

**EXTERNAL EVALUATION
Of
EMERGENCY ASSISTANCE for FLOOD
AFFECTED FAMILIES in PAKISTAN**

**A project funded by the Disaster Emergency
Committee (DEC)**

Prepared For



by

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The report is mainly based on findings of qualitative interviews and field surveys, which were conducted in June 2011. In Khyber Pukhtunkhawa the survey covered the villages of Ajab Bagh, Station Korona, Agra, Parao, Manzori, Hassan Khel, Londa, Jan Londa and Wapda Colony. In Punjab it covered the villages of Mashori, Zor, Saronwala, Tibi, Peerwala and Hasseywala. Extensive meetings and support from a number of stakeholders (including IRP staff) have helped in analysis and consolidation of the report. The evaluation has taken this shape due to candidness and cordiality of all beneficiaries in different targeted villages. It is hoped that this report contributes further to strengthen the planning, designing and programming of IRP.

Last but not the least; I would like to thank again Raza Narejo (M&E Coordinator) and Muhammad Waqas (Program Manager, Multan) for their advice and support in the writing of this report.



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Acronyms

CR	Compliant Redress
CSRED	Centre of Strategic Research, Evaluation & Development
DEC	Disasters Emergency Committee
FGD	Focus Group Discussion
H&H	Health & Hygiene
HH	Household
IDI	In-Depth Interview
IR	Islamic Relief
IRB	Islamic Relief Bangladesh
IRP	Islamic Relief Pakistan
KPK	Khyber Pukhtunkhawa
NFI	Non-Food Items

Executive Summary

In 2010, flooding in the Indus River and its tributaries devastated the lives of 20 million people across 84 of the 121 districts in Pakistan. From the Himalayas to the Arabian Sea, villages and cities in the valley of this mighty river presented a scene of destruction on an epic scale. Damage to the country's infrastructure wiped away years of progress in a number of areas including education, health and agriculture.

Islamic Relief has been working in Pakistan since 1992 and has responded to natural and man-made disasters, providing relief and rehabilitation to those affected by disaster Services rendered by Islamic Relief Pakistan during the 2005 earthquake were recognized by the state by the award of the prestigious Sitar-i-Isaar 'Star of Dedication' decoration. Islamic Relief is also active in development projects all over the country.

In response to the flood emergency in Pakistan, IR Pakistan was provided with funds by the DEC to implement a project for Emergency Assistance to Flood Affected Families.

The project aimed to contribute to reduce vulnerabilities of the flood affected people, particularly women and children of Khyber Pakhtunkhwa and Punjab. The total number of beneficiary households was 6,303. The total budget executed in these DEC funded activities was GB£ 982353. In Punjab, the DEC interventions were carried out in the villages of Zoor, Saroon Wala, Mashori, Bakher Noon, Budh, Basti Hamdani Wala, Cheeri Wala, Peer Wala, Seero Wala, Gohar Wala, Zakati, Madan Wala, Karak Wala, Basti Ganja, Basti Dinga, Gut Wala, Manjhota, Barahim Wala, Nawan, Jam Wala in Muzzafargarh District. In KPK the targeted villages in District Naushehra were Zaramena, Kishtipul, Kachkolabad, Zaidi Colony, National Colony, Railway Station Korona, Musilmabad, whereas villages Parao, Lunda, Jan Loanda, Shahbara, Hassan Khel, Manzori, Qudaratabad, Allahabad, Azeemabad, Agraballa, and Agrapaya were in the Charsada District.

The main organisations operating in Punjab where the DEC project was undertaken were Punjab Rural Support Program (PRSP), Save the Children, Strengthening Participatory Organization (SPS), Saanjh, and Hayat Foundation. In KPK, Ummah Welfare Foundation, the World Food Programme (WFP), Al-Khidmat Foundation, Sarhad Rural Support Programme (SRSP) UNHCR, IRC, BEST, and Oxfam GB were main stakeholders in the DEC Project.

The evaluation seeks to evaluate the overall objective and expected outcomes agreed between IRW and DEC. This evaluation used a number of primary and secondary sources for information gathering. Primary data was collected from the field while the secondary data provided by the Islamic Relief Pakistan (IRP); included project documents, progress reports and baseline surveys. Overall, primary data collection was carried out over 5 days utilizing 20 team members comprised of enumerators, moderators, supervisors, and managers.

The main limitations encountered were shortage of time, difficult terrain and lack of M&E records

Rapid assessments, updates and reports of UNOCHA and National Disaster Management Authority (NDMA) were used to plan and design the project. In addition, cluster meetings held at district level helped in need assessment and mapping.

Overall this DEC funded project has achieved the expected outcomes and results. The relief services extended under the project have left a positive substantial impact on the lives of the beneficiaries. This relief operation was aimed at addressing immediate needs of flood-affected communities to protect them from hunger, disease and death. Volunteers recruited from the community played an important role in bridging the gap between the IRP teams and people during the relief activities.

The project appears to have addressed the immediate needs of the vulnerable populations in both the provinces -- KPK and Punjab. On the whole project inputs were executed with the involvement and consultation of the community at various stages.

Close coordination with UNOCHA, humanitarian organisations, NDMA and Provincial Disaster Management Authority (PDMA) and the district government helped in sharing updates of the project and reducing the risk of duplication.

The evaluation found that standardised procurement and financial processes were followed in managing the emergency operations and all transactions and payments were made in accordance with financial codes of ethics and standards despite the need to move quickly to meet the urgent needs of the people supported by emergency operations. Lists of contents of different kits were developed in consultation with the stakeholders keeping in view aspects like the immediate needs of the flood survivors, present market prices, the quantity and quality of each item to ensure adequate assistance to the affected community and cost effectiveness. The Sphere and HAP standards were taken into account in terms of meeting the different needs of the beneficiaries.

The IRP DEC funded project lacked sufficient monitoring systems and procedures. There was no record made available to the evaluation team about the existence and practice of any monitoring system during these emergency relief operations under the DEC Project.

A complaints handling system was found to be functioning with the Quality Assurance Manger at country level, responsible for monitoring and addressing the complaints regarding distribution, resources and procedures. It has been found that In KPK, there was strong system existing on the ground in dealing and disposing of complains; however it was less effective in Punjab.

For reporting purposes, defined standards and measures were adopted for documenting the details of all items distributed and services provided.

The DEC Project specially focused on vulnerable women and children of the affected population. After the flood, women were found to be the primary beneficiaries of food, water and hygiene services. Prior to intervention they had to walk for long distances to fetch water. Privacy and security issues hampered the movement of

women. The women faced serious issues during menstruation. They had no access to latrines, water or sanitary cloth. This affected not only their hygiene during their periods, but also caused itching and skin problems. These services addressed these basic problems. To minimise these risks, IR employed women staff in equal number to reach to flood-affected women.

However the Project lacked a strategy to build the capacity of women on health, hygiene, protection and rights issues. Some training and dialogue on these issues could have initiated attitudinal changes in these communities.

1 Introduction

1.1 Background

Throughout the 2010 monsoon season, Pakistan experienced unprecedented flooding that caused a humanitarian disaster on a massive scale. Heavy rainfall created a moving body of water equal in dimension to the land mass of the United Kingdom. It affected more than 20 million people across 84 of 121 districts in Pakistan. From the Himalayas to the Arabian Sea, villages were devastated. Damage to the country's infrastructure wiped away years of progress towards meeting development goals in education, health, poverty reduction, and mother and child health. The massive scale of humanitarian needs posed huge coordination challenges that will persist into 2011 and beyond.

In response to the flood emergency in Pakistan, IR Pakistan implemented a DEC-funded project to provide Emergency Assistance for Flood Affected Families. The project aimed to contribute the reduction vulnerability among the flood-affected people, particularly women and children of Khyber Pakhtunkhwa and Punjab. The targeted population was assisted with food, water and household items in the first three months after the floods with the aim of preventing exposure to the risk of hunger, chronic disease and death.

1.2 Objectives of the Evaluation

The purpose of the evaluation is to critically evaluate the project by assessing the relevance of the overall aim of the project and the expected outcomes, agreed between IRW and DEC, and assessing the overall impact of the project implementation within scope of agreed programme approaches and methodologies.

1.2.1 Specific Objectives of the evaluation

- The evaluation will focus on the DEC-funded project for Emergency Assistance to Flood-Affected Families implemented from 1st August 2010 – 31st January 2011 in Pakistan.
- The evaluation will be focused on reviewing the extent to which proposed objectives and outcomes have been achieved
- The evaluation will aim at reviewing the programme strategies, methodologies and systems used during the project cycle management of the project.
- The evaluation will focus on assessing to what extent the project has adhered to the humanitarian code of conduct, Sphere standards, and participation and accountability principles.
- The evaluation will determine the appropriateness of given facilities and services to the beneficiaries.
- The evaluation will help in identifying challenges, obstacles, and lessons learned in both the design and implementation of the project, and will propose recommendations for the design and implementation of similar projects in the future.

1.3 Methodology

This evaluation used several sources for information gathering. Primary data was collected from the field in addition to secondary data provided by Islamic Relief, which included project documents, progress reports and baseline surveys.

1.3.1 Tools of Investigation

The study used both secondary as well as primary methods. For secondary sources, desk/internet research was conducted to review existing literature and reports on inputs, outcomes and impacts of the Emergency Relief Project in the targeted areas. The data on the emergency interventions by other INGOs in the flood-affected areas was also reviewed.

In connection with primary sources, interviews were conducted with stakeholders and beneficiaries. In primary data collection, both quantitative as well as qualitative techniques were applied. For the purpose of quantitative information, two different tools (Beneficiary Questionnaire and Stakeholders' Questionnaire) were developed to gauge the problems faced and the level of interventions offered by IR soon after the flood of 2010. The targeted audience for these separate surveys were beneficiaries and stakeholder -- representatives of CSOs, NGOs/INGOs with local presence, government, civil associations, and IRP staff at both the local level and the Country Office. These questionnaires were pre-tested in trial sessions before being finalised.

The Beneficiary Questionnaire encompassed the performance indicators which helped in comparing pre-and post-project periods. Specifically, it included:

- ✓ access to water sources before/after interventions
- ✓ access to food and household resources before/after interventions
- ✓ sanitation and hygiene resources before/after interventions

Moreover, quality dimensions of participation such as timeliness, capacity, and quality of the interventions were also elucidated from these quantitative tools.

Qualitative information was mainly gathered through focused group discussions (FGDs) and in-depth Interviews (key Informant Interviews). Specific moderators' guidelines were developed to conduct these qualitative sessions. These group discussions and in-depth interviews were held to elicit the response of the respondents on the impact, nature and quality of the support provided by the DEC-funded Emergency Relief Project. Shortcomings in the interventions were also explored with a view to suggest possible ways for improvement. Women took part in the focused group discussions as they were the main beneficiaries of this project. Telephone interviews were also conducted to collect the maximum and specific information.

Besides this, separate field visits were also made on the spot to gauge the impact of interventions on the ground. This task was carried out by experienced professionals who have been involved in many previous exercises carried out by CSRED.

1.3.2 Sample Size

A total of eight Focus Group Discussions (FGDs) were conducted in this survey (2 stakeholders, 4 female beneficiaries, 2 male beneficiaries). Each FGD comprised of 8-10 adults (both male and female) who were decision makers in the households and were residents of the selected village. The selection of the number of villages in each province for FGDs was made from the perspective of the scale of coverage in each area. Among them, five FGDs were conducted in KPK and three were held in Punjab. Similarly, 19 In-depth Interviews (IDIs) took place of which 12 were conducted in KPK and 7 in Punjab with the same kind of respondents (7 Stakeholders, 7 Female Beneficiaries, 5 Male Beneficiaries) to avoid bias and gather accurate information. Specific moderators’ guidelines were developed to conduct these qualitative sessions among these FGDS and IDIs,

A total of 320 respondents participated in the beneficiary survey in both areas of interventions to obtain quantitative information. The sample represented 5% of the total population (beneficiaries) in this survey. A disproportionate quota was allocated among female and male respondents by maintaining 60:40 ratio. The sample break-up for this survey in both areas is as follows:

	Charsadda/ Nowshera	Muzaffargarh	Total
No. of Union Councils	3	1	4
Male Beneficiaries	96	32	128
Female Beneficiaries	144	48	192
Total	240	80	320

A stakeholder survey was also conducted in parallel to meet the survey objectives and timelines. We conducted this survey with 56 Respondents (42 in KPK and 14 in Punjab). There was no limit fixed on gender in these surveys in order to get the maximum number of respondents within the specified timeline.

As per our standard policy, CSRED conducted extra quantitative (in-depth) interviews to ensure quality and validity of the data collected and reproduced.

1.3.3 Training of Data Collectors

A briefing regarding the study was given to the enumerators and moderators under the supervision of supervisors and research/project head. Trial Sessions were also conducted during the briefing session to ensure the flow, consistency and adequacy of the questionnaire. Briefing Guides/Notes were also developed for the enumerators.

1.3.4 Data Collection

Data collection was carried out in 5 days utilizing 20 team members comprised of enumerators, moderators, supervisors, and managers. In both the regions, the data was collected in parallel. Again, to ensure the quality and reliability of information, the Research Head visited both areas for five consecutive days.

1.3.5 Data Processing

Data entry, editing and coding was performed by the CSRED Team. Data was entered into specially designed software tool, with coding designed for easy export into SPSS (Statistical Package for Social Sciences), a standard statistical analysis software program.

1.3.6 Limitations of the Study:

Following were the limitations of study:

- Time constraints
- Difficult Terrain
- Lack of M&E resources and reports

1.3.7 Time Lines & Work Schedule

Time Lines:

The time period designed for the completion of this study was 16 days.

ACTIVITY	DAYS
Questionnaire design and finalisation	2 day
Field work	5 days
Data collection, editing and entry	2 days
Data processing and analysis	1 day
Rough Draft of Report	4 day
Final Draft of Report	2 days

2 Project Evaluation

2.1 Was the Project appropriate based on Situational Analysis?

2.1.1 Was the project theme identified through problem analysis?

During the detailed discussion with IRP staff at country and area offices, it was found that no extensive or specific baseline survey was conducted of the flood-affected communities in either area. A general baseline and KAP survey was undertaken in Khyber Pakthunkhuwa but there was none for the Punjab.

To overcome this lack and to ensure that the most deserving beneficiaries were targeted, certain measures were taken such as referring to the records and reports of UNOCHA and NDMA together with brief field visits to the affected areas helped provide information on which to base the design these interventions. Similarly, cluster meetings held at district level were beneficial for determining the immediate needs of the flood survivors because government officials, representatives of UN agencies international, national and local NGOs took part in these meetings to share their observations on emerging needs of the disaster stricken people. A Beneficiary Identification Selection Criteria (Annex-A) was followed to reach to the needy people and collect the efficient data.

As, was stated by Mrs. Gull Kha Jan, a married woman from Village Parao (KPK):

"میں کمیٹی کی چیئرپرسن ہوں، اسلامک ریلیف نے یہ طریقہ اپنایا کہ ہر خاندان میں سروے کیا، ضروریات کو جانچا، کہ کس کو کس کس تناسب سے کیا کیا چیز درکار ہے"

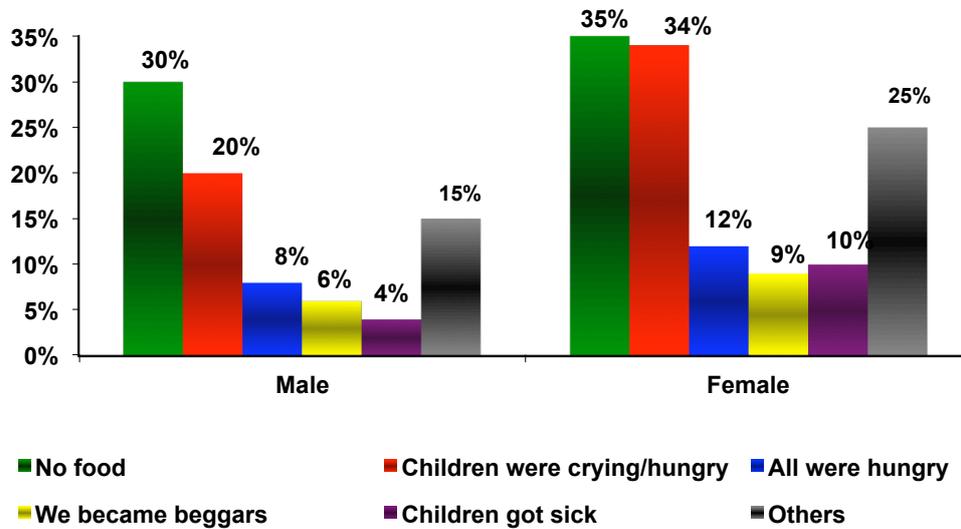
"I am the chairperson of the committee (village). Islamic Relief adopted this way that it conducted survey in each family, gauged the needs that who needs what and how much?"

2.1.2 Was the project design responsive to clearly identified needs?

Households were asked about the problems they faced before the provision of relief services from IRP. It was clear that the need assessments surveys and activities (FGDs /IDIs/General Observation) were conducted to understand the immediate needs and issues after the floods. These general observations of the stakeholders were also incorporated in targeting the correct beneficiaries.

From the household survey, it was revealed that an overwhelming majority of the households (90%) were facing serious problems regarding food security. They became dependent on their relatives living in other areas not affected by the flood. During discussions with IRP staff and FGDs with beneficiaries it was found that when beneficiaries were brought to the government camps, IRP was the first organisation in these targeted areas of KPK, to provide food and water.

Perceived issues before receiving Food Kits



Base: 288 (Female:163 / Male:125) (Multiple Responses)

Overall 65% of the respondents (30% men & 35% women) stated that there was nothing available in their households to eat after the floods. Similarly, 207 beneficiaries stated that children were in great distress and some were dying because of hunger (64%). In the qualitative interviews, these beneficiaries stated that no one except IRP had taken the initiative and it was only IRP which had reached them and was the prime source of support.

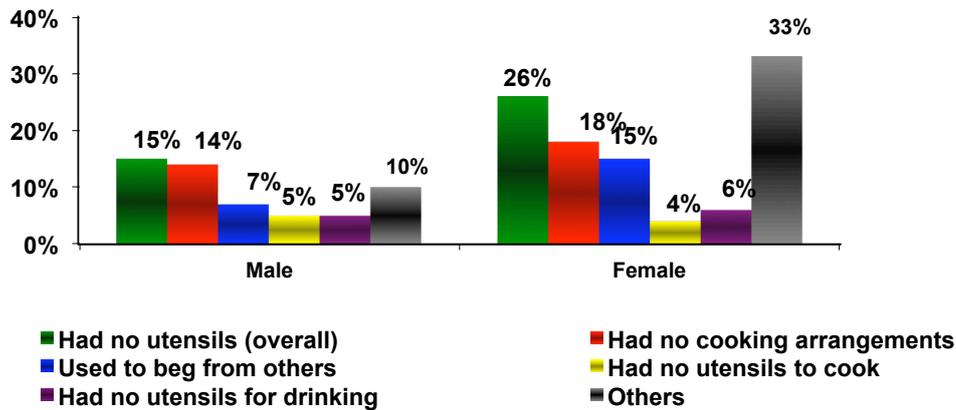
A married woman beneficiary of 45 years of age in village Korona (KPK), Zarbaqa Jaan stated:

"شكر الحمد لله، ہر چیز دی، جس کا کافی عرصہ تک فائدہ ہوتا رہا، دودھ ہم روزوں تک استعمال کرتے رہے"

"Thanks to God, everything was provided (by IRP), from which we benefited for a longer period, we kept using milk till Ramadan"

Beneficiaries were not only having the insufficient food to eat, but they had also lost all their kitchen/cooking accessories in the flood. As shown in the following graph, the majority of the respondents in the targeted regions were found living without basic cooking items.

Percieved issues before receiving of Kitchen/Cooking Kits



Base: 245 (Female:144 / Male:101) (Multiple Responses)

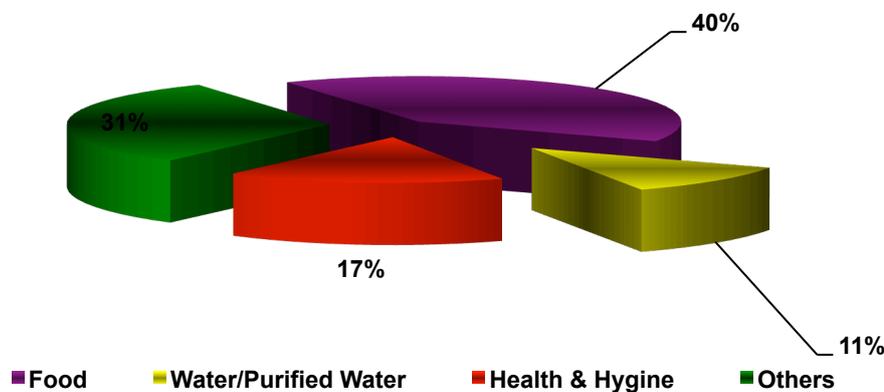
This was affirmed by different stakeholders who stated that the most significant need fulfilled by the IRP was the provision of food and cooking accessories.

In relation to this one respondent, Saifullah from Village Basti Pir Wala stated:

"اسلامک ریلیف نے جن کو چاہیے تھا، ان کو راشن دیا، پانی کی بوتلیں دیں"

"Islamic Relief provided the rations and water bottles, to those who were needy"

Needs Fulfilled by IRP



Base: 56

In order to meet the objective of meeting emergency needs, a significant majority of the respondents in stakeholders' survey (62%) reported that they were provided with relief goods by IRP soon after the flood. Among these respondents, 40% reported that they received food items, and 11% confirmed that IRP provided water purification tablets.

Similarly, the beneficiaries were having serious issues in meeting their health and hygiene needs. Among them, women were found to be in a more vulnerable condition than men. Women had serious issues during menstruation. They had no

access to any latrines, water or menstrual cloth. They started using their “Dopatas” (head cover) for these purposes and were found using the same cloth even for 4-5 consecutive days without washing it. This affected their hygiene, causing itching and skin problems. As stated by a young woman of 26 years Rukhsana w/o Mr. Guam Yasin in an FGD in Village Mashori (Punjab):

"اس سے پہلے تو ہمارے پاس کپڑا تک نہ تھا، جو ہم استعمال کرتے، ہم رات ہونے کا انتظار کرتے کہ
 کب رات ہو اور ہم باہر جا کر کپڑے دھوئیں اور پہنیں"

“Before this (intervention), we even didn’t have a sanitary cloth to use ... we used to wait for night, then we could go outside to wash and use the cloth.”

Another young woman of 30 years, Nazakat Begum in an FGD in Village Agra Balla (KPK) stated:

"سب سے ضروری چیز پیڈ سے فائدہ ہوا پیڈ استعمال کیے، جلدی جلدی چینج کیے، جو مشکلات تھیں وہ ختم ہو
 گئیں"

“The most important thing was sanitary pads- we started using pads, changed them promptly, and all the troubles (hygiene issues) got vanished”

2.1.3 Were existing initiatives reviewed to avoid duplication?

IRP initiated relief operations immediately after the monsoonal floods of 2010 in order to secure the lives of flood-affected people, whose homes had been destroyed, belongings washed away, stored food perished and standing crops wiped out. Initially all the humanitarian organisations were operating in isolation. Subsequently the District government led by District Coordination Officer (DCO) established a coordination mechanism with the support of UNOCHA in which efforts undertaken by different humanitarian organisations were coordinated and consolidated. These forums helped in discussing and reviewing the issues being faced by the humanitarian community, the needs of flood survivors in different areas, allocation of geographical areas to different organisations and review of the progress of the response on the part of humanitarian actors. As a result, coverage of the affected community was expanded and duplication of services and activities was avoided.

Muhammad Waqas who worked as a Relief Coordinator for IRP in district Mardan (KPK) during DEC project shared:

"ہم فوڈپیک تقسیم کر رہے تھے، پیر صبا کے اندر ایک کیمپ میں جس کا نام کیمپ نمبر 3 تھا جب ہم وہاں پہنچے
 تو وہاں ریڈ کراس کا ٹرک کھڑا تھا اور وہ لوگ فوڈ کے پیکٹ تقسیم کر رہے تھے ہم نے وہاں ایکٹوٹی روک دی
 اور اس سے آگے ایک دوسری جگہ تھی، پھر ہم نے وہاں ڈسٹریبیوشن کی"

“We were distributing food packs in Pir Saba (KPK) in a camp named as camp No.3. In the meantime, we found a Red Cross truck there and people were already distributing food packs. So we stopped our activity there and went to another place, and distributed the food there”

It has been reported that specific measures were adopted on the ground to avoid duplication of distribution activities. Initially 2,242 families were proposed for food

distribution whereas actually 6,303 families received food packs in Punjab and KPK provinces. On the contrary, latrines and transitional shelters were not distributed because other organisations like Pak CDP and UNICEF took care of these needs. These changes in the implementation of the project occurred mainly because most of the organisations focused on providing food, water and shelter. Therefore, it was realised that the need of shelter, water and some Non-Food Items was substantially covered by other government and non-government agencies. As a result food distribution was increased in terms of geographical coverage and number of families by Islamic Relief under Phase-I.

This was reconfirmed in the beneficiaries' survey where a significant number of the respondents said they had access to a latrine (91%: 292 out of 320). Interestingly findings of the study show that among these beneficiaries, 92% received food kits, 80% got clean drinking water from water tankers, and 91% benefited from household kits from IRP.

2.1.4 Was community capacity assessed and strengthened to ensure effective utilisation of resources?

Although the project was implemented in an extreme emergency situation with emphasis on reaching the flood-affected people exposed to disease, hunger and death, there was no particular attention paid to assess and strengthen the capacities of the people during the emergency relief operations. However, in the recovery stage IR ensured village committees were formed by which are playing proactive role in the operation and management of the project.

During this DEC-funded emergency relief project, IRP teams engaged with the community to seek their consent for working with women, deciding food distribution points for food and NFIs. During interaction with community, the evaluation team came to know that the contents of NFIs were revised in the light of feedback from women members. It empowered the people and enhanced their confidence. .

Abdul Rehman, an old village farmer from Muzzafargarh, in Punjab, stated:

"پورے 20 بندے اکھٹے کر کے میٹنگ کرتے تھے، عورتوں کو بھی اکھٹا کرتے تھے، اور پوچھتے تھے کہ یہ چیز بونی چاہئے اور یہ چیز بونی چاہئے"

"They used to arrange/group (full) 20 people, and asked that such and such thing should be there (as part of the distribution kits)"

2.1.5 Was programme design responsive to the clearly defined risks in the operating environment?

The programme was designed and implemented by adopting strategies to mitigate risks relating to the procurement of relief items, distribution of relief services, duplication and movement of the staff. The IR procurement committee asked for samples from the vendors to ensure the quality of items of the kits as the supplies were compared with the sample on delivery. Local people were mobilised to assist

IRP in order to avoid any unpleasant occurring. Interaction with humanitarian actors and government departments were enhanced at national, provincial and local level to avoid duplication and complement each other's activities.

Security measures were followed by IRP staff to ensure staff safety . IRP hired local volunteers to play a bridging role between the IRP team and the community in the distribution of relief goods to the affected community. Women volunteers were hired for distributing items among women beneficiaries taking into account local sensitivities about gender especially in KPK.

A woman respondent Taj Bibi w/o Mr. Ghulam Rasool, aged 40 years, from Village Mashori (Punjab) stated:

"(ڈسٹریبیوشن کے لئے) مردوں کے لئے الگ انتظام تھا اور عورتوں کے لئے الگ انتظام تھا"

"There was a separate arrangement for men and a separate arrangement for women (for distribution of kits)"

2.2 Did the Country Office have the required capacity and technical expertise to implement the project?

2.2.1 Was the project design responsive to our capacities?

The project seemed to be designed within the parameters of the vision, mission and values of Islamic Relief. The capacities of the organisation were taken into account in terms of systems and procedures relating to procurement, security and HR. In the wake of the enormity of the calamity, IRP management deployed staff from different units and area offices in the disaster-hit areas to immediately initiate relief activities. Despite this, project activities in Punjab, which were to be started by 1st August 2011, started late because of delays in deployment of staff and the procurement of relief goods.

Overall IRP had effective HR systems, organisational and functional resources to address the immediate needs of flood survivors in both provinces. .

2.2.2 Were HR procedures applied to all staff?

Emergency SOPs and guidelines were in place to hire the emergency project staff in the targeted areas. Measures were adopted to hire local field staff according to IR HR guidelines, including Community Distributors and Hygiene Promoters. Separate female staff were engaged to serve women beneficiaries in both targeted areas, thus practicing principles of gender balance.

2.3 Was the project appropriate and relevant?

2.3.1 Was the project theme linked to the long-term development plan of the area?

After taking stock of available data, it is the opinion of the evaluator that the project was not linked to the long-term development plan in these areas. In-depth Interviews with the stakeholders (IRP Staff) reinforced the view that the project was planned to meet the emergency needs so all activities were designed and focused on the provision of FIs, NFIs, household and hygiene kits. IRP has now entered in recovery phase in these areas. IRP needs to properly strategise for long-term development in these areas.

2.3.2 Were objectives relevant to the perceived needs and focused on the long-term development plan of the area?

It has been observed that the project addressed the perceived needs of flood-affected communities in both provinces -- KPK and Punjab. Project inputs were executed in accordance with the preferences of the community and in a timely manner. Primarily, the communities were in need of food items as all of their food stock had been washed away by the floods. Similarly, food in local markets was unavailable due to inaccessibility and disruption of regular supply chains.

Overall, the beneficiaries expressed their high satisfaction on the quality, content and quantity of the relief items received, showing that the objectives were relevant to the perceived needs of the beneficiaries.

At the same time, the objectives were focusing on the short-term needs of the beneficiaries, as a whole. As mentioned earlier, the basic objective of the intervention was to meet their immediate needs in an effective manner and long-term development needs did not seem relevant.

It is clear that the benefits of the distribution of food kits were acknowledged by beneficiaries in the household survey. The main responses on the benefits of the food kits were:

Perceived benefits from FI distribution

Response categories	Total Beneficiaries (%)	Male (%)	Female (%)
Everyone got food	32%	22%	10%
Children got food	31%	13%	18%
Became energetic	12%	6%	6%
Became satisfied/happy	18%	6%	12%
Others	17%	9%	16%

Base: 288 (Female:163 / Male:125) (Multiple Responses)

Out of 320 respondents, 288 respondents received food kits from IRP. When respondents were asked about the benefits of the food kits:

- 32% emphasised that they got sufficient food for their family
- 31% emphasised that their children had food when they were hungry
- 18% emphasised they were happy and satisfied with the food kits
- 12% stated that they became energetic once they consumed the food

The same was reconfirmed by a 45 years old woman beneficiary, Zarbaqa Jaan of village Korona (KPK), as:

"خوراک کا مسئلہ تھا، 8 دن تک کچھ نہیں پکا"

"There was issue of food; nothing was cooked for 8 days"

Overall, it can be concluded that the perceived needs of the respondents were fulfilled adequately by IRP.

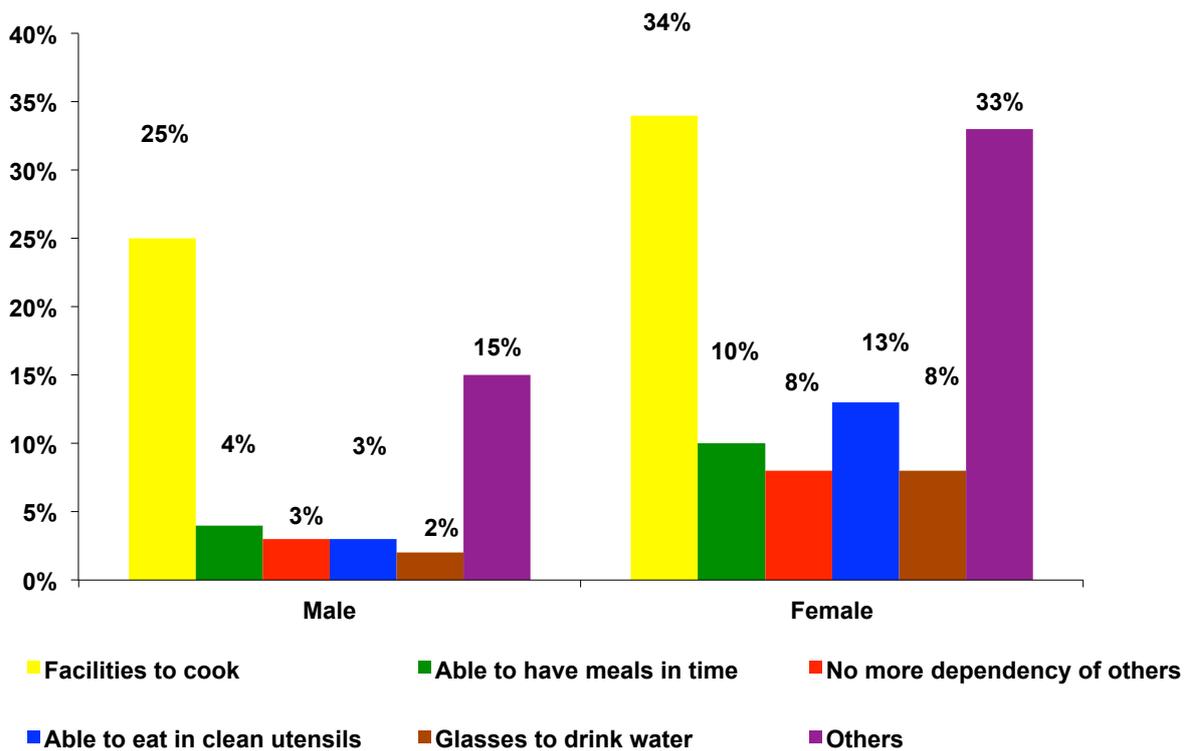
Again, the objective of supplying water on immediate basis, is also indicative of fulfilling dire and basic need of the beneficiaries. As, a women respondent, Noor-ul-Haram, 46 years, from Village Mohala Malian (KPK), stated:

"پینے کا پانی نہ تھا"

"There was no water to drink"

Additionally, the distribution of kitchen sets, household and hygiene kits provided a comprehensive package that immediately replenished their loss to a great extent and fulfilled their basic needs.

Perceived benefits received from Kitchen/Cooking Kits

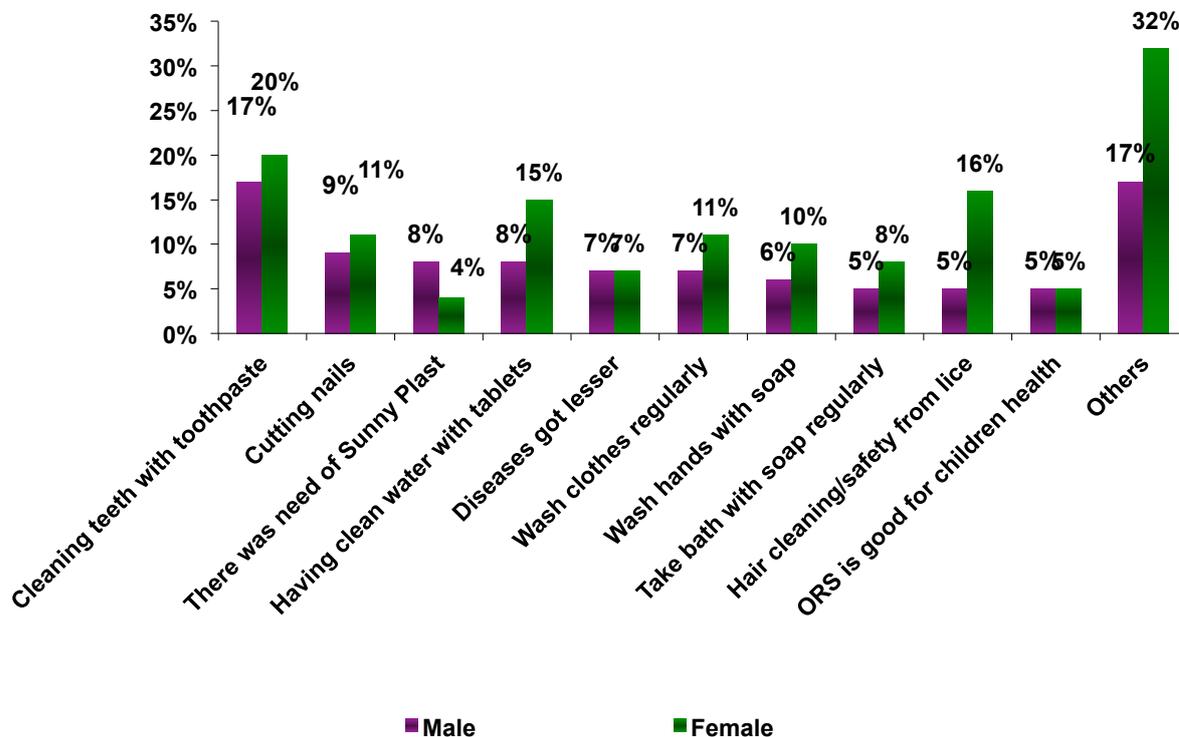


Base: 245 (Female:144 / Male:101) (Multiple Responses)

Out of 320 respondents, 245 received kitchen/cooking kits. The perceived benefits are found in the above graph. Overall, the beneficiaries acknowledged that the provision of cooking facilities had reduced the difficulties they faced during early days after the floods.

Furthermore, the hygiene needs of the vulnerable beneficiaries were met which was confirmed in the household (beneficiary) survey as shown in the following graph. Among hygiene issues, the biggest perceived need was the provision of tooth paste/tooth brush and nail clippers, as was stated by 57% of the respondents (287) who received the Health & Hygiene Kits. Moreover, among them 14% of the beneficiaries reported that they did not suffer diseases after receiving these H & H Kits.

Benefits received from H&H Kits



Base: 287 (Female:164 / Male:123) (Multiple Responses)

2.3.3 Objectives were adjusted to suit changing circumstances during implementation

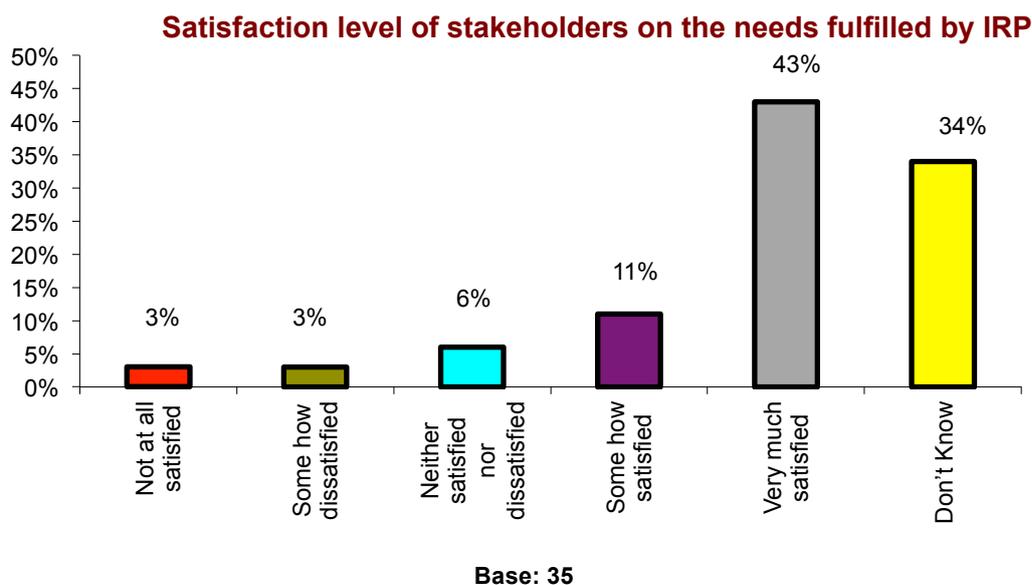
The outputs proposed initially were later revised during the course of project implementation due to change in the emergency context and the community needs. The presence and coordination of local and international actors was also effective in bridging the gaps in responding to the vital needs in timely fashion. The need of relief items was determined by the location and rapidly changing situation on the ground. As the emergency response progressed, Islamic Relief Pakistan regularly revisited the project outputs and amended the deliverables based on the needs and situation.

For instance, the project was initially intending to deliver WASH, Food, Shelter and NFI interventions; however, the provision of tents was dropped from the DEC project because other actors were taking the lead in that sector and the major needs were covered under Islamic Relief’s own response. The project had to make rapid adjustments to the changing needs and anticipated savings, taking the ground situation into account. Similarly, Emergency Pit Latrines were not provided in the camps as per the initial plan because people returned to their homes immediately after the floodwaters receded making the provision of latrines unnecessary.

2.3.4 Were the project interventions appropriate?

It was found from FDGs and IDIs that the deliverables were in accordance with the perceived needs of the people. The selection of items included in different kits was appropriate according to the socio-cultural context but 10% of women beneficiaries expressed the opinion that tea and spices could have been included in the food kit.

Similarly, the interventions brought about were reported satisfactory by the respondents of the Stakeholders Survey, as shown in the following chart:



The main reasons explored for this high rate of satisfaction were provision of quality food in time and in adequate quantity, and the provision of clean and safe water through water purification pills and tankers.

2.4 Did the project achieve the aim of increasing collective impacts?

2.4.1 Were project activities coordinated with other actors?

IRP intensively engaged with the UN clusters formed at the beginning of the floods at national, provincial and district level. Coordination with UN agencies, government bodies like National Disaster Management Authority (NDMA) and Provincial Disaster Management Authority (PDMA), international, national and local organisations was effective where project activities and progress were shared on a regular basis. In addition to this, IRP management made its presence felt in the Pakistan Humanitarian Forum (PHF) comprised of international NGOs.

Provincial and district level coordination meetings with clusters were attended by IRP project staff on a regular basis. Further, updates were frequently communicated to district government and clusters to avoid duplication and strengthen partnerships.

The coordination was very useful and effective and as such no significant coordination issue was found to have arisen during the life of the project.

A significant majority of the respondents in the Stakeholders' Survey reported that IRP shared/consulted them about the food and water related activities of IRP (75%). Among them 50% of the stakeholders reported that these inputs were shared in *mohalla* (ward or hamlet) level meetings. Similarly over half the stakeholders (53%) felt that IRP took on board their suggestions/advice on the proposed interventions.

2.5 Has the project achieved the intended objectives and outcomes?

2.5.1 Did the project maintain baseline data to compare overall impacts?

This DEC project was initiated on an emergency basis and as a result no project specific baseline data was found. In these circumstances the local teams in both provinces have ensured effective and rightful targeting through the mechanism of door-to-door assessment and verification for the selection of beneficiaries and initiating the activities.

Similarly, overall impact was evaluated on the basis of the satisfaction level of targeted communities and the local stakeholders as it has been explored in the quantitative findings.

In an in-depth interview, Muhammad Feroz, 22, of Village Mashori, stated:

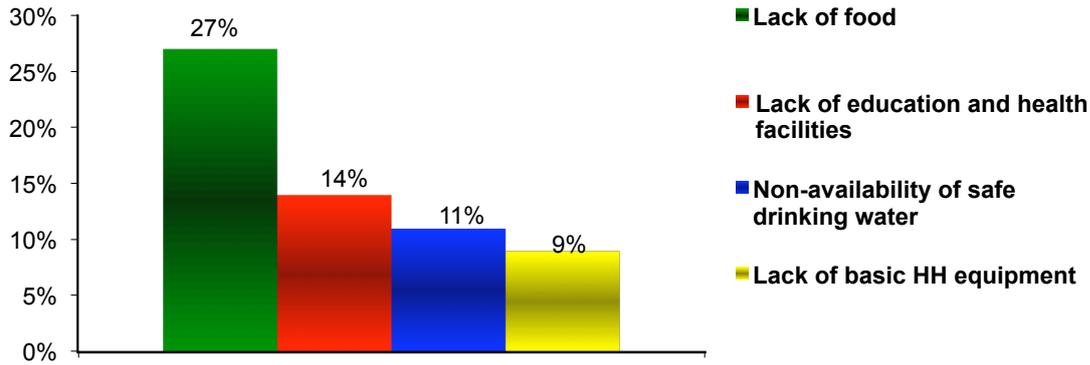
"اسلامک ریلیف نے کہا، بھیک نہ مانگیں ہم دیں گئے ہمیں راشن دیا، ادویات دیں اور ہمیں لمبے عرصے تک فائدہ ہوا"

"Islamic Relief (people) asked us don't beg, we would provide you (food and medicines)- We were given ration and medicines, and we benefited for a long time"

2.5.2 Did the project achieve the desired outcomes?

Under this DEC-funded project IRP achieved clear outcomes and results. Distribution of relief items undertaken by Islamic Relief Pakistan brought about satisfactory results. For example in the provision of household kits, the beneficiaries stated that this had significant and healthful impacts on their life. They had lost all their possessions so the provision of such kits enabled them to resume their normal life

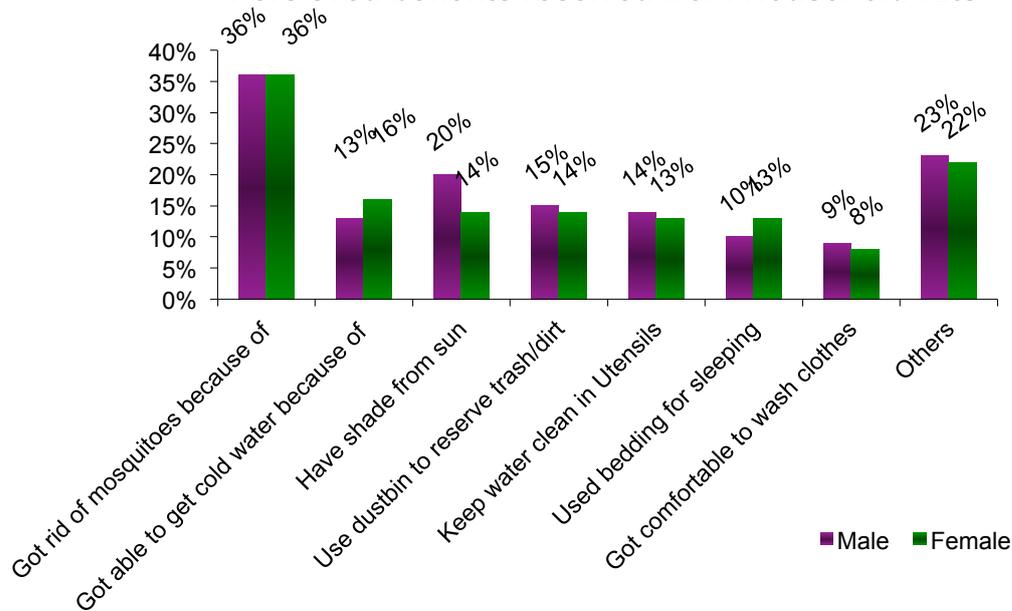
Perceived issues before receiving Food Kits



Base: 56

Among the 237 beneficiaries, who received the household kits from IRP, a significant majority (72%) reported they were free from mosquito bites because of the provision of mosquito nets as a part of this HH Kit, as shown in the following graph.

Perceived benefits received from Household Kits



Base: 237 (Female:115 / Male:122) (Multiple Responses)

2.5.3 Was the project impact visible?

The relief services extended under the project had a substantial impact on the lives of the beneficiaries. The project interventions were instrumental in providing people with initial and immediate relief, eventually saving their lives. Since the project was primarily targeting low-income communities struggling to find shelter and food, provision of food and non-food items offered immediate means to alleviate their sufferings and enhanced their capacity for early recovery and rehabilitation activities.

The overall impact of the project needs to be analysed in terms of social, economic, and environmental dimensions.



CSRED Team moderator conducting a Male IDI in Village sir Diryab Hassan Khel (KPK)

Social Impact: All the distribution activities were undertaken through the involvement of local volunteers and communities. As mentioned earlier, door-to-door in the matter of beneficiary selection, assessment/verification was carried out by the IRP team with the support of village committees. Such interaction and involvement reduce unexpected risk such as conflict within and among neighbouring communities. Consequently it helps in improve social harmony among the flood-affected community.

Economic Impact: Local resources were utilised during these DEC emergency operations, e.g., hiring of water tankers, community mobilisers, and volunteers that resulted in improvement of livelihoods. On the other hand, it had indirect economic benefits; people hired in the project at local level were able to use the income on rebuilding their houses and meeting essential needs.

Environmental Impact: In the flood-affected areas, the provision of food, household and hygiene kits created an opportunity of resettlement, which ultimately contributed in controlling environmental degradation. It was found though IDIS and FGDS that soon after flood the beneficiaries left their villages, by leaving all their animals and crops dead behind them. When they returned to their homes after one month and ten days, they felt that the provision of NFI and FI enabled them to return to their villages and bury all the decomposed animal corpses, remove debris and re-cultivate their land.

Taj Muhammad of Village Mashori (Punjab) stated:

"پھر ہم واپس گھروں کو آ گئے، تاکہ ہم اپنے جانور اور کھیتی باڑی دیکھیں"

"----- then we came back to our homes, to look after our animals and farming"

2.5.4 Did the procurement process and financial system maximise value for money

Standardised procurement and financial processes were pursued in managing the emergency operations. For example, the contents of all of the kits distributed among the flood survivors was finalised through consultation with the community. The lists of items included in different kits were advertised in national newspapers to meet needs of the tendering process and transparency. Quotations received in response to these tenders were short-listed by the procurement committee based on the prescribed quality and quantity of the products required. This procurement committee was constituted with a representative of all concerned departments. .

Despite the emergency nature of the operations, all the transactions and payments were made by following all financial codes of ethics and standards and written detailed contracts with suppliers.

2.6 Was the project implemented in the most cost efficient way?

2.6.1 Were project interventions chosen from the best alternatives to ensure cost effectiveness

As mentioned above, all the interventions were carried out in an organised manner. Procurement was made for different kits based on lists developed by mutual agreement of the stakeholders keeping in view the prevailing market prices, quality and quantity of different to ensure cost effectiveness.

Overall, it has been observed that all the logistics and distribution resources were hired and utilised only on need basis to avoid extra costs. For instance the food kit was designed in an effective and efficient way to meet the food needs of one household with seven persons for one month.

This was confirmed by Muhammad Waqas, who worked as Relief Coordinator in DEC project in Mardan (KPK) in an In-Depth Interview as following:

"جب بھی کوئی بھی کٹ ڈیولپ ہوتی پہلے اس میں شامل چیزوں کی مارکیٹ پرائز جیک ہوتیں اس کے بعد ٹینڈر دیئے جاتے"

"First the market price of things/items of every (distribution) kit was checked, then the tenders were announced"

2.6.2 Was the project response timely?

Islamic Relief Pakistan reached in distant and remote parts of flood-affected areas immediately after the floods. The evaluator found that IRP was first organisation in Khyber Pakhtunkhwa to launch relief activities immediately after the announcement of government for assistance for the flood-affected population..

However, in Punjab due to delays in hiring of staff and engagement of existing staff in different flood-affected areas the relief operations were initiated later than was planned.

2.7 *Did the project create a conducive environment for sustainability?*

2.7.1 Was the desired level of beneficiary participation achieved which was also sustainable over time?

In view of changing circumstances, IRP reviewed the interventions in consultation with the community. As a result, IRP readjusted the targets and reallocated the funds to meet the emerging needs of the people in an effective and efficient manner as it is shown in the following table.

Services Delivered	Achievements (Province-wise) Final Position	No. of Beneficiaries		
		Individuals or households	Planned number (from plan or revised)	Covered Final Position
1) 1,260 families receives a food pack containing	Punjab: 2,500 families KPK: 3,803 families	Households	2,242	6,303
1) 6,010 families receive a kitchen/ cooking set	Punjab: 2,000 families KPK: 2,930 families	Households	6,010	4,930
1) 266 * 1,125 litre water tanks and tap stands are distributed	Punjab: None KPK: 260	Households	266	260
2) Provide 100 latrines	N/A	Households	100	
3) 24 hygiene awareness sessions are delivered to 25 attendees per session	N/A	Individuals		
4) 5,325 families receive a hygiene kit containing:	Punjab: 2,550 hygiene kits KPK: 1,975 hygiene kits	Households	5,325	4,525
1) 200 families are provided with single fold/double fly with plastic sheeting covered family tents.		Households		
Household kits: 6,500	Punjab: 2,500 household kits KPK: 3430 household kits		6,500	5,930

Due to readjustments and reallocations, there is slight variance in the planned and achieved targets. The planned number of families was 6,500 whereas 6,303 families benefited from the project. The beneficiary families confirmed that the emergency services provided under this project have laid a strong basis for sustainable recovery and rehabilitation.

2.7.2 Did the project created a sense of shared ownership for the community?

All the activities in the project were managed and carried out in consultation with local people and volunteers. This created an environment of ownership of the project among the benefiting community. As a result, the flood-affected community of both provinces considered the DEC-funded project as a lifeline, as the floods had left them with nothing.

2.7.3 Did the project strengthen local resources and capacities?

The project was launched and operated by forming village committees of women and men and hiring local people as mobilisers and volunteers. The formation of village committees enabled the communities to make their voice heard in different forums. In addition to this consistent engagement of these village committees has built up their capacity to cope up with emergencies and enhanced their resilience. Further local volunteers and mobilisers, who are trained in undertaking relief operations, are available all the time in these communities.

2.7.4 Was the project approach replicable in other sectors or regions?

This project was designed and executed in an effective and efficient manner in both of the provinces so much so that other organisations were found replicating the distribution systems and procedures of IRP in their respective areas of operation.

2.8 Was the project accountable to Beneficiaries and Donors?

2.8.1 Did the project shown commitment to agreed values, humanitarian principles and international standards?

It was found that international standards and procedures were adopted in finalising the food, non-food items and kits. In subsequent stages of implementation, it was found that IRP had adhered to humanitarian principles in terms of accountability and transparency.

The beneficiary survey clearly validates that less time was consumed by the beneficiaries to fetch water from the water tanker if compared to other beneficiaries who were drawing water from any other source outside their homes. The same is illustrated in the following table:

Time Consumed	Beneficiaries of water tanker	Beneficiaries who get water from other sources outside home
Up to 10 minutes	72	51
10-20 minutes	70	28
20-30 minutes	76	31
More than 30 minutes	27	44

The above table it is clear that the beneficiaries who were obtaining water from water tankers spent at least half an hour less to obtain water compared to beneficiaries obtaining water from other sources.

The food kits, kitchen kits, household kits, hygiene kits were designed as per the Sphere and HAP standards in terms of meeting the different needs of flood-affected people like food, hygiene, bedding and other householder items. Similarly, measures were adopted to provide water through tankers and taps by evaluating the Sphere standards in terms of distance, queue time and amount of water per person per day. It was recorded that the health and hygiene standards were greatly improved soon after the provision of these services by IRP.

2.8.2 Was project information transparently communicated to the beneficiary and wider community?

Interaction with different stakeholders suggests that all the activities were initiated with prior communication. The standard practise followed by the IRP team was introduction and assessment of the villages in the first stage. During the introduction of the project, the villagers were briefed in details about the kind of distribution support and services, the items for distribution, the procedures of distribution, and the schedule of distribution. So all the information needs were fulfilled transparently by the IRP team while distributing the relief goods and items.

2.8.3 Were the project outcomes monitored regularly?

The DEC Project lacked adequate monitoring systems and procedures. There was no record made available to the evaluation team about the existence and practice of any monitoring system during these emergency relief operations under the DEC Project. Overall, the Area Managers were responsible for monitoring the distribution operations in their respective areas but no quantitative evidence has been recorded in this regard for the period of the relief operations.

2.8.4 Was a formal complaint system developed and communicated to the staff, partners and beneficiaries?

During discussions, it was revealed that a complaints handling mechanism was available on the ground. The Quality Assurance Manger was responsible for monitoring and addressing the complaints regarding the distribution of resources and procedures.

However, findings indicate that in KPK it was effective whereas in Punjab it was not effective. During the interviews and FGDs, stakeholders and beneficiaries confirmed the existence of such a system in KPK. However, in Punjab it was found that not a single stakeholder was aware of the existence of any complaints handling mechanism. In a telephonic interview with the ex-Quality Assurance Manger, it was

learnt that most of the visits were paid to KPK during the DEC-funded activities. He did not recall any visit made to Punjab. .

Therefore, a complaints handling mechanism was functioning in KPK but it was not implemented in Punjab.

2.8.5 Did record keeping and reporting meet international standards?

The evaluator found that international standards and measures were adopted for prioritising and selecting all items, which were distributed. There are good records and documentation in terms of the number and itemised details of goods issued from the warehouse as per a standardised Supply Request Form.

Furthermore, the record was updated in the shape of Assessment Registration Forms, tokens for distribution of kits and acknowledgement receipts of beneficiaries with their names, signatures, number and itemized details of the kits.

2.9 Did the project incorporate cross cutting issues?

2.9.1 Did the project contribute to DRR?

The DEC Project was initiated to provide emergency services, and it was not found to have contributed towards DRR except in the case of hygiene promotion. Soon after the emergency phase, IR has undertaken rehabilitation and long-term development activities in these areas.

2.9.2 Did the project promote gender equity?

The DEC-funded project was reported to have a special focus on vulnerable females of the population. To meet this objective efficiently, gender balance was ensured in staff hired to manage relief activities.

As per the data, 14 staff members in KPK were providing relief services under this project with an equal number of males and females. In Punjab, there was a team of eight persons, again with an equal number of males and females.

As stated by Muhammad Waqas, who served as a Relief Coordinator in the DEC-funded project in KPK:

"بلکل ہمارے پاس علیحدہ سے فیمل ہائی جین پروموترز اور کمیونٹی ڈسٹریبیوٹرز ہوتی تھیں"

"Yes we have the separate female hygiene promoters and community distributors"

2.9.3 Did the project prioritise staff safety and security?

Standardised security measures were practised during relief activities. Staffs were bound to return to their offices within prescribed time before sunset.

Similarly, at the start of relief operations, police and law enforcement officials used to support the relief activities in the camps to avoid mismanagement and chaos. Hiring of the local volunteers was another important measure to ensure maximum security of the staff. It had positive impact for the team members, who were operating in culturally conservative and semi tribal society.

2.9.4 Did the project ensure protection of children and vulnerable women from abuse?

Even though there was no special emphasis on women and children under this DEC-funded project, provision of relief services to flood affected families has certainly prevented hunger and disease among women and children. Further IRP hired women staff members at both places and delineated separate distribution points for women, which helped them to collect the relief goods in a safe atmosphere.

2.9.5 Did project visibility comply with the IR Visibility policy?

The project was executed by following the IR visibility policy and the project focused on building and sustaining new and improved relations and appropriate partnerships with institutional donor agencies, umbrella organisations, networks, governments and other key stakeholders. In addition to this, banners and signboards were prepared to highlight the activities. There was good media coverage of DEC-funded activities implemented by IRP.

2.10 Did we learn from our experience?

2.10.1 Was learning systematically captured?

A Humanitarian Review Workshop was organised at the end of this project. IRP staff reviewed all the activities and their impacts in detail. The lessons learnt were shared and communicated with the staff and actions taken to institutionalise the learning.

2.10.2 To what extent were past lessons or recommendations acted on?

In KPK, Islamic Relief Pakistan was the leading organisation engaged in distributing relief items for flood affected people in Union Council (UC) Kabul River and Zara Mena of District Nowshera. Drawing lessons from relief activities in KPK, IRP was able to pre-position itself for the emergency response in southern parts (south Punjab and Sindh) of the country.

Overall, Islamic Relief started its operations in Pakistan on the basis of lessons and experiences learnt in other developing countries of the world with the same geo-social hazards. Like, in 2006, the Kenyan M.P., Hon. Billow Kerrow, personally thanked Islamic Relief for its aid efforts during the droughts in Mandera that caused food shortages to up to 15 million people. Islamic Relief workers distributed 30 tonnes of food and 14 000 litres of water every other day.

Similarly, Islamic Relief Pakistan was recognised for its hard work during the 2005 earthquake and was awarded the Sitar-i-Isaar 'Star of Dedication' award by Pakistan's President General Pervez Musharraf.

2.11 SWOT Analysis of the Project

<p>Strengths</p> <ul style="list-style-type: none"> ✓ Provision of basic human needs (food, water, household and hygiene) ✓ Reduction of water born diseases ✓ Adequate complaint handling in KPK ✓ Access to cooking/kitchen accessories ✓ Reduced mosquito infected diseases ✓ Reduced frequency of migration ✓ Minimized dependency on others ✓ Access to clean and safe water during time of disaster ✓ Improved health standards ✓ Improvement of community socialization ✓ Generated livelihood resources ✓ Avoided socio-cultural conflicts 	<p>Weaknesses</p> <ul style="list-style-type: none"> ✓ Neglecting the soft components (training and capacities development), directly ✓ Delay in interventions ✓ Lack of an overall M&E system ✓ Partially Ineffective complaint handling mechanism in Punjab ✓ Delay in hiring staff to reach the targeted community in Punjab in time
<p>Opportunities</p> <ul style="list-style-type: none"> ✓ Possibility of getting funds (new projects/new phases) ✓ Introduction of soft projects (capacities trainings and development) ✓ Introduction of new systems and functions (M&E, Complaint Management) ✓ Enhanced community participation ✓ Introduction of consortium (more organizations under one umbrella) 	<p>Threats</p> <ul style="list-style-type: none"> ✓ Chances of re-flooding in the same regions (farmers were not found ready to re-plough their lands again- as they are afraid of floods in future) ✓ Socio-Cultural Constraints (Veiling system, language barriers, etc) ✓ Declining Government resources and interest (e.g., shortage of Staff, logistics, communication operational budgets in DCO offices, because of current fiscal deficit of the country) ✓ Post flood water-borne diseases (e.g., dysentery, cholera, snake-bites) ✓ Environmental constraints in the flood effected regions (e.g. animal remains)

2.12 Lessons Learnt

- ✓ The project was very relevant in terms of responding the dire food and water supply needs of the flood affected people.
- ✓ The project design overestimated the project staff and operational resources compared to the set objectives and the corresponding geographic coverage.
- ✓ Although no baseline data was conducted in the start, but the assessments conducted to analyze the emergency situation during the relief activities were effective; the type and depth of information collected and shared with regard to food and health activities were specific and were updated and shared with other stakeholders on timely basis as there was regular forum like coordination meetings with other NGOs and Government agencies working in the area. This also helped in avoiding duplication of activities.
- ✓ Selection of interventions in terms of distribution schemes was relevant to the context as it was based on the availability of in-house resources and feasibility of the schemes to the specific area.
- ✓ The implementation process of the project activities was participatory. Making use of readily available volunteers enabled to implement the actual work with no delay.
- ✓ The qualities of distribution system observed at most of the time were as per the international standards.
- ✓ Lack of effective monitoring and complaint-handling mechanism has raised questions on the transparency and accountability of the project.
- ✓ Besides the over-stretched geographic coverage, it never minimized the efficiency and effectiveness of project implementation.
- ✓ The Project lacked the soft components like sessions on promotion of good health and hygiene practices, which could have added value to the project activities. Beneficiaries pointed out the benefit of such sessions provided by other organisations

3 Conclusions and Recommendations

3.1 Conclusion

- ✓ Although no baseline survey was conducted to conceive or plan the project activities due to exigencies of the flood; however cluster meetings, field visits and coordination with local government and humanitarian actors helped in prioritizing and implementing the project activities.
- ✓ During the implementation of the project, IRP used effective tools of beneficiary assessments and verification in the light of beneficiary criteria.
- ✓ Initially IRP could not hire the project office because landlords were requiring high rates and they did not agree to be paid through cheque. On the other hand, IRP faced many difficulties in hiring a relevant and suitable staff because of lack of competence and experience in humanitarian activities. These factors contributed in delays of commencement of the project.
- ✓ The project addressed the immediate and emerging needs in terms of food, health & hygiene and household kits because people had lost all their possessions. During implementation, IRP made some re-allocations and re-adjustments to meet the need for food so it remained slightly behind target.
- ✓ Despite the hectic nature of the emergency and logistical difficulties in reaching the starving population, RP staff tried to involve the community in project activities to determine the needs and preferences of the people and plan accordingly.
- ✓ Simultaneously IRP representatives attended the forums of clusters at local and national level that ensured close and effective coordination. It also helped in avoiding duplication of services in one area.
- ✓ The project deliverables in the shape of food, non-food, health & hygiene and household kits not only secured the people from disease and death but it also provided a strong basis for recovery and rehabilitation.
- ✓ Even though programme staff of the project ensured the effective delivery of services, there was a lack of a monitoring system and procedures that could have covered real-time monitoring, reviews
- ✓ There was a lack of an effective complaints handling mechanism.
- ✓ The DEC project put special emphasis on vulnerable women and children for whom female staff were hired to reach to the women in a culturally appropriate manner.
- ✓ The project duly ensured the well-being of women during the emergency. Absence of relief activities could have exposed women to various kinds of risk such as hunger, disease, begging, exploitation and trafficking but both segments of the population had been protected from these risks

3.2 *Recommendations*

- ✓ Each project needs to be planned, conceived and prioritised from the perspective of a baseline. A general understanding, assessments of clusters and media reports have contributed in laying the basis of this project; however it should have been linked and built on specific baseline benchmarks..
- ✓ There was not a fully effective monitoring system during project implementation as it was operative in KPK but not Punjab. There is a great need to build and strengthen the monitoring system at area offices level so that accountability, transparency, effectiveness and efficiency should be maintained during interventions.
- ✓ Similarly, an effective complaints handling system should be adopted in future projects to ensure maximum accountability and transparency.
- ✓ It was encouraging to see the interventions focusing on immediate needs of the people but there is a great need to engage women and children on issues of protection, health & hygiene and rights. It can enhance their knowledge about the issues and reduce their vulnerability.
- ✓ Prior to any intervention of humanitarian or development, IRP needs to take capacity mapping to meet the requirements of any intervention. It will help in proper planning and implementation of the project activities