



**COMMUNITY RECOVERY AND REVITALIZATION PROGRAM
FINAL REPORT**

(SEP 2009 – SEP 2011)

DFD-G-00-09-00320-00

Funded by:

**United States Agency for International Development
Office of Foreign Disaster Assistance
USAID/OFDA**

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Date: December 30, 2011

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EXECUTIVE SUMMARY

The OFDA funded “Community Recovery and Revitalization Program” (CRRP) was initially designed in September 2009 to assist the conflict-affected communities in district Swat. The program went through three modifications to expand the geographical coverage within Swat and to assist seven worst flood-affected districts in Sindh and Balochistan. The main objective of the program was to stimulate economic recovery, rehabilitate community infrastructure and provide safe water and sanitation facilities to those affected by the Swat valley conflict of 2009 and Pakistan floods of 2010. The program sought a no-cost-extension of three months and was successfully completed in September 2011. Various key interventions were implemented including cash-for-work, business grants, and water supply, sanitation and hygiene (WASH).

The program activities have been successfully completed and targets for each of the sectors have been achieved and overachieved in some cases. This report provides detailed information on program achievements and is divided into three major sections; section 1 provides information on program performance, geographical area and beneficiaries. Section 2 provides in-depth information on key program activities and achievements, whereas section 3 provides a snapshot of the findings of monitoring and evaluation surveys/studies and highlights key success stories.

Through CRRP, a total of 555,893 people have been assisted since the program’s initiation in September 2009. These include 218,083 conflict/flood-affected people in Swat and 337,810 flood-affected people in Sindh and Balochistan. In Swat, the program activities were concluded in April 2011 and during the last two quarters, the program activities were limited to the target districts in Sindh and Balochistan only. The program has played a significant role in improving access of target populations to water and sanitation facilities, revitalized village level small enterprises and restoring critical community infrastructure including link roads, pony tracks, foot-bridges and irrigation channels. The significant achievements of the program include provision of temporary employment through cash-for-work to 44,864 households (17,779 in Swat and 27,085 people in Sindh and Balochistan), restoration of 2,588 small enterprises (1,556 in Swat and 1,032 in Sindh and Balochistan) and provision of safe drinking water and sanitation services to some 339,213 people (218,083 people in Swat and 121,130 people in Sindh and Balochistan). Responding to the dire needs in the target program areas, Mercy Corps had to expand beneficiary coverage in both economic recovery and WASH sectors. This was made possible by allocating additional funds from Mercy Corps’ private resources to complement the generous grant received from OFDA.

The program activities were implemented in close collaboration with communities, government line departments and other humanitarian actors. Mercy Corps has consistently shared information with relevant sectoral clusters and working groups. The target communities are highly appreciative of all program interventions. Some of the testimonies/success stories have already been shared in previous quarterly progress reports. Mercy Corps conducted baseline and endline surveys in program target districts to gauge the actual change and impact created by the program. According to the findings of these surveys, there has been a significant improvement in access to water and



sanitation services, improved access to temporary labor work and income generating opportunities. In addition, the revival of village-level small enterprises has significantly improved the beneficiary household economy and contributed towards village level economic recovery and revitalization.

PERFORMANCE NARRATIVE

The Community Recovery and Revitalization Program implemented a series of interventions aimed at improving socio-economic conditions of the target population in the target districts in Khyber Pakhtunkhwa (KPK), northern Sindh and north-eastern Balochistan. The program interventions in three major sectors including Cash-for-Work (CFW), small business revitalization grants and Water and Sanitation/Hygiene (WASH) were in line with other recovery focused interventions undertaken both by Mercy Corps and other humanitarian agencies. CRRP also fits-in well with the priorities of the Federal and Provincial governments i.e. to provide livelihoods support, repair and rehabilitate the damaged community infrastructure, and revive agriculture and local businesses. The program encountered delays due to the fragile security situation in Swat and later due to the unprecedented rains, continued flooding and standing water in northern Sindh and Balochistan. Mercy Corps sought a no-cost-extension for three months and effectively concluded the program activities within the revised timeframe and budget.

The program fostered community participation, local ownership, women¹ and youth engagement in development interventions. Facilitated by Mercy Corps' social mobilization teams, the village based CFW projects were identified, prioritized and selected by the communities themselves. Mercy Corps also provided external materials and technical backstopping necessary for project implementation, and facilitated transfer of wages and other transactions through local banks. Together, this process triggered highly participatory and quality program implementation. The program emphasized procuring materials and services from the local markets, which has also helped inject money into the local market systems.

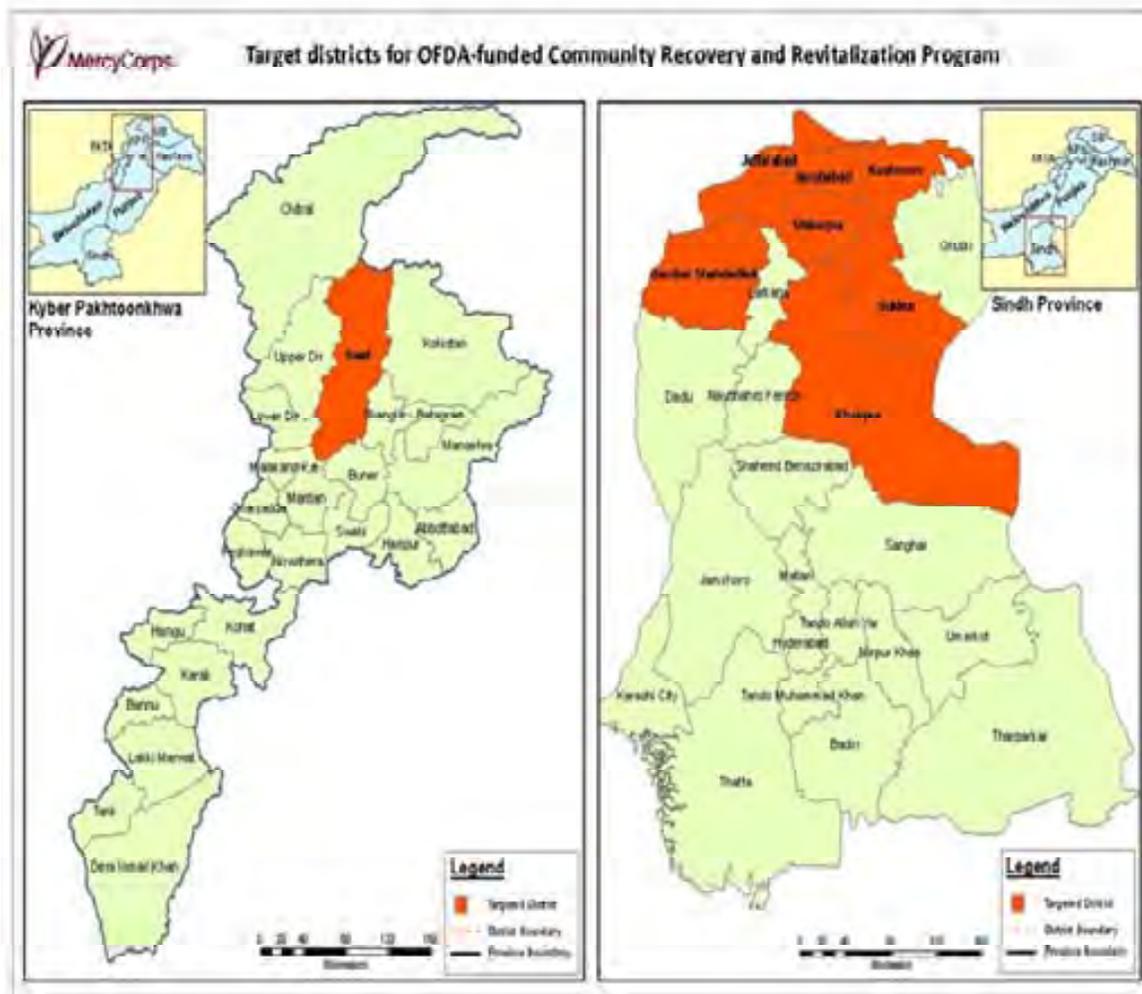
The program engaged local communities in planning, implementing and monitoring of the program interventions through the development and capacity building of village level organizations and participatory selection of beneficiaries for CfW and business grants. The well-tested methodologies used in Swat were implemented in the flood-affected areas of Sindh and Balochistan. An important aspect of the program was building partnerships with local non-profit organizations. These organizations were initially engaged to implement emergency WASH activities. As the process of return and recovery started, Mercy Corps engaged these partners to implement CFW interventions and business grants in their respective areas of operation. Mercy Corps provided training and ongoing support to the staff of the implementing partners during the course of the program to ensure efficient and effective program implementation.

1 In Swat, due to tribal mind-set and cultural constraints, participation of women in CFW was not possible. However, the program engaged women in hygiene promotion activities in Swat. In Sindh/Balochistan, the program successfully engaged around 7% of women in CFW activities and also focused women and children in hygiene promotion activities.



The mobilization team conducted introduction meetings in target villages and provided general information on Mercy Corps' work in Pakistan and program components. The target communities were assisted in forming Village Development Committees (VDCs). Where such institutions already existed, the program strengthened their capacity. For example, in district Swat, Mercy Corps engaged Aman (Peace) Committees to foster greater community participation, acceptance, accountability and sustainability. Furthermore, participation of key local elders, political leaders, such as *Nazims*, was encouraged to facilitate program implementation and foster greater recognition of government bodies. The program worked closely with the government line departments such as Public Health Engineering Department (PHED), and *Tehsil* Municipal Administrations (TMAs) through joint planning and by providing technical and operational support. The provincial and district authorities were regularly consulted and updated on projects to ensure proper coordination. Mercy Corps remained an active participant in the OCHA/NDMA led humanitarian cluster system in Swat and northern Sindh.

GEOGRAPHICAL AREA AND BENEFICIARIES





The program has assisted 555,893 people in conflict-affected areas of district Swat and eight flood-affected districts in northern Sindh and north-eastern Balochistan including Sukkur, Jacobabad, Shikarpur, Kashmore, Qambar Shahdadkot and Khairpur in Sindh and Jaffarabad in Balochistan. While district Khairpur and Sukkur were only targeted for relief phase emergency WASH interventions, the remaining were targeted for both relief and recovery interventions. These districts were also declared severely affected by the National Disaster Management Authority (NDMA) in 2010. A geographical area map of OFDA-funded community recovery and revitalization program has been presented on the previous page.

PROGRAM ACTIVITIES AND ACHIEVEMENTS

In addition to the planned targets, Mercy Corps had to expand coverage under the CFW component of the program keeping in view the dire needs in the target areas. This was made possible by leveraging some \$461,772 US from Mercy Corps’ private resources in addition to the generous grant received from OFDA. The sector-wise details of achievements are outlined as follows:-

Sector 1: Economic Recovery And Market Systems

The component “economic recovery and market systems” has two sub-sectors including cash-for-work (CFW) and economic recovery grants. Both of these interventions were implemented in conflict/flood affected Swat, as well as, in northern Sindh and north-eastern Balochistan where floods in 2010 brought severe damage and destruction to these areas. This section of the report provides detailed information on achievements made in this sector.

Sub-sector 1.1: Temporary employment through Cash for Work – (CfW)

The cash-for-work component of the program provided temporary employment to some 44,864² households (404,403 family members) in the target districts Swat in Khyber Pakhtunkhwa (KPK), Qamber Shahdadkot, Jacobabad, Kashmore and Shikarpur in northern Sindh and Jaffarabad in Balochistan. The district-wise summary of CFW beneficiaries are presented in the table below:

S. #	Name of District	No. of projects	Beneficiaries	
			Households	Individuals
1	Swat KPK	554	17,779	187,723
2	Jacobabad Sindh	158	7,274	58,192
3	Shikarpur Sindh	230	7,442	59,536
4	Qamber Shahdadkot Sindh	136	2,805	22,440
5	Kashmore Sindh	81	2,370	18,960
6	Jaffarabad Balochistan	133	7,194	57,552
Total		1,292	44,864	404,403

² These include 17,779 CFW households in Swat and 27,085 households in flood-affected districts in Sindh/Balochistan.



The program has successfully achieved the agreed CFW targets for Swat by providing temporary employment to 17,779 people/households. In Sindh and Balochistan, the program envisaged to provide temporary employment to some 22,000 people, of which 19,000 were to receive double-round CFW employment and 3,000 to receive single-time CFW employment opportunities. The program has in fact provided temporary employment opportunities to 27,085 people/households, of which some 19,917 people participated twice in CFW and 7,168 received one-time CFW employment. This expansion in the CFW programming was due to the existing needs and it was covered through Mercy Corps' private resources.

As the program was initiated in district Swat (KPK), Mercy Corps contextualized its global cash-for-work programming guidelines to fit in with the local requirements and socio-cultural system. Based on the successful implementation and lessons learned in Swat, the well-tested CFW methodology with necessary modification was implemented in Sindh and Balochistan. The changes were made primarily in the mode of payment to the beneficiaries – while it was possible to make cash payments in Swat, this was done through bank checks in Sindh and Balochistan due to security concerns. The communities have highly appreciated the process of CFW projects as it was highly participatory. The village development committees (VDCs) consisting of village activists and elders guided the process along with Mercy Corps' community mobilizer.

A total number of 1,292 CFW projects were successfully completed. Table 1 provides the details about district-wise CFW projects completed in KPK, Sindh and Balochistan. The Union Council wise details of CFW projects and beneficiaries are in Annex 2.

As per the program proposal, \$75 dollars was envisaged to be provided to each CFW beneficiary, whereas in Sindh and Balochistan, two rounds of CFW envisaged providing \$150 dollars to each CFW beneficiary. However, in reality, each CFW beneficiary in Swat received \$60 whereas in Sindh and Balochistan the CFW beneficiaries earned around \$74. This is related to the size of the rehabilitation project and the number of beneficiaries working on it. Through the CFW component, the program rehabilitated critical community infrastructure across the program target districts. The CFW projects not only brought cash income to the participating individuals and their families, it has also benefited the rest of the village population through the restoration/rehabilitation of the infrastructure. In many cases, entire households of a target village took part either as laborers or supervisors, thus, bringing the entire village population under the beneficiary net. Table 2 summarizes the types of infrastructure projects repaired/rehabilitated through CFW interventions.

Table2: Summary of Infrastructure Rehabilitated through CFW interventions

S. #	Type of CFW project	Swat		Sindh/Balochistan		Totals	
		No of projects	Length rehabilitated (Km)	No of projects	Length rehabilitated (Km)	No of projects	Length rehabilitated (Km)
1	Irrigation channels	283	492	410	1,133	693	1,625
2	Drainage canals	71	191	NA	NA	71	191
3	Access Roads/ Pathways	164	227	286	190	450	417
4	Debris/General cleaning	26	NA	NA	NA	26	NA
5	Retaining walls/flood-protection walls	10	3	10	5	20	8
6	Repair of Community mosque	0	0	15	NA	15	NA
7	Repair of Community school	0	0	17	NA	17	NA
Total		554		738		1,292	

SUB-SECTOR 1.2.: Economic Asset Restoration

Through the economic restoration component of the program, a total of 2,588 small business revitalization grants were provided to conflict and flood-affected village-level small enterprises. These include 1,556 grants in Swat (KPK), and 1,032 in Sindh and Balochistan (see Table 3 for details). The business revitalization grants component of the program benefited a population of 2,588 households (23,114 individuals). While the individual grant amount ranged from \$118 to \$400, the average value of each business/enterprise grant in Sindh/Balochistan valued \$244 US, whereas this amount in Swat was an average amount of \$193 US. The total amount disbursed under this component of the program is \$551,149 US. This included \$299,777 disbursed to conflict-affected small businesses/enterprises in Swat (KPK) and \$251,372 to flood-affected small businesses/enterprises in Sindh and Balochistan.

The selection of beneficiaries for business grants was made on the basis of pre-defined criteria that were developed in consultation with program target communities. The criteria included size of the affected business (having a total value less than \$3,000), extent of damage or outright complete loss of business assets/goods/facilities, and a demonstrable willingness to restore their business. Small business owners meeting these criteria must also be recommended and supported by community members through the VDC.

Table 3: District-wise summary of Business Grants disbursed

S. #	Name of District	No. of Business Grantees	Beneficiaries
1	Swat KPK	1556	14,858
2	Jacobabad Sindh	416	3,328
3	Shikarpur Sindh	316	2,528
4	Kashmore Sindh	261	2,088
5	Jaffarabad Balochistan	39	312
Total		2,588	23,114

The main categories of businesses restored include village general stores, tea shops, handicraft production and sales, vegetable & fruit shops, medical stores, home-based poultry farms, tire repair shops, veterinary service provision, carpenters, masons, plumbers, tailors, barbershops, street hawkers and fish farms. Table 4 shows the list of businesses that were supported for rehabilitation.

Table 4: Summary of businesses assisted

S. No	Business Type	No. of grants disbursed	
		Swat	Sindh/Balochistan
1	Village General Stores	691	358
2	Embroidery/tailoring shop/stitching	105	397
3	Carpenter/ Mason / Plumber/ Welder	103	15
4	Street Hawkers	86	30
5	Barber Shop	65	5
6	Medical Store	65	18
7	Khaddi	58	0
8	Vegetable/Fruit/Tea/Milk Shops	54	35
9	Vulnerable ³	47	0
10	Poultry Shop	25	11
11	Donkey Cart	0	96
11	Others (Ralli making, shoe shop, tyre-shop etc)	257	67
Total for Swat and Sindh/Balochistan		1556	1032
Grand Total		2,588	

The program engaged the village development committees in selection and monitoring of the businesses that received economic recovery grants. This process was highly appreciated by the communities across the program target areas. Vulnerability criteria

³ These grants were given to vulnerable families to initiate small enterprises for their livelihoods. Post-project monitoring showed that all except one recipient invested the grant to start some small enterprise.



were used in the selection process, and grants were available to previously established businesses only. Mercy Corps' Design, Monitoring and Evaluation (DM&E) Department conducted process monitoring surveys during the implementation of program, whereas an evaluation study was also conducted after the business grants were fully disbursed. The findings of the surveys indicate that communities are satisfied with the process of the identification, selection, approval and disbursement of business grants and they did not highlight any significant problems in the process. The survey also indicated that beneficiaries were utilizing the business grants for revival of businesses and not for other household purchases.

SUB-SECTOR 2: Water Supply, Sanitation and Hygiene

In the water supply sector, the program has assisted some 339,213 people by providing access to potable water across the program target areas. These include 218,083 people in Swat and 121,130 people in Sindh and Balochistan. In Sindh, WASH activities were limited only to provision of emergency WASH supplies, whereas in Swat, the WASH component of the program rehabilitated/reconstructed 156 water-systems in rural and urban areas (for details please see Table 5). Given the immediate nature of the humanitarian situation, Mercy Corps directly implemented the program in Swat, Sukkur, Jacobabad, Shikarpur and Khairpure districts, whereas local implementing partners including Pirbhat Women's Development Society, Gooth Seengar Foundation (GSF) and Balochistan Rural Support Programme (BRSP) were simultaneously engaged to implement in Qamber Shahdadkot, Kashmore and Jaffarabad, respectively.

Table 5: Summary of water systems rehabilitated in Swat

S.No	Type of water supply system	No. of systems	No. of benefiting UCs	No. of beneficiaries
1	Motorized System (Urban)	11	7	114,500
2	Motorized System (Rural)	11	8	46,175
3	Gravity-fed System	13	8	24,104
4	Hand-pumps	121	14	33,304
	Total			218,083

Table 6: Summary of Water and Sanitation Activities and Beneficiaries in Sindh/Balochistan

S. No	Interventions	District-wise Beneficiaries ⁴					Total
		SKR	QSK	KSM	KHR	JFR	
1	Emergency water supply through Trucking	28,160	35,566	-	6,120	12,692	82,538
2	Installation of hand-pumps (151 hand pumps)	-	-	18,231	13,412	0	31,643
3	Construction of temporary pit latrines (803 pit latrines)	1800	7,500	10,000	5,000	20,379	44,679

⁴ SKR = Sukkur, QSK = Qamber Shahdadkot, KSM = Kashmore, KHR = Khairpur, JFR = Jaffarabad.



4	Hygiene kit distribution (6850)	5950	14,000	16,436	14000	20,345	70,731
5	General hygiene awareness	850	2,000	4,474	18,694	1,200	27,218
Total Unduplicated beneficiaries		28,160	35,666	18,231	18,694	20,379	121,130

The emergency WASH activities in Sindh/Balochistan included provision of water through water trucking, installation of hand pumps, small water storage tanks, construction of latrines, distribution of hygiene kits and conducting hygiene promotion sessions. Through these interventions, which were primarily carried out in IDP camps and temporary settlements, some 121,130 flood-affected people were assisted. The summary of beneficiaries for emergency WASH activities in Sindh/Balochistan is presented in Table 6.

2.1.2 Water Quality Monitoring

The program ensured that communities received water of acceptable standard. While in Sindh/Balochistan, this was ensured by chlorinating emergency water supplies, a comprehensive water quality monitoring process was in place in Swat. Bacteriological water samples were taken before and after rehabilitation works in order to establish the positive change and to ensure quality. Water quality tests from various systems showed different levels of contamination i.e. the number of contaminated sources for tube wells fitted with motorized pumping scheme, gravity-fed water schemes, and wells with/without hand-pumps were 15%, 31%, and 39%, respectively. This trend of increasing contamination from tube wells to hand-pumps can be attributed to the type and quality of concealment of these sources. After completion of the rehabilitation works and disinfection (through chlorination) of sources/systems, a round of post-completion water sampling was undertaken by the program team at each project site. This round of monitoring showed that 100% of the samples conformed to WHO Guidelines. Table 11 summarizes the water quality pre and post-intervention survey results.



Table 11: Summary of Water Quality Results (Pre and Post Intervention)

S. No		Tube Wells						Gravity						Hand Pumps					
		Pre Intervention WQ Result			Post Intervention WQ Result			Pre Intervention WQ Result			Post Intervention WQ Result			Pre Intervention WQ Result			Post Intervention WQ Result		
		No. of Samples	% Samples Conforming to WHO Standards	No. of Samples	% Samples Conforming to WHO Standards	No. of Samples	% Samples Conforming to WHO Standards	No. of Samples	% Samples Conforming to WHO Standards	No. of Samples	% Samples Conforming to WHO Standards	No. of Samples	% Samples Conforming to WHO Standards	No. of Samples	% Samples Conforming to WHO Standards	No. of Samples	% Samples Conforming to WHO Standards	No. of Samples	% Samples Conforming to WHO Standards
1	Union Council	3	50%	3	100%														
	Malook Abad			3	100%														
2	Shahdara	1	100%	1	100%														
3	Rahim Abad	2	100%	2	100%														
4	Amankot	1	100%	1	100%														
5	Saidu Sharif	2	100%	2	100%														
6	Rangmohala	1	100%	1	100%														
7	Landikas	1	100%	1	100%														
8	Qambar	1	100%	1	100%	2	10%	2	100%	2	100%	13	60%	13	100%	13	100%	13	100%
9	Shamozai	1	100%	1	100%	1	100%	1	100%	1	100%	9	65%	9	100%	9	100%	9	100%
10	Baidara	1	100%	1	100%							14	60%	14	60%	14	100%	14	100%
11	Matta/kharir	3	75%	3	100%							7	75%	7	75%	7	100%	7	100%
12	Dureshkela	1	100%	1	100%							4	75%	4	75%	4	100%	4	100%
13	Bar Abakhel	2	50%	2	100%	1	100%	1	100%	4	100%	15	68%	15	68%	15	100%	15	100%
14	Kuz Abakhel	1	100%	1	100%							14	50%	14	50%	14	100%	14	100%
15	Islampur			2		2	50%	2	100%			9	55%	9	55%	9	100%	9	100%
16	Pir Khely											5	80%	5	80%	5	100%	5	100%
17	Shalpin			4		4	50%	1	100%	1	100%	2	50%	2	50%	2	100%	2	100%
18	Janu			1		1	50%	1	100%	1	100%	8	50%	8	50%	8	100%	8	100%
19	Arkot			1		1	50%	1	100%	1	100%	11	50%	11	50%	11	100%	11	100%
20	Chuprial			1		1	100%	1	100%	1	100%	8	65%	8	65%	8	100%	8	100%
21	Barthana											10	60%	10	60%	10	100%	10	100%
22	Sangotha	1	100%	1	100%														



2.2 Sanitation

Under this component, a total of 2,003 latrines were built (1,200 in Swat and 803 in Sindh and Balochistan). In Swat, the program provided materials and technical support to some 1,200 vulnerable families to rebuild their latrines. The program field teams in consultation with the village development committees selected the most vulnerable families of the target villages to receive support. Families headed by female/widows, disabled males and people with no regular source of income were categorized as vulnerable. The program provided the latrine facilities in those areas, where Mercy Corps was rehabilitating the water supply systems – thus complementing and integrating the program activities to create greater impact. Apart from the eligibility criteria given above, it was also necessary that beneficiary households were willing to contribute their share of labor and local materials for construction of latrines. Mercy Corps provided external materials (bags of cement, CGI sheets, rebar, a door, drainage pipes, and a commode). Conforming to peoples’ preference and traditional practices, pour-flush latrines were chosen in Swat. In Sindh and Balochistan, all the latrines were built in the areas of displacement including IDP camps. Here, given the emergency situation and shortage of available water supply, pit latrines were chosen. Despite these conditions, the beneficiary population volunteered to dig the latrine pits which signified the scale of their needs.

In Swat, the social mobilization teams verified the eligibility of the households through home visits. This was followed by provision of material support to beneficiary households. Based on the lessons learned from previous programs, the social mobilization teams ensured that beneficiary households used materials only for the construction of latrines and not for anything else⁵. The social mobilization teams sensitized communities to the importance of using latrines and potential health dangers of open defecation. The communities took keen interest in building their latrines. It was also observed that some of these vulnerable families supported their neighboring families in the construction of latrines. During the endline survey conducted by Mercy Corps’ M&E department, it was found that, 100% of the latrines were clean and functional.

2.3 Hygiene promotion

Hygiene promotion in many post conflict situations often receives scant attention. Under the CRRP, the hardware interventions were complimented with a software hygiene awareness campaign. In Swat, where the unsatisfactory security conditions delayed a fully-fledged field based hygiene promotion during the early months, a media campaign was launched through the local radio station ‘Azadi’ in collaboration with IOM, Key hygiene messages in *Pushto* were broadcasted during this campaign that continued for two weeks to coincide with the ‘Cleanliness Week’ celebrated by the TMA Swat.

Hygiene promotion activities in the field involved group sessions lead by female hygiene promoters of Mercy Corps and implementing partners in the target villages and IDP

⁵ For example, people often use the material for constructing animal fencing, and continue open defecation.



camps/settlements. Where group activities were not feasible, household visits were also conducted. In addition, hygiene sessions were conducted in primary schools (both girls and boys) in the target areas. The main topics of the hygiene sessions included: a) personal and domestic hygiene with main focus on latrine usage by all family members, hand-washing before cooking and after latrine usage, and safe handling of drinking water during collection, transportation and storage, and b) understanding of the relationship between poor water and sanitation and diarrheal diseases, focusing on the causes and possible preventive measures.

The female hygiene promotion staff paid more frequent visits where security conditions were favorable and community acceptance was greater. In total, nearly 44,000 women, men and children were covered through the hygiene promotion activities in Swat and Sindh/Balochistan. These include 27,218 people in Sindh/Balochistan, and 16,720 in Swat.

Monitoring and Evaluation

Mercy Corps' DM&E department regularly conducted monitoring and developed online data information management systems for CFW and business grant components to record and track progress on various key program indicators. In addition, DM&E department also conducted baseline and end of project surveys both in Swat and Sindh/Balochistan to assess change and impact as a result of the program interventions. The region-based findings of these surveys are laid out as follows:

Sindh/Balochistan

The results of surveys conducted in various program target districts in Sindh and Balochistan indicates that communities have highly appreciated the program interventions. The beneficiaries who were engaged in CFW and those who were provided with business grants were highly satisfied with the processes involved in CFW and business grants components of the program. The survey results indicates that, 100% of the CFW beneficiaries were displaced due to the 2010 floods and lived for weeks to several months in IDP camps, roadside and other informal displaced settlements near their villages. As the water started to recede, the target communities returned back to their places of origin. The survey results indicate that, over 90% of the target households returned to their places of origin mainly for cultivation and rebuilding of their flood-damaged houses. Over 70% CFW beneficiaries belong to fairly low- income class⁶ with 92% are either tenant farmers or daily wage laborers. The other 8% included small-scale enterprises and government jobs.

Each household engaged in CFW earned nearly \$74 for 21 days of unskilled labor work. There are over 19,000 people who received double round CFW employment and they earned around \$148 from 42 days of CFW labor work. Mercy Corps engaged two commercial banks for disbursement of cash to beneficiaries, the process of check

⁶ Around 70% of the beneficiary households for CFW have monthly income less than PKR 8000 (\$94 US), which means a family of 8 people living on nearly 3 dollars a day.



distribution was time-consuming however, it was preferred over disbursement of direct cash due to potential security risks involved in transportation and handling of large sums of cash. The survey results indicated that, 73% of the communities did not face any problem while using this mode of payment. However 23% beneficiaries expressed some problems including long waiting times for check encashment or distantly located banks.

The money earned through CFW was utilized for buying food commodities, housing rehabilitation, healthcare and debt payments. The communities believe that CFW interventions gave them quick access to cash-income when they needed it most for life-saving services like food, housing and health, and has reduced their dependency on debts. In the absence of CFW income, the communities believed to have taken more debts for food and medical care. Furthermore, the communities also felt that CFW projects promoted collective action to rehabilitate critical community infrastructure and help restore economic activities in the villages.

The survey on effective utilization of business revitalization grants indicated that around 88% of the beneficiary businesses were fully destroyed and 9% received large-scale damages, the remaining 3% had average to minor damages. The businesses were affected either by losing stock/equipment/capital items, or having infrastructures destroyed or damaged. Consequently, the income from these affected-businesses decreased drastically. On an average, each of the selected businesses received \$244 US for revival and revitalization. The results from the survey indicated that 100% of the grants were utilized for revival and revitalization of the affected businesses. Some 60% of the beneficiaries believed that the amount of business grants they received was enough to meet their requirements, however, 35% said that the grant was enough to some extent only, but they were still satisfied. Around 4% of the remaining beneficiaries reported that grants provided was less than what they required to successfully restore their businesses. The average income from the assisted business after their revival was recorded to be \$81 (PKR 6965) per month, which is providing a crucial cushion of income to household economy.

In Sindh/Balochistan, a post-implementation survey on WASH sector was not conducted primarily because these interventions were emergency/relief focused and were limited to IDP camps and displaced settlements. The program interventions included provision of potable water through water trucking, installation of shallow wells fitted with hand-pumps and pit latrines, distribution of hygiene kits and delivery of hygiene.

Swat

In Swat the program implemented a similar CFW and business revitalization grants component, which was highly appreciated by the communities. The beneficiaries for CFW were paid cash upon completion of the project, therefore the process was more straight-forward and 97% of the communities were satisfied with business grants and CFW interventions, and the labor payment and grants disbursement processes. In contrast to Sindh/Balochistan, the labor payments were made through cash payments as there was a heavy deployment of the Pakistan Army in Swat providing a more secure environment. The communities appreciated the project processes and beneficiary identification,



selection and Mercy Corps' facilitation role in the program implementation. Similar to Sindh/Balochistan interventions, the program engaged low-income class poor households in CFW and business grants interventions. In Swat, 57% of the assisted people under CFW activities were displaced during the conflict whereas the other 33% remained in their villages. The average income earned through CFW activities is \$60 per beneficiary. The income earned from CFW was spent on food, medical care, clothing, repayment of debts and agricultural activities. Around 84% of the beneficiaries reported that there was no other income generating opportunities available to them at the time when they were engaged in CFW activities. The beneficiaries were also of the view that apart from quick access to cash-income and infrastructure rehabilitation, the CFW interventions promoted collective action approach and resulted in revival of economic activities in their villages.

In case of business grants, all the business grants were utilized for revival of affected business, except one case, where the beneficiary used it for rebuilding his home. Some 66% of the beneficiaries who received business grants were of the view that the grant was enough to meet their requirements, 14% said that it was somewhat enough, however 20% thought that the amount given to them was very little to meet their business restoration requirements. A bigger chunk of the business grants were utilized for restocking of commodities and minor repairs. About 87% of the respondents reported that business grants were extremely helpful in restoration/revival of their businesses, whereas 12% said that it did not make any major difference to their business as the funds they received was not enough. The assisted businesses reported over 60% increase in their income from the revitalized businesses. The beneficiaries also felt that in the absence of business grants, they would have taken loans/debts as their source of livelihood was destroyed.

The WASH interventions benefited some 218,083 people in rural and urban areas of district Swat. The survey results indicated that 94% of the respondents reported that the program has increased their access to clean drinking water and 82% of the respondents reported increased water usage by 3 liters per person per day, whereas the remaining 18% reported increased usage by 1 to 2 liters. People were also largely satisfied with the quality of water, which is also reflected in water quality reports. The survey results also indicated that, 100% of the respondents have appropriate water storage systems such as covered water storage containers. In the sanitation sector, Mercy Corps supported construction of 1,200 family latrines in the target areas in Swat. The survey results indicated all the newly built latrines were under regular use and the users were satisfied. The hygiene promotion activities have also brought significant change to people's attitudes and practices. The survey results indicated that, around 83% of the respondents demonstrate good hand-washing practices. By "good hand-washing" it meant that people wash their hands at critical times i.e. before cooking and after defecation.

Marking and Branding

Due to security, Mercy Corps was not required to use the USAID brand in Swat. However, there were selected opportunities to use the USAID brand and to give USAID recognition. For example, motorized pump schemes were affixed with a metal plaque with the USAID logo. Similarly, selected cash for work projects flew banners with the



USAID logo. In one case, enthusiastic villagers painted “OFDA” on hundreds of road markers to celebrate the visit by the OFDA monitoring team. All communities were made aware in community meetings that the funds were from “the American people.” Local government authorities were briefed about the USAID’s prominent role in funding the program.



Canal cleaning project in Mingora

In Sindh, security and other variables allowed for USAID branding. In flood IDP camps, USAID logos were placed on water storage tanks and hygiene kits. USAID was recognized as the donor at community meetings by telling the community that assistance was provided by the American people. Cash-for-work sites used banners with USAID logos and communities were informed of the donation from the American people. Local NGO partners implemented similar branding and marking activities. Mercy Corps also made sure that local government partners were aware of USAID funding. Mr. Rajiv Shaw’s visit to a MC assisted flood IDP camp provided additional visibility.





Issues and Challenges

- From the onset of the program and through its various phases of expansion and extension, hiring of competent and experienced staff was a major challenge in both Swat and Northern Sindh given the high demand and competition among development agencies and the rather limited number of sufficiently qualified locals in the area. Mercy Corps responded to this challenge by shifting more qualified staff from other offices in Pakistan, while recruiting and training new staff both locally and nationwide.
- In Swat, the recruitment of qualified female staff and their movement in the field to undertake hygiene promotion activities was a major challenge in the initial phase of the program. Mercy Corps explored different options to bridge this gap, one of which was to use the resource of the government's Local Health Workers, however, despite prolonged efforts this did not materialize.
- Another major challenge over the entire life of the program was the unpredictable security situation in Swat, and parts of Sindh/Balochistan. This initially resulted in delays with establishing offices, recruitment of staff and later launching program activities in Swat. On two occasions, Mercy Corps staff narrowly escaped security incidents. Security operations against militants in some of the main project areas in Swat, and politically motivated assassinations, tribal conflicts, murders, robberies and demonstrations in Sindh often led to a temporary pulling back of staff from the affected areas.
- In Swat, local contractors were employed for the wells/hand-pumps rehabilitation, and a multinational company for the motorized pumping system rehabilitation component. Delays were encountered in all cases. These delays can be partially attributed to the security conditions however these were also related to the contractors/companies being overwhelmed with other similar jobs in the area.
- Ensuring a meaningful involvement of government counterparts was highly desirable, however it was not without challenges and continuously required



patience and unanticipated time delays. Most local authorities continued to be cooperative and supportive of our work despite the confusion resulting from the end of the 'Cluster' approach and the gradual introduction of 'Early Recovery Working Groups' at district levels. Similarly, the role of the UN had become confused and at times burdensome with conflicting reporting demands.

- Access to some of the remote villages and Union Councils posed difficulties due to bad roads, flood-damaged infrastructure and occasionally through political demonstrations or, more frequently, tribal disputes.

Conclusions and Recommendations

Mercy Corps' OFDA-funded "Community Recovery and Revitalization Program" should be considered a success. Despite many challenges and some delays the program accomplished its targets. Through this program, over half a million people in the conflict affected areas in Swat and flood-hit areas in northern Sindh and Balochistan were reached with vital supplies of water and livelihoods means to sustain their livelihoods. The collaboration with local implementing partners ensured a rapid expansion of the geographical coverage and assistance to those who were in dire need. The program beneficiaries highly appreciated the vital and timely support that they received at critical times of need.

It was found that the concentrated community mobilization process played a vital role in the smooth implementation of program activities as these activities were based on active and full community participation. By using a participatory approach, the Mercy Corps field team established a network of representative and community-elected Village Development Committees (VDCs) in all program districts. Community buy-in was essential in conflict resolution and navigating the often troublesome tribal politics and tensions so prevalent across Northern Sindh. This level of community participation, selection and guidance better assured transparency and accountability, both from the communities and from Mercy Corps. The foundations laid for greater social mobilization, community empowerment and involvement opens doors to the possibility of more sustainable development approaches and a greater willingness to engage by local government officials, landlords and communities. Without sustained support and engagement, Upper Sindh will most likely return to its earlier status quo: oppression of the poorest and most vulnerable at the hands of feudal landlords, lack of investment in infrastructure, education, health care and social equality, and a lack of preparedness for the next inevitable natural disaster.

Considering the large sums spent each year responding to emergencies in Pakistan, both natural and man-made, wiser, longer-term investments could be made at significantly lower cost in building up local capacity to better prepare for future emergencies. Greater investment will allow building up improved resiliency in both communities and their infrastructure, and in projects working towards more sustainable social and economic development that more justly address the needs of those repeatedly leaving and returning to villages buffeted by disaster and loss.



**Annex 1
Program Indicator Table:**

Sector 1:	<i>Economic Recovery and Market Systems</i>	<i>Status to Date</i>
Objective 1:	Communities accelerate economic recovery through community infrastructure rehabilitation and enterprise revitalization.	
Dollar Amount Planned:	\$8,141,802	\$8,506,217 (this includes \$461,772 from Mercy Corps private funds)
Number of Beneficiaries Targeted:	42,850 households (7-8 members per hh)	Total: 46,420 households Swat: 19,335 hh (151,121 people) Sindh/Balochistan: 27,085 hh (216,680 people)
Number of IDP Beneficiaries Targeted:	Nil	
Geographic Area(s):	KPK: District Swat Sindh: Districts Sukkur, Jacobabad, Khairpure, Qamber Shahdadt, Kashmore Balochistan: District Jaffarabad.	The program has successfully completed interventions in all the program target areas in September 2011.
Keyword(s):	Cash Grants, CFW; Youth; Returnees, Infrastructure Rehabilitation	
Sub-Sector 1.1.:	Temporary Employment	
Indicator 1:	<i>Number of people employed through CFW activities</i>	Swat: 17,779 Sindh/Balochistan: 27,085
Indicator 2:	<i>Average USD per person earned through CFW activities</i>	Swat: \$60 Sindh/Balochistan: \$74.14 (One cycle CFW) \$ 148.28 (two cycle CFW)

Indicator 3:	<i>Number and % of women employed through CFW activities</i>	<i>Swat: (0) Cultural norms and types of CFW activities have restricted women from participating.</i> <i>Sindh/Balochistan: 2,711 females employed which is 6.7% of total people employed in CFW activities.</i>
Indicator 4:	<i>Number of community projects completed</i>	<i>554 (Swat)</i> <i>738 (Sindh)</i>
Indicator 5:	<i>Number of youth employed through CFW activities</i>	<i>Swat: 9,822 (44% avg)</i> <i>Sindh/Balochistan: 9,649 (23.9% of total people employed in CFW activities)</i>
Sub-Sector 1.2:	Economic Asset Restoration	
Indicator 1:	<i>Number of people assisted through economic asset restoration activities</i>	<i>Swat: 1,556 hh (14,858 people)</i> <i>Sindh/Balochistan: 1,032 (8,256 people)</i>
Indicator 2:	<i>Total USD channeled into the local economy.</i>	<i>Swat: \$299,777</i> <i>Sindh/Balochistan: \$ 251,372</i>
Indicator 3:	<i>Number of micro-enterprises successfully restarted</i>	<i>Swat: 1,556</i> <i>Sindh/Balochistan: 1,032</i>
Sector 2:	<i>Water, Sanitation and Hygiene</i>	Status to Date
Objective 2:	Communities regain access to clean water and safe sanitation.	
Dollar Amount Planned:	\$1,342,267	\$1,439,624
Number of Beneficiaries Targeted:	118,500 people	Total: 339,213 Swat: 218,083 people Sindh/Balochistan: 121,130 people (IDPs)
Number of IDP Beneficiaries Targeted:	Nil	121,130 displaced in Sindh/Balochistan
Geographic Area(s):	Sub districts of Mingora, Charbagh, Kabal, and Matta. Sukkur, Jacobabad, Khairpure,	Activities have been successfully concluded in all the program target areas.

	Qamber Shahdadt, Kashmore and Jaffarabad	
Keyword(s):	Infrastructure Rehabilitation, Returnees, Youth	
Sub-Sector 2.1:	Water Supply	
Indicator 1:	<i>Number and % of household water supplies with 0 coliform bacteria per 100ml</i>	Swat: 100% of the water sources conform to WHO water quality standards. Sindh/Balochistan: 100% of the water sources conform to WHO water quality standards.
Indicator 2:	<i>Average water usage of target population in liters per person per day prior to and after interventions</i>	Swat: Prior to MC interventions, the average water usage was 3.5 liters per person per day. This has significantly increased to 6 liters per person per day after MC interventions. The net increase is 2.5 liters per person per day. Sindh/Balochistan: Interventions mainly included emergency supplies of drinking water through trucking and hand-pumps at areas of displacement at a design rate of 10 lit per person per day.
Indicator 3:	<i>Number of water systems repaired and rehabilitated.</i>	Swat: 11 urban and 11 rural motorized systems, 121 wells/hand-pumps and 13 gravity water systems were rehabilitated in Swat. Sindh/Balochistan: 151 hand-pumps installed in Sindh.
Sub-Sector 2.2:	Sanitation	

Indicator 1:	<i>Number and percent of household latrines completed that are clean and in use in compliance with Sphere standards</i>	<i>Swat: 1,200 constructed and 100% are clean and in use.</i> <i>Sindh/Balochistan: 803 emergency pit latrines constructed for IDPs.</i>
Indicator 2:	<i>Number and percent of household hand-washing facilities completed and in use*</i>	<i>Nil*</i>
Indicator 3:	<i>Number and percent of household disposing of solid waste appropriately*</i>	<i>Nil*</i>
Sub-Sector 2.3:	Hygiene Promotion	
Indicator 1:	<i>Percent of target population demonstrating good hand-washing practices.</i>	<i>Swat: 83%⁷</i> <i>Sindh/Balochistan: This indicator was not measured in Sindh/Balochistan due to the short-term nature of the emergency interventions.</i>
Indicator 2:	<i>Percent of target population demonstrating correct water usage and storage</i>	<i>Swat: 100%⁸</i> <i>Sindh/Balochistan: This indicator was not measured in Sindh/Balochistan due to the short-term nature of the emergency interventions.</i>
Indicator 3:	<i>Number and percent of clean water points functioning three months after completion</i>	<i>Swat: 100% are functional, except one water system in union council Shamozaï on which the rehabilitation work is currently in progress.</i> <i>Sindh/Balochistan: This indicator was not measured in Sindh/Balochistan due to the short-term nature of the emergency interventions.</i>

This OFDA indicator was not used as no activities were proposed that would require this indicator.

⁷ As per the endline survey, it was found that around 83% of the respondents demonstrate good hand-washing practice. By “good hand-washing” we mean that people wash their hands at critical times i.e. before cooking and after defecation.

⁸ As per the endline survey, 100% of the respondents are having correct water storage. All the respondents were having clean and covered water storage containers.

Annex 2: Cash for Work Target Union Councils Swat and Sindh/Balochistan

2.1 Cash-for-Work in Swat				
S.No	Union Council	No. of Projects	Total HHs	No. of people employed as labours
1	Qambar	44	5780	950
2	Islampur	42	8592	989
3	Baidara	28	4600	1148
4	Pir Kalay	38	5586	1160
5	Matta Kharirai	34	5910	1113
6	Durush Khela	13	1900	410
7	Asharay	7	1460	95
8	Arkot	31	3855	941
9	Bar Abakhel	16	3445	358
10	Kuz Abakhel	39	4450	1685
11	Shamozai	19	4725	939
12	Rang Mohalla	6	1750	100
13	Gul Kada	7	1050	306
14	Shahdara Naway Kalay	24	2750	925
15	Landay Kass	8	5220	239
16	Faiz Abad	3	560	102
17	Saidu Sharif	12	4800	349
18	Manglawar	11	2945	423
19	Guli Bagh	9	3650	247
20	Char Bagh	10	2050	428
21	Khwaza Khaila	30	2315	737
22	Fateh Pur	27	1808	799
23	Shin	19	1195	379
24	Kokarai	16	1670	689
25	Shah Dherai	6	2175	129
26	Chuprial	11	4550	662
27	Beshigram	5	6700	146
28	Miandam	12	4625	363
29	Janu Chamtalai	7	290	364
30	Shalpin	8	500	190
31	Barthana	12	1870	414
Total		554	102,776	17,779

2.2 Cash-for-Work in Sindh/Balochistan				
S.No	Union Council	No. of Projects	Total HHs	No. of people employed as labors
1	Gaji Khuhawar	38	2,082	777
2	Ghous pur	47	3,843	1,196
3	Hadero	43	1,589	1,621
4	Hamayun	87	5,397	2,864
5	Khandu	36	1,709	770
6	Malheer	34	2,164	1,174
7	Meeran pur	33	1,652	1,756
8	Mian Sahib	49	1,915	1,536
9	Mir Pur	62	3,224	1,258
10	Nawra	37	1,784	1,439
11	Qadir pur	51	2,893	2,408
12	Ramzanpur	7	160	217
13	Rindwahi	30	1,664	1,454
14	Sameji	78	3,074	3,439
15	Sultan Kot	76	2,478	1,772
16	Mehrabpur	12	2,254	2,134
17	Lodra	18	1,699	1,281
Total		738	39,581	27,096

Annex 3: Union Council wise Summary of Business Grants

3.1 Business Grants (Swat)			
S.No	Union Council	No. of businesses assisted	# of beneficiaries
1	Arkot	46	477
2	Asharay	46	456
3	Baidara	166	1,793
4	Bar Abakhel	175	1,644
5	Beshigram	60	491
6	Chuprial	73	771
7	Durush Khela	61	568
8	Islampur	276	2,226
9	Khariri	83	885
10	Kokarai	54	514
11	Kuz Abakhel	96	996
12	Matta Khariri	20	186
13	Nawakilay Shadara	1	10
14	Pir Kaley	83	877
15	Qambar	245	2,315
16	Shamozai	71	649
Total		1,556	14,858

3.2 Business Grants (Sindh/Balochistan)			
S.No	Union Council	No. of businesses assisted	# of beneficiaries
1	Ghouspur	125	1,000
2	Hadeero	14	112
3	Humayoon	118	944
4	Malheer	136	1,088
5	Meeran Pur	95	760
6	Mian Sahib	98	784
7	Nawra	90	720
8	Qadir Pur	150	1,200
9	Ramzan Pur	10	80
10	Rind Wahi	71	568
11	Sameji	25	200
12	Sultankot	100	800
Total		1032	8256