study of existing project documentation (desk research)

Identification of suitable participative evaluation methods

Design of evaluation concept and development of detailed data collection methods & tools

Field research and data collection in the project area

If the evaluator does not speak Urdu, an independent translator (Urdu-English) must be hired for the interviews with the village population. The translator must NOT be a part of Saibaan organization in order to avoid any biases and to ensure freedom of speech of the target group

Elaboration of recommendations (regarding potential follow-up projects)

Collection of positive examples from the project (good practice)

Summary of important learnings (lessons learned)

Presentation of the most important conclusions and recommendations for the local organization

Compilation of final report in English language, according to BMZ sample outline (25 pages max., excluding appendix), available as a draft within 14 days after return from evaluation trip

5. Requirement profile

The evaluator possesses:

Several years of practical experience in the field of evaluation of development projects, preferably in Pakistan

Distinct methodological knowledge and competencies (qualitative as well as quantitative)

Proven gender sensitivity

Fair knowledge of technical assessment of building measures

Proven experience in working with NGOs

Good knowledge of political and social conditions in Pakistan

Intercultural competencies

For this external evaluation, independence and neutrality are required. Ideally, the evaluator resides in Pakistan.

Annex II: Target Villages of Women Friendly Halls Project

Makhan Mohri: The secluded village is situated at an altitude of 2.200m and can only be reached via a gravel road. 2.048 people live in 256 households. The nearest primary school is located at a distance of 5 km of steep mountain paths and is hardly attended by the children of the village. Altogether, only seven boys and young men can read and write, only two of the women attended primary school. The nearest health centre is at a distance of 20 km in Balakot and the people cannot reach it in case of emergency. According to the village population, three women died during child birth last year.

The women's mobility radius is restricted, not a single one of them has a paid job or pursues any income generating activity. Women have little influence on decisions, neither at household level nor in the village. The number of divorce cases rises – a form of violation of women's rights because divorces in the villages of this region are always pronounced by men and leave the women destitute and ostracised.

The village is not represented in the local decision-making structures – no villager has ever been elected into the union council.

Ghanila: The village consists of 620 households with 3.720 inhabitants, is situated at an altitude of just under 2.000 meters and is in a similar situation as Makhan Mohri. Although there were primary schools for boys and girls here before the earthquake they were completely destroyed and have not yet been rebuilt. 6% of the men and just under 2% of the women can read and write. In the last one and a half years five women died during childbirth. Six marriages ended in divorce in the last two years. A lot of people in the village suffer from tuberculosis, indicating malnutrition and poor health.

Ghanila is a very conservative village, the influence of religious leaders is strong and the rules for restricting women mobility are obeyed especially rigorously. Saibaan's intensive persuasion efforts in the last two years, however, have gotten some men to think, so that they take a more favourable view on the idea of the community halls.

Jargali: The village is situated at an altitude of 1.800 meters, comprises 654 households with 4,577 members and has a better infrastructure compared with the other two. The situation of the women, however, hardly differs from the one in the other villages. There is one primary school for boys and girls respectively, both of which have been damaged by the earthquake and have not yet been repaired. 30% of the men and 5% of the women can read and write. The nearest health centre is at a distance of 20 kilometres in Shinkiari. The mobility of the women and girls is subject to the permission of their husbands and fathers. In contrast to the other two villages, there is still no women village committee in Jargali⁵⁹

⁵⁹ Extracted from final proposal for WFH Project.

Annex III:Composition and Independence of Evaluation Team – Profiles of Members

Sidra Fatima Minhas with nearly a decade of experience as a development practitioner in Pakistan, especially gender and education, will be the Team Lead. She will draw upon her specialized education, experience and analytical skills to manage the overall task and direction of the study to ensure its success. Sidra Fatima Minhas holds a Masters Degree in Education, Gender and International Development from the University of London. She has extensive experience working in the development sector, both in project management and as a consultant. Sidra’s technical expertise makes her the relevant person to be the technical lead for the task, where as her managerial experience will help the team effectively manage the team. Her expertise in gender will especially be relevant in terms of the task focusing on women as a cross cutting theme. Sidra has specific experience in researching for skills development. She has immense experience of working with different international donors, including USAID, DFID, CIDA, and the World Bank. Etc.

Aisha Siddique, having a Masters in Business Administration, is a researcher on the team, and has an experience of approximately six years of project management, providing training and policy work at governmental level and public sector organizations. She has extensive experience of working in the field both urban and rural areas. Additionally, she works as a development consultant. Her specific expertise includes project planning and management, event management, strategic communication planning, educational environment and social management. She has immense experience of working with different international donors, including USAID, CIDA, and the World Bank. etc.

Arshad Jamil, has worked as a Technical Expert in the team, he has currently established own consultant office in Abbottabad working as an Architect, Builder, and Supervisor, also from last two years working with Army Medical Corps as an Builder and consultant. He has an experience of working on different development project especially in Khyber Pakhtun Khawa including, UN-HABITAT, IOM, Mery Corps, etc.

Annex IV: Evaluation Matrix

FOCUS AREA	EVALUATION QUESTIONS	WHAT TO CHECK	DATA SOURCES	DATA COLLECTION METHODS
COMPONENT 1: ANALYSIS BY FOCUS AREAS				
To what extent do the women-friendly halls increase the freedom of movement and participation for the women in the communities? 1				
RELEVANCE				
	<p>How receptive was the community to the idea of WFH</p> <p>Are you familiar with WFH's?</p> <p>Have you ever heard about Saibaan working in your area if yes what do they do?</p> <p>Has the Project helped you? If yes how? If no, why?</p> <p>What more can Saibaan do to make the support you more?</p>	<p>Relevance of the project regarding the main problem of the target group</p>	<p>Baseline Project Proposal Project Reports Donors working on other projects Census Federal Bearu of Statistics</p> <p>Saibaan</p> <p>Community</p>	<p>Desk Study</p> <p>KII</p> <p>FGD</p>
	<p>What is Saibaan's mission/goal/strategic plan?</p>	<p>Relevance regarding the aims of Saibaan (partner organization) as well as Pakistan's development priorities</p>	<p>Site Visit Saibaan Management</p> <p>Project Reports</p>	<p>KII</p> <p>Desk Study</p>
	<p>Do you think this project is effective for poverty reduction and generating income sources for the community?</p> <p>If Yes How ?</p> <p>Has any one of you benefited from the project ?</p>	<p>Are the goals of the project poverty-related and in accordance with the Millennium Development Goals?</p>	<p>Pakistan Poverty Reduction Strategy MDG Saibaan Reports</p> <p>Community</p>	<p>Desk Study</p> <p>FGD</p>

	If yes how – and in which form?			
EFFECTIVENESS				
	<p>What benefit has the WFH given you?</p> <p>What benefit has the WFH given to your community?</p> <p>What skills have you learned over the course of time?</p> <p>What do you feel is the most valuable intervention of the Project?</p> <p>How often do you participate in WFH meetings/activities?</p> <p>When did you start participating in the activities of the Hall?</p> <p>Have you been allowed to come and be a part of the activities since it started?</p> <p>Have things changed for you at home with respect to participating in WFH activities?</p> <p>Has there been a change in your daily routine since you started participating in the hall activities?</p> <p>Have you changed any thing in your lifestyle/behaviour since you the WFH started and you became aware of its activities?</p> <p>What do you plan to do now that you are a regular member of this hall?</p> <p>Any example or experience to share in this regard?</p> <p>What difference do you feel after being involved?</p> <p>Do you have a vision for your</p>	<p>To what extent was the overall goal (that women and men participate equitably in the development of their communities) realistic?</p> <p>Increased self confidence, self esteem, self determination, and mobility of women</p>	<p>Community</p> <p>Saibaan Management</p> <p>Saibaan Baseline Project Proposal Project Reports</p>	<p>FGD</p> <p>KII</p> <p>Desk Review</p>

	<p>future? For you children's future? For your daughters future?</p> <p>How can the WFH further help you?</p> <p>Do you think the WFH has brought any change in men's behaviour? If so how?</p>			
	<p>Do you think the construction of the WFH was realized as planned?</p> <p>Is the women-friendly hall registered in the name of the female VO?</p> <p>Do the women in the three villages have an increased self-esteem?</p> <p>Have they (women) increased in their freedom of movement and their possibilities to participate at village-level decision making?</p> <p>Can you share any examples ?</p> <p>Do the planned training courses at the women-friendly halls take place regularly?</p> <p>How many of you participated in trainings courses?</p> <p>Are these trainings good? or of any use to you?</p> <p>If yes please share example experience?</p>	<p>To what extend were the goals of the project met? (planned vs. actual comparison, using the indicators defined in the project proposal).</p>	<p>Saibaan Baseline Project Proposal Project Reports</p> <p>Saibaan Management</p> <p>Community</p>	<p>Desk Review</p> <p>KII</p> <p>FGD</p>
	<p>Was it feasible to arrange material in limited budget at difficult stations?</p> <p>If not why not?</p> <p>Have you been involved in the construction of the WFHs? If yes, how?</p> <p>Do you think the quality of</p>	<p>Cost-benefit ratio of the overall project</p>	<p>Financial Reports Market Research of rates Saibaan Interim Reports</p> <p>Saibaan Management</p>	<p>Desk Review</p> <p>KII</p> <p>FGD</p>

	<p>construction is high/low? Can the construction be improved further? How much were you paid (if laborer) in exchange for your work?</p>		FGD Participant	
	<p>Was the budget justified for the project? Did budget exceeds the approved amounts? If yes why and how ? How did you to deal with the difficulties/challenges? Do you think cost justified the value for money? If not, why ? If yes, how ?</p>	<p>To what extend were the costs, compared to the achieved impact, justified?</p>	<p>Saibaan Management Saibaan Financial Reports: Saibaan Interim Reports</p>	<p>KII Desk Review</p>
	<p>Were project activities completed on time ? If not, why ? Does time constraint effect (in terms of weather and accessibility) effect the quality of services/activites/construction ? Was there any planning for completing tasks within time If yes what please elaborate If not, why?</p>		<p>Saibaan Interim Reports Saibaan Financial Reports Saibaan Management</p>	<p>Desk Review KII</p>
	<p>Do you think accessing WFH sites was easy? If not, why? How do you manage? What sort of problems you face during transporting materials to the site? How effective was the capacity building that was done by the project?</p>			

	<p>Have there been any security threats before, during or after the construction of WFHs?</p> <p>Do you ever feel threatened by any external or internal factor within the project?</p>		Community and Training Participants	
Impact				
	<p>Have your activities in terms of community interaction changed? If yes, how?</p> <p>Do you have a part in the decision making at home? Did you have any previously? If yes, how have things changed and why do you think they have changed?</p> <p>Does it help you any way ?</p> <p>Do you think this project has brought or is bringing any social change?</p> <p>What are the impacts of this project ?</p>	To what extent have appropriate impacts been achieved until now?	Community Saibaan Management Saibaan Reports	FGD KII Desk Review
	<p>Who is involved in the decision making at the community level?</p> <p>Do you participate in social gatherings now? (female participants)</p> <p>Would you like to invite females in any decision making process or would you involve them in future for any other project interventions? (from male participants)</p> <p>If so would you participate? (From female participants)</p>	What contribution does the project make towards participation, gender justice, education and village development?	Community Training Participant Saibaan Management	FGD KII
	<p>Is any other organization in Mansehra working for women empowerment?</p> <p>If yes, can you share details?</p> <p>If no, why do you think not? Do you think more organizations should work in the same area or other areas are more needed?</p> <p>Have you participated in any</p>	To what extent was the project exemplary, and/or had a broad-scale effect?	Community Saibaan Management Saibaan Reports Reports/Web searches of other organizations.	FGD KII Desk Review

	other project like this before?			
	<p>Do you think this is an effective project?</p> <p>If yes, why ?</p> <p>If no, why ?</p> <p>Would anyone like to share their experiences?</p> <p>Which other effects (positive and negative) are identifiable at the level of impact?</p>	How are the identifiable impacts (positive and negative impact) to be judged?	<p>Community</p> <p>Saibaan Management</p> <p>Reports</p>	<p>FGD</p> <p>KII</p> <p>Desk Review</p>
Sustainability				
	<p>What quality are the building construction measures and standards?</p> <p>Do you think the project will have positive impacts?</p> <p>If yes, what factors do you think will help to continue this impact even after completion of project ?</p>	To what extent can the positive effects and impact of the project (in summary) be considered/judged as sustainable?	<p>Community</p> <p>Saibaan Management</p>	<p>FGD</p> <p>KII</p> <p>Site Visit/ Observation</p>
	<p>Have there been any negative results of the project interventions?</p> <p>If yes, what? Can these negative effects be overcome?</p> <p>Do you think these halls are sustainable?</p> <p>Would there be any external factors that could effect their sustainability?</p> <p>What can be done to bring improvements in the project ?</p>	Which risks and which potentials can be identified concerning the sustainable impact of the project (e.g. security conditions, potential crisis/conflicts etc.)?	<p>Community</p> <p>Saibaan Management</p> <p>Saibaan Baseline</p> <p>Saibaan Reports</p>	<p>FGD</p> <p>KII</p> <p>Desk Review</p>
	<p>Do you think WFH has created resources for income generation? What were these resources?</p> <p>Do you think this helps in empowerment ?</p>	To what extent did this project have a lasting influence on the strengthening of self-help capacities in the villages, on	<p>Community</p> <p>Saibaan Management</p> <p>Saibaan Reports</p>	<p>FGD</p> <p>KII</p> <p>Desk Review</p>

	<p>Do you think it helps increasing their self esteem?</p> <p>What are the impacts of this project?</p> <p>What do you think what could be done to sustain such interventions?</p>	<p>possibilities of participation, on self-esteem and empowerment of the women?</p> <p>Here, especially the older WFH shall be examined in order to measure the medium- and long-term impact and sustainability of this project.</p>		
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Annex V: Course and Schedule of Evaluation

Planned schedule of evaluation.

November 12, 2012	November 13, 2012	November 14, 2012	November 15, 2012	November 16, 2012	November 17, 2012
Arrival at Abbotabad	Meeting at Saiban Office with management and project team for orientation FGDs at Village 1 (village Garrang/Dalbani from 1st phase of WFH project) Site visit	FGDs at Village 2 & 3 (Village Ghanila & Makhan Mohri from current phase of WFH Project) Site visit	FGDs at Village 4 (village Bagroo/Nielban from 2nd phase of WFH project) Site visit	Interviews with program implantation team at Saiban Office FGDs at Village 5 (village Jalgali from current phase of WFH project) Site visit Site Visit at Village 5	Departure from Abbotabad

Actual course of evaluation in field

November 12, 2012	November 13, 2012	November 14, 2012	November 15, 2012	November 16, 2012	November 17, 2012	November 18, 2012
Arrival at Abbotabad	Meeting at Saiban Office with management and project team for orientation FGDs at Village 1 (Garrang from 1st phase of WFH project) Site visit	FGDs at Village 2 and 3 (Village Ghanila and Makhan Mohri from current phase of WFH Project) Site visit	Consolidation of field notes and initial documentation and preparation of list of materials/documents/ reports needed from Saiban	Interviews with program implantation team at Saiban Office FGDs at Village 5 (Jalgali from current phase of WFH project) Site visit Site Visit at Village 5	FGDs at Village 4 (village Bagroo/Nielban from 2nd phase of WFH project) Site visit	Departure from Abbotabad

Annex VI: List of Interviewed/Participating Persons

Name	Designation	Organization
Sahibzada Jawad Alfaize	Executive Director	Saibaan
Zahoor Ahmed	Project Manager P&D	Saibaan
Arif Hussain	Manager R,M&E	Saibaan
Faiza Hina	Gender Officer	Saibaan
Tariq Khan	Senior Social Organizer//Capacity Development Officer	Saibaan
Zeeshan Ahmed	Manager Admin, Finance and HR	Saibaan
Muhammad Ali	AFM Assistant Finance Manager	Saibaan
M Liaqat	Social Organizer/Capacity Development Officer	Saibaan
Fakhira Jabeen	Social Organizer/Capacity Development Officer	Saibaan
Yasmeen Khursheed	Social Organizer/Capacity Development Officer	Saibaan
Mohammad Ali	Sub Engineer	Saibaan
Faisal Awan	Manager Administration	USAID - Teacher Education Project – Pakistan

Annex VII Guidelines for Data Collection

FGD techniques:

The Evaluation team should remember to use good interviewing techniques, such as:

Active listening, with nodding and eye contact

Validating respondent's opinions by acknowledging them in neutral terms. It is VERY important to nod on or acknowledge a variety of responses. Nodding only on positive feedback may send the wrong message and cause the respondents to give 'acceptable' answers only. Similarly using phrases like "I agree..." suggest a desirable answer, so avoid them!

Using body language that is open and relaxed, not crossing arms/legs

Using friendly demeanor, such as smiling and nodding.

Be flexible with the order of the questions but make sure you don't skip any in the process.

Make sure that respondents understands that there are no "right" or "wrong answers" – you are not testing the interviewee, but you are listening and taking notes (or recording the FGD).

Be aware of the group dynamics! It is important to realize that some respondents will dominate the discussion (due to a variety of reasons) and other will struggle to make their opinions heard. Set rules for the FGD at the beginning. Let them know that all opinions matter, and that you want to hear from all of them. Setting a rule like going in a round-robin fashion is very helpful.

Some respondents may (intentionally or unintentionally) silence other members by calling their opinions wrong or not representative. Emphasize that you are asking for each student's individual opinion and all opinions are equally important.

Let respondents differ with each other. Difference of opinion provides valuable data but know when to steer the discussion. Do not let respondents go off-track.

With 8 members the discussion should stay within 45minutes to an hour.

The evaluation data collector should frequently go back to the FGD protocol to make sure that all questions are answered.

Interview techniques:

Start with a brief introduction: Briefly introduce your topic & who you are, but avoid overly directing your subjects' answers. You may ask demographic questions (gender, age, etc.) at this time.

Your questions should be clear, understandable, & inoffensive: Make sure your interview questions are clear, that they ask what you mean them to ask, & are unlikely to be misunderstood. Also, ensure that they are unbiased & not offensive in their language, & are understandable (not too technical, difficult, or unfamiliar).

Ask follow-up or probing questions: Be prepared to follow up on vague or incomplete answers with further probing questions like "Can you tell me more about that?" However, avoid overly specific follow up questions that might tell the participant what you are looking for (for example, you could ask: "Could you tell me more about the changes you mentioned in arguments in the family?" rather than "Have you found the arguments with your adolescent have increased & become more distressing?")

Don't be too obvious: Carefully word your questions to be as innocuous & unthreatening as possible, & try not to "lead" your subjects to the answers you are looking for. This is particularly important when your topic is a sensitive one, which subjects may find embarrassing, or one which they are likely to be dishonest about.

Check the order of your questions: It is often a good idea to ask the most important & interesting questions first (before the subject gets too bored or impatient with the interview). However, you might instead wish to lead the participant to sensitive or important questions more gradually; if so, begin with background questions.

Keep the interview fairly brief: For the lab assignments, I have requested about 45 minutes. Some topics, however, will need more time - if you are interviewing parents or children about their moral reasoning, for example, you may need to take longer.

Transcription: When back and as soon as possible after the interview, the evaluation data collector should transcribe the FGD and Interview responses using the digital recorder, or types up the notes. Each interview should be properly labeled

Note: This information will only be used for labeling and managing the data. The identity will not be mentioned in the findings of the evaluation and not be shared with anyone else except the survey team.

Annex VIII: Tools

IN-DEPTH INTERVIEW QUESTIONNAIRE⁶⁰

SAIBAN Project Staff

Section I

SECTION I: Background Information

- 1. Date: _____
- 2. Time: _____
- 3. Venue: Address: _____
- 4. Interviewer: _____
- 5. Note Taker: _____
- 6. Additional Notes:

SECTION II

Profile of Interviewee

- Name:
- Sex of the respondent: Male Female
- Educational Qualification:
- Designation:
- Work Experience:
- Current Job Responsibilities:
- Contact No.:
- Email Address:

SECTION III

Questions for Interview

- 1. What is your designated role and responsibilities?

⁶⁰ Please note, these are just guidelines, questions were adapted depending on the interviewees designation and JD.

2. How did you get the understanding of your responsibilities (through JD, Report/ Proposal, Project communication etc?)
(probe : if the person has understanding of all of the said JD or have missed out on something; in case he/she has not mentioned some role, as in a subtle manner as how he/s she does that etc.)
3. Please share about the hiring process of team? When and how did you initiate the project activities?
4. Which document is the guiding principle for the project activities? (Probe does the project develop annual work plan, etc.?)
What is the project coordination and reporting mechanism? (Discuss both internal and external coordination and reporting)
5. What were the main initiatives did you take?
6. How did you identify the direct beneficiaries? Did you target the whole group of beneficiaries as per your plan? If no why not?
7. Which initiative/s do you consider the most successful one? Why?
8. Which initiative could not attain the target outcome and why?
9. What issues and challenges the team faced during project implementation? And how did the team cope with that?
10. What are the successes of project? Examples with details
11. How did you train the team members, VCs heads etc?
12. How do you keep record of various activities?
13. Do have regular reporting formats for your internal consumption?
14. How many training sessions were conducted with the community during the project?
15. Who conducted and attended the trainings? Is there any manual(s) developed for training(s)?
16. What was the content and expected outcome of the trainings? To what extent the trainings outcomes were achieved?
17. How do you measure/ gauge the outcomes? (Probe what were the indicators to gauge them)

18. To what extent monitoring mechanism for each project intervention is executed in field? How have you planned to implementation this mechanism? Are you satisfied with the extent of execution of the monitoring mechanism?
19. Was the plan and mechanism implemented as per planned or were there any delays (in case of delays, what were the reasons and the remedial measures taken to overcome it?)
20. What are the major contributing factors towards achievement of results?
21. What are the contributions of non-project activities towards achievement of results?
22. What is the extent of change of behavior/attitudes/practices in field? (probe the initiatives if taken any.. ask for best examples or success stories)
23. How do you see the sustainability of the interventions? (probe: What is the sustainability prospects/plans for the VO? What is the sustainability prospects/plans for trainings, etc.)
24. What issues and challenges have you faced during the implementation of the interventions and fulfilling your role?
25. Which interventions had clear and visible impact on women, particularly in women's mobility and control of household income, and why?
26. Did any of the planned or unplanned activities and interventions impact women negatively and how?
27. Have any innovations or best practices be introduced in the projects that could be replicated among the partners or others in the government, donors or civil society?
28. Do you have any recommendations for improvement or future action plan for better output results?

FOCUS GROUP DISCUSSION GUIDELINES⁶¹

Project Beneficiaries

SECTION I

Background Information

1. Date: _____

2. Time: _____

3. Venue: Address: _____

Union Council/village:

4. Interviewer: _____

5. Note Taker: _____

6. Additional Notes:

SECTION II

Profile of FGD Participants

Sex of the respondents: Male Female

Name of Village:

Number of Schools in Village:

Presence of BHU:

SECTION III

Questions for Focus Group Discussion

Opening note of greetings.

1. Please share something about yourself and the area you live in and especially about your daily life and attitudes towards women?

⁶¹ Questions were asked in Urdu and Gojri. Some questions were specifically for women; these are identified. The tool is just a guideline. Probing questions were asked based on these as a basic outline.

2. What do you know about the Women friendly Hall project and its initiatives? How has your life changed and how will you specify your role as a role model woman/man in your community/village as a result of the program?
 3. What interventions did the program offer for the females in your community that you felt were most useful and why? How did the male members of the community respond to the interventions? Did women face any challenges/ problems to participate in the program/ program? If yes, what were these and how did they overcome it?
 4. Which skills, if any, did you gain from program/ program interventions? Are these skills used by you in your professional and/or personal life?
 5. For women: What impact did the program or any of its interventions have on your life? Or how have any of the program initiatives changed your life? (Any specific incident you would like to share that has changed your life or life style in last few years due to program interventions?)
 6. For community women, Village Community members and activists: What motivates you to work for women's rights and why? What were the lessons learnt?
 8. How do you think the program can provide greater benefit to you and your community? E.g. increase/reduce specific interventions, add/remove specific interventions, increase/decrease time duration of program, extend number of beneficiaries, etc.
 9. For women: What are your personal believes as to see long term changes in the life of women in your community/district?
 10. How do you see the sustainability of the interventions?
 11. What issues and challenges have you faced during the implementation of the interventions and fulfilling your role?
 12. Do you have any recommendations for improvement or future action plan for better output results?
-

Annex IX :Attendance Sheet for FGDs

Project Beneficiaries

1. Date: _____

2. Time: _____

3. Venue: Address: _____

Union Council/village: _____

4. Interviewer: _____

5. Note Taker: _____

Name	Signature	Education	Occupation/Source of Income

Annex X: Logical Framework Women Friendly Halls project 2011-12

	Intervention Logic	Objectively verifiable indicators of achievement	Sources and means of verification	Assumptions
Project Goal	Women empowerment in 3 villages of district Mansehra	By the end of project, 80% of women community in targeted villages is benefiting from the WFHs and 70% of women community are aware of and sensitized about women rights and communicable diseases.	Impact assessment report and its comparison with base line data Evaluation report VDO record	Community remains responsive Religio-political situation remains normal Weather conditions will remain favorable
Project Objectives	1. To support and facilitate the communities to construct two women managed, multipurpose community halls to provide a safe venue for women	Communities of three villages benefited by the construction of women friendly halls	Project end evaluation report Impact assessment reports VDO record	Community remains responsive Religio-political situation remains normal Weather conditions will remain favorable Villages remain accessible by road in winter and rainy season.
	2. To enhance the mobility of younger	At least 5 women members of each	VO record	Community has the time available

	women and increase their participation at village level initiatives.	<p>concerned VDO are less than 30 years of age.</p> <p>25% of women regularly visiting halls are under 30 years.</p> <p>25% of women less than 30 years involved in different activities at WFH level.</p> <p>50% women attending mixed community meetings</p>	<p>Meeting minutes</p> <p>Meeting attendance</p> <p>Beneficiary data</p>	<p>and is willing to take up the task</p> <p>Community remains responsive</p> <p>Religio-political situation remains normal</p> <p>Weather conditions will remain favorable</p>
	3. To create an enabling environment for women to develop community social networks and empower them to participate in decision making, project activities and leadership.	1500 community members (900 women+600 men) sensitized and aware about communicable diseases, enterprise development, women rights, environment and DRR.	<p>Participants' attendance</p> <p>Monitoring reports</p> <p>MoU with resource persons</p> <p>Trainers' attendance</p> <p>Social Mobilization record</p>	<p>Community has the time available and is willing to take up the task</p> <p>Community remains responsive</p> <p>Religio-political situation remains normal</p> <p>Weather conditions will remain favorable</p>
Out puts	<p>1.1 Detail action plan for construction of halls developed</p> <p>1.2 Women and men equally involved in decision making.</p> <p>1.3 Two women friendly halls</p>	<p>50% Involvement of women in workshop and active participation in all activities</p> <p>equal representation of men and women in different committees (Task, Monitoring and management)</p>	<p>meeting record</p> <p>copy of detailed action plan</p> <p>attendance record</p> <p>Land transfer</p>	<p>Community has the time available and is willing to take up the task</p> <p>Community remains responsive</p> <p>Religio-political situation remains normal</p>

	constructed.	three women managed halls constructed and being utilized by community	document Pictorial record VDO record	Weather conditions will remain favorable
	<p>2.1 Increased community awareness on HIV/AIDS, health and hygiene, hepatitis B & C, gender and women rights and sensitized about their importance</p> <p>2.2 Enhanced capacities of women in enterprise development</p> <p>2.3 Women provided with an exposure and confidence through cultural events and exposure visits</p> <p>2.4 The target communities better prepared to mitigate effect of disasters and emergencies</p>	<p>25% of total population sensitized (50% men and 50% women) and access towards information regarding HIV/AIDS, reproductive health, gender and women rights</p> <p>60 women trained in enterprise development training</p> <p>50community members (40 women and 10 men) capacitated and 12 village level thematic days (2 per village) organized</p> <p>enhanced the capacities of 60 persons (30 men and 30 women) of three communities</p>	<p>attendance record</p> <p>Pictorial record</p> <p>VDO record</p> <p>social mobilization record</p> <p>activity follow up record</p> <p>final evaluation report</p>	
Activities	1. Women project's workshop for	Three women project workshops	VDO record	Community remains responsive

	<p>participatory planning</p> <p>2. Community action plan development</p> <p>3. Build halls</p> <p>4. Awareness raising sessions on HIV/AIDS</p> <p>5. Health and Hygiene sessions at village level</p> <p>6. Awareness sessions on reproductive health and family planning at village level</p> <p>7. Awareness raising on gender and women rights</p>	<p>conducted</p> <p>Community action plan developed in consultation with community for each hall</p> <p>Three WFHs constructed benefiting 150 men through cash for work</p> <p>200 community members (100 women 100 men) sensitized and aware about HIV/AIDS</p> <p>200 community members (100 women 100 men) made aware about health and hygiene</p> <p>200 community members (100 women 100 men) attended session on reproductive health and family planning</p>	<p>Saibaan record (NFRs, monthly and quarterly reports)</p> <p>Monthly meetings record of VDOs</p> <p>Attendance record</p> <p>Case studies</p> <p>Pictorial documentation</p> <p>Trainings record</p> <p>Monitoring teams visits</p> <p>Activity reports</p>	<p>Religio-political situation remains normal</p> <p>Weather conditions will remain favorable</p>
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	<p>8. Enterprise Development Training (EDT) at village level</p> <p>9. Women day celebration</p> <p>10. Exposure visits of women to other women friendly spaces</p> <p>11. Enhance the capacity of the two communities in DRR</p> <p>12. Adult literacy classes</p> <p>13. Celebration of tree plantation week in three communities</p>	<p>200 community members(100 women+100 men) sensitized about gender and women rights</p> <p>60 women trained in enterprise development</p> <p>150 women participated in women day celebration</p> <p>50 community members (40 women+10 men) capacitated through exposure visits</p> <p>Capacities of 60 persons (30 men and 30 women) of three villages enhanced through DRR training.</p> <p>120 women benefitted through adult literacy classes.</p> <p>150 women actively involved in tree plantation campaign</p>		
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Annex XI: Actual In-Kind Contribution⁶²

Total No. Of Days Worked	Amount per Day	Total Amount of labor days	%	Contribution by Community Member	%	Net Total Amount Paid By SAIBAAN
3752	400.00 PKR	1,500,800.0 0 PKR	12.50%	187,600.00 PKR	87.50 %	1,313,200.0 0 PKR
1350	650.00 PKR	877,500.00 PKR	7.69%	67,499.93 PKR	92.31 %	809,993.93 PKR
Wood roof	0.00 PKR	517,600.00 PKR	9.95%	51,499.65 PKR	90.05 %	466,100.35 PKR
Local sand & stone	450,000.0 0 PKR	450,000.00 PKR	100.00 %	450,000.00 PKR	0.00%	0.00 PKR
Local material transportation	250,000.0 0 PKR	250,000.00 PKR	100.00 %	250,000.00 PKR	0.00%	0.00 PKR
0	400.00 PKR	0.00 PKR	12.50%	0.00 PKR	87.50 %	0.00 PKR
0	400.00 PKR	0.00 PKR	12.50%	0.00 PKR	87.50 %	0.00 PKR
Rent class room		75,000.00 PKR	100.00 %	24,500.00 PKR	0.00%	0.00 PKR
5102		3,670,900.0 0 PKR		1,031,099.58 PKR		2,589,294.2 8 PKR
Exchange rate				0.0081		0.0081
Total to Date in Euro				8,351.91 €		20,973.28 €

⁶² Saibaan Reporting Period :1st Aug-2011 to 30th Nov-2012

Annex XII: Actual Expense Summary⁶³

Reporting Period :1st Aug-2011 to 30th Nov-2012

S.No	Budget head	Budget in Euro	Actual Expense in Euro	Variance	Periodic Spending Rate %age	Remarks
1	Construction	71,497.58	63,350.88	8,146.71	88.61%	Construction work has completed but some payments awaited from field.
2	Operating cost	17,250.00	17,003.91	246.09	98.57%	Remaining payment will released of Project operational cost(vehicle rent, Pol, building rent etc of Dec-12) for the month of Dec-12
3	Training sessions	17,130.00	12,742.49	4,387.51	74.39%	Some activities (DRR training, Enterprise Development training etc) are in progress and payment will be made on completion.
5	Project Audit & Evaluation	4,166.67	-	4,166.67	0.00%	Will be conducted at the end of Project.
4	Labor(HR)cost	39,120.00	37,894.52	1,225.48	96.87%	Remaining payment will be disbursed by the end of Dec-12 on a/c staff salary for the month of Dec-12
	Total budget	149,164.25	130,991.79	18,172.46	87.82%	Exchange rate: 120

⁶³ Saibaan Reporting Period :1st Aug-2011 to 30th Nov-2012

Annex XIII: Saibaaan Trainings/ Capacity Building/Awareness Raising Initiatives

WFH (Phase III) Capacity Building Trainings/Sessions/Events

Awareness raising session on HIV/Aids

Awareness sessions on Hepatitis A, B&C.

Awareness sessions on Health and hygiene

Awareness sessions on gender and women rights

Enterprise development training

Women days celebration

Tree plantation week

Communities exchange visits

Disaster risk reduction training/refreshers

Adult literacy classes

WFH (Phase II) Capacity Building Trainings/Sessions/events

Awareness raising sessions on HIV/AIDS

Health and Hygiene sessions at village level

Awareness sessions on Hepatitis B & C sessions at village level

Awareness raising on gender and women rights

Enterprise Development Training (EDT) at village level

Women day celebration

Cultural events

Exposure visits of women to other women friendly spaces

Enhance the capacity of existing village disaster management committees of both women and men.

WFH (phase I) Capacity Building Trainings/Sessions/Events

Enterprise development training

Trainings Conducted in Villages other than WFH Projects

Trained community members as plumbers

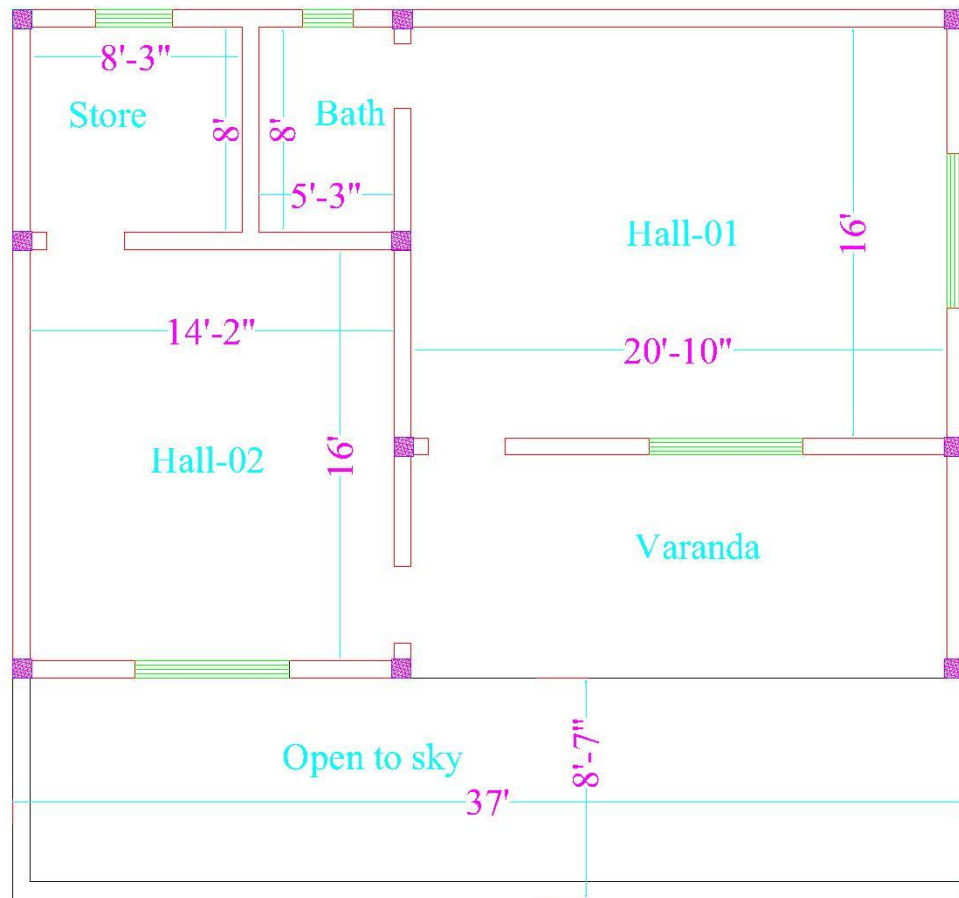
Electrician trainings for potential community members

Mason trainings

Carpenters trainings
Driving trainings for boys
Zari work trainings for women
Tailoring trainings
Provision of tool kits to trainees in different trades.
Community mobilization skill training (CMST)
Leadership management training (LMST)
Table products training
Disaster risk reduction training
Health and hygiene training
Reproductive health training
Traditional birth attendant training
Kitchen gardening training
Livestock extension workers trainings
Poultry extension workers trainings
Citizen community board training
First aid training
Gender trainings/ sessions

Annex XIV: Report on Site Visit of Construction of Halls

LAY OUT PLAN FOR WOMEN FRIENDLY HALL



LAY OUT PLAN FOR W.F.H.

Scale = 1" = 8' - 0"

CONSTRUCTION SPECIFICATION of WFH Halls

- All W.F.H. constructed as per ERRA code of building⁶⁴ which specially design for earth quake area following is the detailed analysis of the WFH halls.
- Confined sold block masonry system adopted for the construction of W.F.H. which are defined in detail in this report.
- All buildings contain two halls one bath room and one store/kitchen with wide veranda in front of all halls. Total covered area = 906.50 sft

- Layout was according to Earthquake Rehabilitation and Reconstruction Authority (ERRA) code of construction. R.C.C. Footing provided under every columns with 4'x4', steel provided ¾" dia bars both sides @ 6" center to center.
- All buildings are constructed over retainable soil.
- All buildings halls have low risks of storms and have zero risk of flash flood and cloudburst.
- Footing, plinth beam, lintel beam, and roof beam, pillars, are provided with proper sizes, accurate
- Quantity of Steel and casting with Proper ratio of P.C.C. 1:2:4.
- A-Footing size are 4'x4'x6" (Steel-¾" dia bars on both sides @ 6" C/C)
- B-Pillars sizes area 9"x9" (Steel -4 bars of ¾" dia steel, with ⅜" dia rings 6" C/C)
- C-Plinth beam size 9"x12" (6 bars of ¾" dia with ⅜" dia bar rings 6" C/C)
- D-Lintel and roof beam size 8"x8" (Steel 4 bars of ¾" dia with ⅜" dia rings 6" C/C)
- Superstructure constructed with solid block of 12"x8"x6" with 1:6 cement sand ratio.
- Roof installation was as per ERRA code, according to local weather conditions, using local techniques and according to local context.
- Suitable gage C.G.I. sheets provided over roof wooden structure, with red color.
- All buildings are located at high altitude, due which all WFH are always under heavy pressure of air which below from down to up. To solve this problem, heavy wooden roof structure provided under C.G.I. sheets. Closed span Wooden trusses provided with suitable dimension. All wooden structure connected to roof beam with J Bolts.
- 4" thick P.C.C. 1:4:8 provided as a hard core.
- 2" thick P.C.C. 1:2:4 provided as main floor over hard core.
- P.C. plasters of ¾" thick apply over walls both in and out sides of all buildings.
- Miscellaneous size P.C.C. 1:4:8 provided as a plinth protection all-round the all buildings.
- Two coats of lime provided internal and external surface of all buildings.

Source: All above information have taken from Saibaan's Engineer, local community persons who participated in construction work and technical person from our team's observations during site visit of the projects..

Annex XV: Update on Activities of WFH

Sector	Planned objectives, or output/outcomes in this reporting period	Achieved outputs/outcomes in this reporting period	Intended beneficiaries (male and female)	Actual beneficiaries reached (male and female)	Village wise beneficiaries detail	Reasons for over/under achieving of target beneficiaries
WFH Construction	Construction work	The construction work at all the three sites is progressing satisfactorily despite the fact that at Makhan Mohri and Ghanila the construction work remained closed for about two and a half month. The WFH at Jargali has been successfully completed while at Ghanila and M Mohri 85% to 90% construction work has been completed during this reporting period.	150 men through cash for work (throughout the work)	153 men benefitted through cash for work till now	M Mohri- 52 Ghanila- 54 Jargali-44	Till November end 153 persons benefitted from cash for work. As the construction work progresses ahead, more persons will be engaged in cash for work activity. The target will be achieved by the completion of construction work.
Courses and Trainings	Literacy classes	Literacy classes in all the three villages started in January. The response of women has been very encouraging especially at M Mohri and Ghanila. At M Mohri 4 boys are also the part of these classes. At village Jargali and M Mohri the teacher was easily available locally but at Ghanila a teacher from the nearby village has been contracted to deliver literacy classes.	120 women	118 (girls=114 boys=4) (Pls. also see activity detail)	M Mohri-63 Ghanila-32 Jargali-23	In village Makhan Mohri more women were willing to attend the classes and VDO also requested to accommodate more than the target women. As the teacher was comfortable with increased women in literacy classes therefore more than target women allowed attending classes.

	Exchange Visits	Exchange visits for the community women and men arranged during the current reporting period. The women and men VDO members of 3 villages visited Garrang, one of the old villages with WFH, to learn from their experiences, active and fruitful utilization of the halls, leading role of women and how the men communities supported women regarding the construction and sustainable utilization of the halls.	40 women	26 women 24 men	M Mohri-14 Ghanila-12 Jargali-00 M Mohri-08 Ghanila-08 Jargali-08	The target for women was 50 but only 26 women went on exposure visit mainly because of a sudden death of a woman in Jargali on the same day. Culturally in the village life of these areas if there is a death in the village, all other activities are postponed. That is quite visible from the fact that no women from Jargali village was the part of this visit but a few men did participate in the visit at Saibaan's special request.
	Health and Hygiene awareness sessions	Overall 24 health and hygiene sessions are conducted with both women and men communities including children. The resource persons, with an adequate knowledge and experience, for delivering sessions were hired to deliver these sessions. The field staff (social organizers) also facilitated these sessions.	600 (300 women,300 men)	620 (317 women, 305 men)	Women M Mohri-110 Ghanila-103 Jargali-104 Men M Mohri-100 Ghanila-101 Jargali-104	-----

	Awareness sessions on Hepatitis B&C	As per plan 24 sessions organized for the community members in all the three villages. Again the project field staff and sector specialists delivered these sessions.	600 (300 women,300 men	623 (307 Women, 316 Men)	Women M Mohri-101 Ghanila-100 Jalgali-106 Men M Mohri-107 Ghanila-106 Jalgali-103	-----
	Celebration of International Women Day	To sensitize the women regarding their rights and roles, international women days have been celebrated in all the three villages actively participated by women (especially younger women).	150 women	133 women	M Mohri-44 Ghanila-50 Jalgali-39	As the International Women Day was celebrated in March (8th March), the extreme weather (snow fall) did hinder the free mobility of women. Therefore, the target of 150 could not be achieved.
	Celebration of tree plantation week	Tree plantation week was celebrated in all the three villages with active involvement of women and men. To make the communities better understand the importance of trees, roles and responsibilities of communities regarding trees protection etc, staff from agriculture/forest department were engaged to visit these villages during the week.	150 women	149	M Mohri-51 Ghanila-53 Jalgali-45	--

	Sessions on HIV		600 (300w, 300m)	608 (255 men, 215 women, 138 children)	M Mohri- 203 Ghanila-203 Jargali-202	-----
	Gender and women right sessions		600 (300 w, 300 m)	622 (men 289, women 239, children 94)	M Mohri- 210 Ghanila-202 Jargali-210	-----
	Enterprise Development training		60 women	71 women	Ghanila -20, M Mohri -31 Jargali- 20	-----
	Disaster Risk Reduction Training		60 (30 women, 30 men)		M Mohri-25 Ghanila- 38	The training is in process. it is completed in 2 villages but it is scheduled in Jargali in next week
	Monitoring Visits	As usual Saibaan M&E section and management staff has been continuously monitoring the project by paying field visits, meeting with communities, labor, resource persons etc and also reviewing the project on monthly as well as need basis.		3 persons (ED,PM.M&E manager) 07 visits	3 management staff paid 07 visits	

Annex XVI : NFR

Saibaan Development Organization

WFHs Project

Daily Report

Village:

Date

Total participants M/W:

VDO Members M/W:

Purpose:

Detail of Visit:

Challenges Faced:

Suggestions:

Submitted to:

Submitted By:

Annex XVII : Documents of Ownership of WFHs

Follwoing are ownership documents of Village Jargali, Village Bangroo and Village Ghanilla respectively.

سرکار سندھ
گورنمنٹ سکول

18 درجہ پندرہ سالہ صلح بالکونٹ تحصیل 199 نمبر حدیست گنبدہ گجر انتقال موت وضع

1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
3361	4055 614	نام کاشت کار و احوال	نام مالک و احوال	نام کاشت کار و احوال	نمبر نام کھیت و رقبہ و تقسیم زمین	معاملہ و لگان	نمبر کھاتہ جمعیتی جدید	نام مالک و احوال	نام کاشت کار و احوال	نمبر نام کھیت و رقبہ و تقسیم زمین	معاملہ و لگان	قسم اور تاریخ انتقال معہ رجسٹر روڈ بین	فیس داخل خارج	تاریخ و نام و پتہ پٹواری تاریخ و نام و پتہ پٹواری تاریخ و نام و پتہ پٹواری تاریخ و نام و پتہ پٹواری
		نام کھاتہ جمعیتی سابق	نام مالک و احوال	نام کاشت کار و احوال	نمبر نام کھیت و رقبہ و تقسیم زمین	معاملہ و لگان	نمبر کھاتہ جمعیتی جدید	نام مالک و احوال	نام کاشت کار و احوال	نمبر نام کھیت و رقبہ و تقسیم زمین	معاملہ و لگان	قسم اور تاریخ انتقال معہ رجسٹر روڈ بین	فیس داخل خارج	تاریخ و نام و پتہ پٹواری
		نام طرف یا جاہ	نام مالک و احوال	نام کاشت کار و احوال	نمبر نام کھیت و رقبہ و تقسیم زمین	معاملہ و لگان	نمبر کھاتہ جمعیتی جدید	نام مالک و احوال	نام کاشت کار و احوال	نمبر نام کھیت و رقبہ و تقسیم زمین	معاملہ و لگان	قسم اور تاریخ انتقال معہ رجسٹر روڈ بین	فیس داخل خارج	تاریخ و نام و پتہ پٹواری
		نام مالک و احوال	نام مالک و احوال	نام کاشت کار و احوال	نمبر نام کھیت و رقبہ و تقسیم زمین	معاملہ و لگان	نمبر کھاتہ جمعیتی جدید	نام مالک و احوال	نام کاشت کار و احوال	نمبر نام کھیت و رقبہ و تقسیم زمین	معاملہ و لگان	قسم اور تاریخ انتقال معہ رجسٹر روڈ بین	فیس داخل خارج	تاریخ و نام و پتہ پٹواری
		نام کھاتہ جمعیتی سابق	نام مالک و احوال	نام کاشت کار و احوال	نمبر نام کھیت و رقبہ و تقسیم زمین	معاملہ و لگان	نمبر کھاتہ جمعیتی جدید	نام مالک و احوال	نام کاشت کار و احوال	نمبر نام کھیت و رقبہ و تقسیم زمین	معاملہ و لگان	قسم اور تاریخ انتقال معہ رجسٹر روڈ بین	فیس داخل خارج	تاریخ و نام و پتہ پٹواری

اندرج مذکورہ کھیتوں کی آخری تاریخ انتقال جس کا ترجمہ مطلوب ہے۔

اندرج مذکورہ جاہ قابل قائم کیا جائے گا۔

تاریخ و نام و پتہ پٹواری
تاریخ و نام و پتہ پٹواری
تاریخ و نام و پتہ پٹواری
تاریخ و نام و پتہ پٹواری

سرکار سندھ
گورنمنٹ سکول

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Attesting Officer
23/11/2011