

USAID

MISSION TO PAKISTAN AND AFGHANISTAN

**PROJECT ASSISTANCE COMPLETION
REPORT**

**Northwest Frontier Area Development
(391-0485)**

*Submitted by Agriculture and Rural Development Division
December 1994*

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LIST OF ACRONYMS

ARD	Agriculture and Rural Development
DAPRC	Drug Abuse Prevention Resource Center
DMG	District Management Group
GARASP	Gadoon Amazai Rural Area Support Program
GFMT	Gadoon Field Management Team
GONWFP	Government of North West Frontier Province
GOP	Government of Pakistan
HG	Host Government
HYV	High Yielding Variety
KDADP	Kala Dhaka Area Development Project
KPI	Key Performance Indicators
LG&RDD	Local Government & Rural Development Department
LOP	Life of Project
NCD	Narcotics Control Division
NGO	Non-Governmental Organization
NWFP	North West Frontier Province
NWFADP	North West Frontier Area Development Project
O/FM	Office of Financial Management
O&M	Operation & Maintenance
PACD	Project Assistance Completion Date
PCL	Project Committee Leader
PCU	Project Coordinating Unit
PDIF	Project Design and Implementation Fund
PNCB	Pakistan Narcotics Control Board
PRCN	Prevention Resource Consultants Network
PROAG	Project Agreement
SDA	Sarhad Development Authority
SDEP	Special Development Enforcement Program
SDU	Special Development Unit
SNE	Statements of New Expenditures
TAT	Technical Assistance Team
TBA	Traditional Birth Attendants
UNDCP	United Nation Drug Control Program
UNFDAC	United Nation Fund for Drug Abuse Control
UNICEF	United Nation International Children Education Fund
US	United States
USAID	United States Agency for International Development
WID	Women in Development

PROJECT ASSISTANCE COMPLETION REPORT

NORTHWEST FRONTIER AREA DEVELOPMENT PROJECT (391-0485)

December, 1994

I. BASIC PROJECT DATA

Project Title and No.	Northwest Frontier Area Development Project (NWFADP) - 391-0485
Date of Authorization:	August 10, 1983
Date of Original Agreement:	August 28, 1983
Original PACD:	December 31, 1988
Revised PACD:	August 8, 1993
Revised PACD for NGO Activities:	September 30, 1994
Amount Authorized:	\$63,000,000
Amount Obligated:	\$54,911,000
Pressler Deobligation:	\$ 2,500,000
Deobligation under Rescission:	\$ 2,500,000
Revised Obligation (as of 9/30/94):	\$49,911,000
Amount Expended (as of 9/30/94):	\$49,591,361
Implementing Agencies:	<ul style="list-style-type: none">- Planning and Development Department, Government of NWFP (Project Coordinating Units and Special Development Unit)- United Nations Drug Abuse Control Program (UNDCP)- Ministry of Narcotics Control
Contractors:	Coverdale; Development Alternatives, Inc.
USAID Project Officer:	Sohail M. Malik

II. PROJECT GOAL AND PURPOSE

A. Goal

The goal to which the project contributed was the eradication of opium poppy production within a process of rapid socio-economic development in the remote areas of Pakistan. This formulation of the project goal recognized the interrelationship between the permanent eradication of opium poppy cultivation and the integration of the remote, poppy-producing areas into the national economy and mainstream of development in Pakistan. Achievement of the

project goal was clearly related to the more rapid development of the area's economy, improvement in the standard of living of the people, more complete integration into the political system of the country, and stronger ties with the national economy.

B. Purpose

1. Gadoon-Amazai Area Development (GAAD):

The earliest and most lengthy of the four NWFAL^D components, the GAAD component started in 1983 and was USAID's first effort toward poppy eradication in Pakistan. The component's purpose was to change the area economy from one based primarily on poppy production to a diversified agricultural and non-agricultural system with strong ties to the national economy. These ties, in turn, were to facilitate the Government of Pakistan's (GOP) enforcement efforts with regard to poppy cultivation and narcotics production.

2. Kala Dhaka Area Development (KDAD):

The purpose of this component, which was started in 1990, was to halt existing poppy production and prevent future increases through a development effort which combined project funding and community participation. This effort was aimed at linking the region and its people into the national economy.

3. Drug Abuse Prevention Resource Center (DAPRC):

DAPRC'S primary purpose was to support and encourage local, provincial, and national efforts to achieve a drug free society through reduction of both drug demand and drug production and to serve as a clearing house for distribution of accurate information on drug abuse prevention acceptable in the Pakistani context.

4. United Nation Drug Control Program (UNDCP):

The purpose of this component was to provide a grant to UNDCP, formerly known as United Nation Fund for Drug Abuse Control (UNFDAC), to support the development activities of the GOP's Special Development and Enforcement Plan (SDEP) in other poppy growing areas in the NWFP.

III. BACKGROUND

Upon initiation of the expanded program of assistance to the GOP in 1981, USAID/Pakistan adopted a strategy of support to narcotics control by confining its assistance to those areas that did not grow opium poppy. Covenants known as "poppy clauses" were written into project agreements to encourage local and GOP attention to poppy eradication and to discourage the

growing of opium poppy. In August 1982, USAID determined to take more direct action, with a program designed to accelerate elimination of opium cultivation. This led, in December of 1982, to the decision to proceed with the design of an area development project in the major opium producing area of Pakistan. According to available statistics, Pakistan harvested approximately 9,000 acres of opium poppy in 1981-82. Of these 7,000 acres were in the settled areas, the remainder being in Federally and Provincially Administered Tribal Areas (FATA and PATA) where enforcement was more difficult. Gadoon-Amazai was the major poppy producing area of Pakistan, with well over half of the acreage in the settled areas. This area of concentrated involvement in illicit production was the project's target.

The NWFADP, initially called the Gadoon-Amazai Area Development Project, was authorized by the Assistant Administrator, Bureau for Asia on August 10, 1983 with an original LOP funding of \$20.0 million and a PACD of December 31, 1988. The project was designed to stimulate economic development in the traditional poppy-growing areas of NWFP and to provide farmers who grew poppy with alternative sources of income. The project authorization was amended on July 5, 1984 to add \$10.0 million to fund new activities in coordination with other donors and to expand geographic coverage to include other poppy growing areas in the North West Frontier Province. The title of the project was changed to the Northwest Frontier Area Development Project (NWFADP). The project was further amended on September 26, 1987, to add \$1.0 million to finance infrastructure for the Gadoon-Amazai Industrial Estate located near Gandaf. The PACD of the project was also extended for two years, from December 31, 1988 to December 31, 1990.

Following a project evaluation in 1987, it was decided to continue to provide support for activities in Gadoon-Amazai for an additional five years, and to initiate activities in adjacent Kala Dhaka area since it appeared that the success of the poppy enforcement in Gadoon had led some drug dealers and cultivators to move to that area to continue their opium production operations. As a result of these recommendations, a project paper (PP) amendment was authorized on September 1, 1988, and Kala Dhaka Area Development (KDAD) component was initiated. To prevent an increase in drug users and to educate the general Pakistani public about the dangers of drug abuse and to build grassroots support for enforcement of the opium poppy cultivation ban, the amendment included another component to assist the GOP to establish a national Drug Abuse Prevention Resource Center (DAPRC) based in Islamabad, with provincial sub-offices. The PP amendment of September 1988 authorized an additional amount of \$32.0 million in grant funds, bringing the LOP funding from \$31.0 million to \$63.0 million, and extending the PACD to August 9, 1993, to make it a ten year project.

As a result of the Pressler Amendment and the deobligation/reobligation exercise conducted by the USAID Mission in April 1991, Phase II of the KDAD component, which was initially planned to be a full-scale project based on review of Phase I, was dropped and the LOP of Phase I was extended by 20 months from December 31, 1991 to August 9, 1993. On March 29, 1993, at the Mission's request, USAID/Washington approved a 13-month PACD extension of NWFADP to September 30, 1994. This extension was approved only to continue with the

implementation of the beneficiary participation activities to reinforce the significant social changes the project helped introduce among a formerly recalcitrant, poppy producing population. This extra time was considered essential to strengthen community based village organizations (VOs) and to create NGOs in Gadoon and Kala Dhaka to provide support to these VOs. However, the establishment of an NGO was later dropped in Kala Dhaka and was only implemented in Gadoon.

The following paragraphs provide a brief background of the Gadoon-Amazai and Kala Dhaka areas.

Gadoon-Amazai

The Gadoon-Amazai area is located on the right (west) bank of the Tarbela Reservoir, stretching for about 60 KM north to south. It has an area of 560 Sq KM. The area is mainly hilly with altitudes rising from 1,200 ft. in the south to over 7,000 ft. in the north. The soil in the area is partially loose sedimentary rocks containing varying amount of alluvium. Rainfall mainly occurs during monsoon and winter, with long spells of drought in between. The supply of water from mountain streams and springs accordingly is very intermittent. Vegetation cover on the land is conifer trees at the higher reaches and deciduous trees at the lower altitudes with grass and brush underneath. The area is heavily deforested and thus much of the top soil is wasted away. Only 30,000 acres (22%) of the total 140,000 acres are cultivated.

Administratively, the area is subdivided into seven union councils (local government units) which are located in the three adjacent districts as follows:

<u>District</u>	<u>Union Councils</u>
Swabi	Gandaf, Ganichatra, Gabasni and Kabgani.
Haripur	Beet Gali and Nara Amazai.
Buner	Nagrai Amazai.

In total there are about 350 villages of varying sizes with an estimated total population of 200,000.

The area residents are represented in the Provincial and National legislatures by three members in the Provincial Assembly and three members in the National Assembly, in both cases one from each district.

Kala Dhaka

Kala Dhaka, or the Mansehra Tribal Area, is a rugged, mountainous region of approximately 1,000 square kilometers that spans the Indus River in Pakistan's Northwest Frontier Province.

A provincially administered tribal area of NWFP, the major part is in the watershed of the mountain range (Black Mountain) from which the area takes its name. This range, which averages 5,000-8,000 feet, runs south to north for approximately 30 miles between the river port of Darband and Thakot, a town on the Karakorum Highway. The western portion of Kala Dhaka lies on an equally steep watershed formed by the mountains that separate the Gadoon Amazai area of the Swabi District from the Indus basin.

The tribal territory covers approximately 1,000 square kilometers area, or 254,000 acres. Less than one-third of it (74,000 acres; 29.5%) is cultivated (65% rainfed, 35% irrigated); the next one-third is forested (83,000 acres; 32.6%); and, the remaining (97,000 acres; 38.2%) is waste/rangeland area. Scarcity of resources and increasing living needs are forcing a high percentage of male population to go to Karachi for low paid jobs. Being extremely poor, the people welcomed the "magic plant" (poppy) in the area. The crop is cultivated mainly on the west bank and only sparsely on the east bank. In spite of the Government's strict measures against poppy cultivation, the people seem to end up increasing the crop area year by year, in spite of the occasional enforcement action (uprooting) by the Deputy Commissioner, Mansehra.

IV. PROJECT COMPONENTS

The NWFAD Project had the following four inter-related components:

A. Gadoon-Amazai Area Development (GAAD)

This component focused on the Gadoon-Amazai area, a settled area subject to the laws of Pakistan and a pocket of significant poppy cultivation located east of the Tarbela Dam reservoir. The project activities were linked with gradual enforcement of the poppy ban. Therefore, from the inception of the project, the residents resisted both the development activities and enforcement of the poppy ban. This component encompassed a number of socio-economic development interventions, including infrastructure (roads, irrigation channels, water supply systems, village electrification, veterinary clinics); agriculture development (forestry, introduction of high yielding varieties and improved agricultural practices); both formal and non-formal education; vocational training and health. To ensure maximum participation of communities and the sustainability of project investments, village organizations (VOs) were set up in the project area and an NGO was established to provide support to these VOs. In addition, USAID supported the GOP in the establishment of an industrial estate located inside the Gadoon-Amazai area. The estate, which was supposed to provide jobs for many hundreds of project beneficiaries, received resources from USAID for the construction of basic infrastructure.

B. Kala Dhaka Area Development (KDAD)

The objective of this component was to prevent the area from becoming a major poppy producer by bringing this remote, economically neglected area into the mainstream of the provincial and national economies. KDAD was conceived in two phases. The objectives of Phase I were to

design a series of infrastructure, agriculture, health and training sub-projects. A significant element of the first phase was the design of access roads. USAID planned to finance construction of these roads and initiate development activities in agriculture and other disciplines during the second phase. In addition, Phase I was to fund construction of a few small infrastructure activities and a major road on the west bank as well as an initial afforestation effort. A major emphasis of the program was to enhance self-help development capacities at the grassroots level by setting up community based organizations. A number of Vos were set up in the area and the process of creating an NGO was started (although later dropped.) As a result of Pressler Amendment in April 1991, Phase II of KDAD component was dropped and the LOP of Phase I was extended by 20 months.

C. Drug Abuse Prevention Resource Center (DAPRC)

A National Drug Abuse Prevention Resource Center was established by the Pakistan Narcotics Control Board (PNCB) in Islamabad. USAID had already contributed to this activity through its Regional Narcotics Education Project (398-0355). Additional resources were to be provided through this component of the NWFADP. The Center was planned as an information clearing house with, ultimately, a professional staff of about 40 people. The Center was to commission and conduct a range of training courses, and be the source of funding for national media campaigns and local information efforts. It was to establish close links with the press and other media, publish its own newsletter, and serve as a home for scholars, overseas visitors and local researchers involved in drug abuse prevention.

D. United Nations Drug Control Program (UNDCP)

This component was included to provide support to UNDCP, formerly called UNFDAC, in undertaking development activities in other poppy producing areas of NWFP. USAID granted \$10.0 million to UNDCP to implement Pakistan's Special Development and Enforcement Plan (SDEP) for opium producing areas in Pakistan. Under this grant, the UNDCP was tasked with the following three activities: (a) establishment of a SDEP Task Force in Peshawar to coordinate the preparation and implementation of specific projects under the SDEP and to provide assistance in the design, establishment and support of a Special Development Unit (SDU) at the provincial level; (b) detailed formulation and implementation of the Dir project, to which the GOP assigned first priority among the individual SDEP projects; and, (c) detailed formulation and implementation of the other SDEP projects, in order of the priority to be assigned by the GOP.

V. INPUTS

The authorized funding level of the NWFAD Project was \$63.0 million in grant funds over a period of ten years. The total amount obligated over the LOP was \$54.911 million. A total of

\$5.0 million was deobligated; \$2.5 million in August of 1993 in conjunction with the Pressler phase out and another \$2.5 million in June of 1994, following the rescission mandate. Therefore, the final obligated amount as of 9/30/94 (as shown below) was \$49.911 million. The NWFAD Project also received funding support from USAID's PDIF Project in the amount of approximately \$949,000 at different stages, i.e., initial design of the project; start-up costs for KADAD component; and then in closing out several activities of the GAAD and KADAD components when the PACD of the NWFADP had passed. Host country contributions during the LOP amounted to approximately Rs. 17.90 million in cash and in kind. A summary of the NWFADP expenditures over the LOP is set forth in the following table:

Project Line Item	Obligations (as of 9/30/94)	Expenditures (as of 9/30/94)
Technical Assistance	5,963,139	5,726,634
Training	2,005,403	1,957,729
Commodities	5,011,810	5,011,810
Construction	17,449,223	17,420,467
Project Personnel Operations (PPO)	9,137,036	9,130,331
GOP's SDEP for Opium Poppy Growing Areas	10,000,000	10,000,000
Evaluation	344,390	344,390
TOTAL:	49,911,001	49,591,361

A detailed breakdown of NWFADP funding is given below by project component and by project line item.

Line Items	Gadoon		Kala Dhaka		DAPRC		UNDCP		Total	
	Obligated	Expended	Obligated	Expended	Obligated	Expended	Obligated	Expended	Obligated	Expended
Tech. Assis.	4,241,696	4,005,189	1,721,443	1,721,443	0	0	0	0	5,963,139	5,726,63
Training	1,888,566	1,840,893	61,618	61,618	55,219	55,219	0	0	2,005,403	1,957,73
Commodities	4,144,911	4,144,911	692,308	692,308	174,591	174,591	0	0	5,011,810	5,011,31
Construction	16,544,569	16,515,811	904,654	904,654	0	0	0	0	17,449,223	17,420,46
PPO	7,492,856	7,486,149	626,696	626,696	1,017,484	1,017,484	0	0	9,137,036	9,130,32
GOP's SDEP	0	0	0	0	0	0	10,000,000	10,000,000	10,000,000	10,900,00
Evaluation	172,195	172,195	172,195	172,195	0	0	0	0	344,390	344,39
TOTAL:	34,484,793	34,165,148	4,178,914	4,178,914	1,247,294	1,247,294	10,000,000	10,000,000	49,911,001	49,591,35

A. Gadoon-Amazai

The major portion of NWFADP funding was spent on the Gadoon-Amazai component. It received approximately \$34.165 million out of total obligations of \$49.11 million. In addition to implementation of various rural development projects, the Project also provided a Technical Assistance Team (TAT) comprised of five professionals, and a core of 15 to 20 USAID professionals and support staff. A Project Coordination Unit (PCU) supervised by the Special Development Unit, Planning & Development Department, with 480 employees was also funded by the Project. This Unit was headed by a District Management Group (DMG) officer as Project Director provided by the Government of Pakistan. The Government of Pakistan made available a revolving fund of Rs.35 million to bridge the period required for reimbursement of PCU expenses by USAID. Major commodities procured by the Project include: wheatseed, nurseries, fertilizers, office furniture, office equipment such as computers, typewriters, and photocopiers, etc., household equipment, and vehicles. The total funding of \$34.165 million for the Gadoon-Amazai component also included \$1.0 million for the construction of necessary infrastructure for an Industrial Estate located in the Project area.

B. Kala Dhaka

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This component was started with initial funding of \$100,000 from PDIF. These funds were used to execute a contract with a U.S. firm, Development Alternatives, Inc. (DAI), for a Technical Assistance Team, to cover the bridging period until the NWFADP funds were obligated. A total of approximately \$4.178 million was spent on Kala Dhaka component out of NWFADP funding. These funds were utilized to finance technical assistance, training, commodities, construction of various schemes and the salaries and other operational expenses of the PCU. The major

commodities procured for this component included seven twin-cab pickups, three short-wheel-base Pajeros, four five-door Pajeros, and one five-door Nissan Petrol. Other major commodities included office equipment and furniture.

C. DAPRC

The DAPRC received its initial USAID funding in May 1989, through a centrally funded advance of \$165,000, while the NWFADP funding of \$1.247 million (originally \$3.1 million) began in July 1991 and concluded on August 8, 1993. These funds were used mainly for training of DAPRC staff, some office equipment and operating costs of the Center.

D. UNDCP Grant

The first agreement, signed on December 4, 1984, provided an initial tranche of \$5.0 million. Although this agreement provided an expenditure schedule over three calendar years (1984 to 1986), USAID recognized that the financial requirements of the SDEP would extend well beyond 1986 because the program included four sub-components, each estimated to be five years in duration. An amendment to the agreement was signed on December 10, 1986 adding another \$5.0 million to the grant. This amendment was based on approved costs of \$18.40 million, of which the USG contribution was \$10.0 million. The expiration date of the grant agreement was extended to August 9, 1993.

VI. PROJECT ACCOMPLISHMENTS (See Appendix 1 for a breakdown of the outputs and outcomes of specific interventions.)

A. General

The Project was successful in achieving its goal of eradicating poppy production from the targeted areas. This was not without a high cost, however, both in terms of the expensive, heavily subsidized interventions undertaken and in terms of the human lives which were lost when the GOP moved to enforce the poppy ban in the Project areas.

Project implementation started in August 1983. At that time, the Gadoon Amazai area produced more than 50% of the opium gum grown in Pakistan. Very little progress in reducing poppy production was made for the first three years of the Project. This was in large measure due to the reluctance of the GOP and the Government of the NWFP to take any measures to eradicate the poppy crop before the development activities undertaken had yielded perceptible benefits for the local population and before farmers had the alternative means to earn a livelihood through legitimate activities. When the GOP finally did move to destroy the poppy crop, they were met with hostile, armed opposition on the part of the local populace, which resulted in 13 deaths.

After 1987, following the convincing display of enforcement on the part of the GOP, the area residents began to accept the Project activities and the Project areas have been relatively free of poppy production ever since. There were indications, however, that the poppy production pushed out of these areas has simply spilled over into other, less accessible areas, both in Pakistan and Afghanistan. In fact, the reason that Kala Dhaka was added to the NWFADP was because of evidence that the poppy ban in Gadoon had caused an increase in production in Kala Dhaka.

In the pre-Project era, the Gadoon Amazai area was a net food deficit area - more than 80% of the dietary requirement was met through imported grains. This used to consume most of the cash income of opium sale proceeds. Now, the food deficit has been reduced to 15-20%. However, the overall value of agricultural production in the project area has decreased from Rs. 216.69 million in 1984-87 (prior to opium suppression) to Rs. 166.57 million in 1992-93, when virtually no opium was produced. The reduction in the value of crops cultivated (opium vs. legitimate crops) was partially offset by an increase of 36% in the acreage under cultivation. The reduction in income is somewhat misleading in that it does not reflect the fact that less food must now be purchased from outside due to the increase in food production in the region.

B. Gadoon-Amazai

Overall, the Gadoon-Amazai Project activities have resulted in achievements exceeding targets particularly with regard to infrastructure development. Engineering and construction have clearly emerged as the Project's most visible product and these have consumed a large part of the programmed funds and manpower. Some 1,000 sub-projects were completed under the construction portfolio. These included roads, electrification, drinking water schemes, dug wells, irrigation channels, schools, health units, veterinary dispensaries, etc. In addition, sectoral programs for agriculture extension, forestry, horticulture, non formal education centers for females, and training programs leading to off-farm employment were implemented. Animal husbandry, forestry manpower development, and private sector initiatives received a relatively smaller share of the Project's resources because of the inherent difficulty in operationalizing these.

Missing at the start of the Project was any mechanism for involving and directly benefiting or reaching the low-income majority of the population at the village level. Beginning in October of 1990, the Project became actively involved in forming community organizations and creating an NGO for the Gadoon Amazai area to take over the responsibility for sustaining and maintaining the Project investments and continue the process of rural and social development of the area.

1. Construction

a. Roads

Some 94 million rupees (nearly 5 million dollars) was spent on road construction under the Gadoon-Amazai component. A total of 116 km of roads were constructed within the Project area which included 78 km of shingled roads; 20 km of paved roads; and 18 km repairs of existing roads. These roads are accessible to the widest range of beneficiaries and will have a significant long-term developmental impact. The major roads linked population centers and opened more remote areas for development and communication. The feeder roads linked villages and other areas to the major roads.

An indigenous team of local contractors has been formed. The Project initially worked through the LG&RD Department to carry out small rural works but the progress was almost nil. The concept of Project Committee Leaders (PCLs) was introduced under which the target population leadership was invited by the PCU to undertake the completion of these activities. Even though the PCLs were not trained contractors, they received on site guidance and advice from the Project management during construction. As a result of this initiative, an indigenous team of local contractors was formed and is further soliciting work on other projects.

b. Health

Out of six Project funded health units, three were complete at the PACD and the Health Department took them over. The remaining three were incomplete and the Government of the NWFP has given its commitment to complete them using its own resources. Although the Project staff tried their best to obtain the Health Department's agreement to provide resources to run the completed units, it was not confirmed at the PACD whether these units would be staffed. Therefore, the impact of health interventions undertaken with project financing must be characterized as minimal.

The Project completed 161 drinking water schemes which are benefiting over 72 thousand people in the Project area. Upon completion of the Project, about 95% of these schemes were adequately maintained.

c. Schools

A total of 142 schools were constructed/reconstructed under the Project, of which 103 were boys' and 39 were girls' schools. Of the 103 boys' schools, 83 were new buildings; 13 involved the addition of a room; and 7 involved only repairs. All 39 girls' schools were new buildings. Nine boys' and 4 girls' schools were incomplete at the PACD, but the Government of the NWFP has given its commitment to complete these schools with its own resources. At the PACD of the Project, 7,090 students were enrolled in boys' schools while 313 were attending girls' schools.

In the case of female education, the Project was able to achieve its objective of creating a cadre of women who had some literacy training. Previously the government had been reluctant to open schools in the area due to lack of trained female staff and lack of demand.

d. Irrigation

A total of 513 surface schemes and 12 tubewells were completed under the Project which benefitted about 4,583 families. About 670 acres were brought under irrigation due to the improvement of 298 irrigation channels and the digging of 215 dugwells at a cost of about \$2.4 million. The investment in rehabilitating old irrigation channels improved the crops on 648 acres at an average per acre cost of \$1,800 while the investment in dugwells only improved crops on 22 acres at a high cost of \$56,000 per acre.

e. Village Electrification

Electricity was made available in 52 villages of 5 union councils. 1,099 meters were connected by the Water and Power Development Authority (WAPDA), benefiting over 1,100 households or about 18,318 individuals. Most villagers have been using electricity for household light purposes only. However, the work hours for farmers and their families have increased. In some cases electricity is used to pump underground water for irrigation purposes.

2. Agriculture

Through the wheat support program, the Project distributed 8,765 tons of wheatseed and 12,187 tons of fertilizer to the local farmers on "free of cost" basis. An estimated area of 182,468 acres was brought under cultivation through this program benefiting about 81,270 farmers.

A total of 1,334 fruit orchards were established in the Project area including a mix of citrus, apricot, plum, peach, apple, guava and persimmon. In June/July 1993, these orchards were inspected through a team of six graduate students from the NWFP Agriculture University. According to their findings, about 533 farmers (40%) have abandoned their orchards, while the remaining 801 farmers were maintaining their orchards. Fifty percent of the orchards being maintained have begun to bear fruit. The majority of this produce is being marketed within the Project area while the rest is transported to nearby markets.

Study tours, training workshops and field days were conducted for the local farmers.

Twenty blocks for afforestation were established in the Project area. Each block was covering an area of 800 kanals. This program, however, failed to develop for political reasons and when it was evaluated by the Agriculture University graduates in 1990, they reported a lot of misuse on the ground.

During the last 18 months of the Project, an action plan for a social forestry program was prepared and implemented. There was a breakthrough in this initiative when the GONWFP Forest Department participated in the program and started raising 35 satellite nurseries with local farmers in December 1992. Through this program about 355,000 plants were purchased from 35 local nurseries during August of 1993 and were planted by 1,192 local farmers on self-help basis.

In the livestock sub-component, a total of 27 veterinary dispensaries were constructed, out of which 24 have been taken over by the GONWFP. These dispensaries are now fully staffed and operational through the Agriculture Department. During the Project life, the Project provided staff and free medicines for these dispensaries.

3. WID - Formal and Non-Formal Education

Thirty Non-Formal Education (NFE) Centers were established in the Project area. Each center was staffed with one Female Vocational Trainer and one Assistant. A total of 2,030 local females were trained in adult literacy, religious education and other skills such as knitting, sewing, embroidery, personal hygiene, kitchen gardening, etc. During the Project life, free training supplies such as cloth, thread, needles, etc. were provided by the Project. The NFE program was able to reach a wide group of women and in fact has acted as a conduit to qualify for enrollment in the girls' primary schools. The NFE centers also contributed towards improving the skill level of the literate women who were employed as skilled workers. The vocational skills imparted led to the start-up of income generation activities. Some 400 women are now operating sewing businesses. At the close of the Project in June 1993, 20 centers were closed and 11 potential centers were taken over by the Gadoon Field Management Team (GFMT) for sustainable operation. Under GFMT supervision the free supplies were stopped and the area people were motivated to run these centers on a self-help basis.

Under the WID program the Project was running 6 girls' schools; three primary, one middle and two high schools. At the completion of the Project the enrollment stood at 389 girls. The Project was supporting all the operational expenses until June 1993. Through continued efforts of the Project, two schools were transferred to the GONWFP and are operational. For the remaining four schools, Statements of New Expenditures (SNEs) have been submitted by the Education Department and funds are being allocated through the Finance Department during the next financial year to staff and operate these schools.

In the health sector, the WID activity centered around training of three Lady Health Visitors and thirty-five "DAIs" or Traditional Birth Attendants with knowledge of health, hygiene and better mother and child care. The Project sponsored an Expanded Program for Immunization (EPI) which provided health care and protection against common childhood diseases to about 2,000 infants and children under five years of age as well as to another 5,000 women and girls. The NFE Instructresses were trained to assist in the EPI program as motivator and recorders.

4. NGO Development

To protect the Project investments and continue sustainable rural development in the area, a Non-Governmental Organization (NGO) for Gadoon Amazai was formed in January 1993 entitled "Gadoon Amazai Rural Area Support Program" (GARASP). The decision to set up the NGO and the Village Organizations (VOs) was made as a means to continue some of the Project initiatives after the halt, caused by the Pressler Amendment, of USAID financing. The important accomplishments with regard to NGO development include:

- Registration of the NGO with the Corporate Law Authority in Islamabad and Industries Department in Peshawar as an NGO.
- A Board of Directors (BODs) has been constituted.
- Several meetings of the BODs have been held.
- An NGO action plan has been drafted.
- Several training sessions and workshops have been held to familiarize the BODs with the functions of NGOs.
- Articles and a Memorandum of Association have been prepared.
- Several donors have been contacted for fund raising.

Professional and office staff for the "Gadoon Field Management Team" (GFMT) have been hired and started working in February of 1993. The GFMT staff established 25 village organizations and 15 womens' organizations in the area. Through continued linkages with the Agriculture University, Agriculture Extension, Health Department, Education Line Agencies and Mobile Fauji Fertilizer Laboratory, the GFMT made the following achievements through the community development programs:

- Agriculture Faculty and Research staff trained 700 plus local farmers in the latest farming practices.
- Procured and distributed 2.8 tons of HYV wheat seed for sowing on about 70 acres of land during the 93-94 growing season.
- Reopened one closed girls' primary school through the Education Department and started one primary girls' school on a self-help basis through community motivation.
- Carried out a survey in two Union Councils to identify educational deficiencies in teaching staff and material.

- Opened two new NFE centers on a self-help basis, supervised by local women trained by the Project.
- Imparted training to 11 Traditional Birth Attendants (TBAs) through the Health Department and UNICEF.

Even though support to the GFMT of Gadoon NGO terminated in June 1994, the BODs continued to meet every month at their own expense. All Gadoon NGO operations since June 1994 have been on a self-financing basis as no USAID or other donor support was available.

5. Gadoon Industrial Estate

The Government of the NWFP developed an industrial estate at Gadoon-Amazai, Tehsil Swabi. The implementing agency was the Sarhad Development Authority (SDA) which designed, constructed and provided management for the estate. Prior to government acquisition of the land in 1984, land use at the Project site had traditionally been poppy cultivation. The primary purpose of the development was to provide employment opportunities for residents of the Project area and to supplement the agricultural incomes of residents after government termination of poppy cultivation.

USAID provided funding of \$1.0 million under the NWFADP for providing necessary infrastructure, including service roads, drainage networks, administrative facilities, a housing colony for SDA staff, and a permanent water supply. Individual industrial unit plots were leased by the SDA to private firms. Each firm constructed and operated manufacturing, processing, fabrication or other facilities within its plot in the estate. The SDA had the overall responsibility for operation of the estate, lease administration, and ensuring compliance with SDA by-laws concerning construction and operation of individual units.

The extremely liberal financial incentives offered by the GOP made the idea of the Gadoon Industrial Estate attractive to a number of established enterprises. The terms offered by the GOP included a 50% power subsidy, low cost business loans, and a 10 year tax holiday. Considering the incentives offered and the desire of the area officials and residents to provide an employment outlet in the area, the scheme had a good possibility of survival over the long term. However, most of the incentives were withdrawn later due to pressure from business communities in other regions of Pakistan. This adversely affected the progress made thus far and put off further investments.

C. Kala Dhaka

1. Tracks

In the early stages of the Project, the notion of building surfaced roads in the Kala Dhaka area was abandoned. With the modification of the Project strategy and the reduction of financing,

it was decided to build and recondition tracks so that they could be travelled by four wheel drive vehicles. These tracks were called "jeepable tracks." At the completion of the Project, 14 kms of tracks were completed. These tracks are accessible to the widest range of beneficiaries.

2. Agriculture

Agriculture was the most important component, designed to provide preemptive incentives to increase on-farm income and improve nutrition of farm families under the KDAD component. This component had the opportunity to support significant improvements in the region's agriculture by making available improved, high quality wheat, maize, seed potato, and other crops along with required inputs (fertilizer). This process, however, required a long-term commitment. The Agriculture Department needed to improve its support to KDADP in the timely planning, selection and procurement of inputs to guarantee the acceptance and continued demand for these improved seed varieties. However, as they were two different entities, the PCU and the Agriculture Department staff could not maintain a good working relationship. As a result, the Agriculture Department withdrew its support and the Project agriculture program was managed by the PCU itself through the field workers. Some significant accomplishments of the Project are as follows:

- Training of 25 agriculture field workers.
- Establishment of wheat demonstration lots through three crops seasons; acreage ranging from 40 to 250 acres.
- Establishment of maize demonstration plots for three crop seasons; acreage ranging from 35 to 250 acres.
- Introduction of potatoes as a crop into the area through demonstration plots in 5 crop seasons in high and low altitude zones; acreage ranging from 15-35.
- In collaboration with the Pakistan Agriculture Research Center, established and continued wheat yield trials in irrigated and barani zones during two crops seasons, conducted maize trials in three villages, introduced lemon grass.
- Initiated summer/winter vegetable programs during five crop seasons covering approximately 100 villages with seed distribution.
- Established fruit orchards in two altitude zones with apple, mango, citrus and lichee trees, totaling approximately 7,900 trees. About 13,000 quality fruit trees sold at cost.

3. Livestock

Although not included as a major sub-component of the KDADP, livestock are as important as crops to the agriculture economy of Kala Dhaka and should be considered in any attempt to improve local production and income. Initial steps were taken to introduce new fodder crops and trees as part of the forestry program. A training program for local animal health care technicians was initiated in basic curative and preventive methods. They were given basic tools and supplies. With continued support and training, these training technicians can have a positive impact on animal health in their areas. Kala Dhaka's three veterinary clinics are poorly staffed and lack adequate supplies of vaccines and medicines. KDADP supported and worked with the staff of two of these clinics to a limited degree but refresher training and adequate supplies are required on a continuing basis.

4. Forestry

This sector became the subject of controversy between the Technical Assistance Team, the GONWFP Project Manager, and the Forest Department right after the first plantation season. The Project had a good start by establishing 8 nurseries in the Project area, but due to mismanagement these plants could not be transplanted. The plantation done by the Forest Department between Monsoon 1990 and Monsoon 1992 was also not successful. In 1991, the funding to the Forest Department was stopped by the PCU and an enquiry was conducted. This further deteriorated working relations, which affected the forestry program badly. Between 1990 and 1992, the Forest Department reportedly planted 659 acres of block forest (659,000 trees).

In 1991, under the social forestry program, 10,000 trees were distributed. This program was successful and was continued in 1992 with 50,000 plants distributed. In 1993, this program was managed through the formation of village committees by the community organization staff, and approximately 425,000 trees were distributed. The Project also introduced fast growing varieties of poplar and mulberry by arranging 10,000 cuttings from the Pakistan Forest Institute in Peshawar and distributing them in the area.

5. Women in Development (WID)

The WID component in Kala Dhaka consisted of interventions in health, education and income generation that included kitchen gardening, soap making, and a poultry program.

Health interventions included training of 60 TBAs who were provided with Save the Children midwife kits. Training also covered areas such as personal hygiene, breast feeding and nutrition for mothers and weaning foods for babies, and preparation of ORS. Female Mobile Clinics had been held in villages where a female doctor treated about 570 women and children. The female Social Organizers (SOs) played a major role in implementing this program.

Kitchen gardening training was initiated in 98 villages with about 727 women participants. Vegetables such as tomato, onion, eggplant, and chilies were introduced. Most of these are used for home consumption, leading to an improvement in the level of nutrition.

Soap making was introduced as an income generation activity whereby some 38 women were given equipment and supplies and trained to make soap according to a formula. The program collapsed however, when the ingredients provided were used up, as certain essential inputs, such as caustic soda and sodium silicate were not locally available.

An ambitious poultry raising program was initiated where Fayoumi chickens were introduced. About 2,101 units were sold with 1,895 households participating. In the base year 875 women were trained in chicken health, however, no further training was provided. The program failed when the chickens were attacked by Newcastle disease, which wiped out the entire flock. This was a very expensive experiment.

6. Education

The education sector was handled under the "Community Based Small Infrastructure" category of activities. The literacy rate in the Project area was about 1 percent overall and less than 1 percent for females. Even though schools existed in the area, the teachers assigned to these schools either did not join their posts or attended the schools infrequently. The situation was worse in the case of the girls' schools, where the teachers were unable to reach the assigned posts and continue with their tasks due to the non-conducive environment. The Project helped to make the schools functional with the community's help and participation. The Project made an effort to involve the community through motivation and creation of awareness regarding the value of male and female education.

In view of the fact that there were already about one hundred schools in the area, and keeping in mind the limited resources available to undertake different activities and the high cost of construction of buildings, the Project did not undertake any new school construction in Kala Dhaka. Instead the emphasis was on helping with the repair of existing schools and making them operational.

Under the teacher training component, a number of teachers were provided with PTC training. In the first phase, secondary school graduates were sent for training to Haripur in 1990. In 1991, nine of these completed the training and 12 more candidates were sent. Nine of these completed training and 12 more were sent to Thana in Malakand for training in 1992. During this time, seven of the candidates who had previously completed the PTC training were absorbed in the Kala Dhaka schools.

The beneficiaries include the young school going age boys and girls who now have an opportunity to attend school regularly in some of these areas.

D. Drug Abuse Prevention Resource Center (DAPRC) Component

After almost four and one half years of intensive USAID/DAPRC-NCD (Narcotics Control Division of the Ministry of Interior) collaboration and commitment to the establishment of the DAPRC, USAID's support ceased effective August 8, 1993, at the Project Assistance Completion Date (PACD). The institutional growth and development of DAPRC has been both fascinating and frustrating, falling short of expectations in some areas and achieving impressive results in other sometimes unexpected ones. The institutional mandate of DAPRC included establishing and maintaining an accessible data base on all aspects of narcotics activities and building a substantial resource center on drug abuse prevention information in Pakistan. The outreach activities, which included annual large scale anti-poppy sowing and harvesting campaigns, were envisioned and designed to be undertaken through an educated network of effective NGOs and the DAPRC-trained Prevention Resource Consultants Network (PRCN). Generally, this strategy has been followed and the results have been quite reasonable considering the political backdrop under which this organization has been struggling to develop.

Over the past four and one half years, DAPRC has continued to develop institutionally and has, most significantly, provided USAID with an effective mechanism to actively and successfully engage and lobby the NCD to support a host of donor recommendations. These successes were achieved while working in concert with the US Embassy Narcotics Affairs Section (NAS), United Nations International Drug Control Program (UNDCP), and other donor agencies. As a significant result of USAID's support to DAPRC, the NCD has become more seriously involved in tackling the narcotics issue on its multifaceted fronts. With the NCD/Ministry's increased interest in the managerial oversight of DAPRC and its activities, issues relating to drug education and awareness have taken a leap forward in an otherwise enforcement oriented agency.

Four years ago, "narcotics" was infrequently covered by the media. Due in large measure to DAPRC's aggressive presence and perhaps its most significant contribution of training journalists and other media and health professionals, national awareness has risen exponentially as measured by the increased frequency of articles in the press and exposure through radio and TV programming. High level participation in international conferences and dialogues has also become commonplace. Ties between NGOs in all the provinces have been strengthened through training and the provision of literature such as monthly and quarterly newsletters and bulletins, where the diversity of the NGOs' activities are reported. In addition, greatly through USAID's perspicacity in dealing with the NCD, the GOP has approved in principle its first National Narcotics Strategy.

E. UNDCP Grant

The USAID Grant of \$10 million was commingled with other donor funding in support of the Government's Special Development and Enforcement Plan of which \$7.185 million was programmed to fund the Dir Project, \$2.033 million to fund the SDU and \$0.782 million on the Buner project.

1. Buner Project

This was a ten year UNDCP (previously UNFDAC) project (1976-1986). The total cost of the project included \$7.162 million (UNDCP contribution) and Rs. 18.295 million (GOP Contribution). The project was extended by one year to complete project activities and hand them over to the GOP line agencies with additional funding of \$0.782 million from the USAID grant and Rs. 3.7 million from the Government.

The first phase of the project, which ended in November 1981, concentrated on crop substitution and income replacement. The second phase of the project, which extended up to December of 1987, moved towards an area development approach based on the Hadd Ordinance of 1979 and the SDEP. Buner was declared poppy free in 1982. The remainder of the project period was a consolidation phase which succeeded in ensuring easy eradication of periodic resurgences of poppy cultivation and in preparing the ground for a follow-on project.

2. Dir Project

The cost of the seven year first phase (1985-1992) of the project was \$20.0 million, which included contributions from six donor countries: Canada - \$0.734 million, Germany - \$1.312 million, Italy - \$2.059 million, the Netherlands - \$3.605 million, the UK - \$5.105 million and the US - \$7.185 million. The project was extended for another year (to 1993) to complete ongoing project activities, to ascertain a declining trend in poppy cultivation and to complete/approve a Phase II design document. The revised cost of the project was \$24.074 million.

The first phase of the project, started in 1985, was scheduled for completion in December 1993. After a slow start due to the exceptionally harsh physical environment and differences over the mode of execution, the project picked up momentum in the third year of implementation. During the first few years of the project, community leaders in the main poppy growing valleys did not accept the project so most of the activities were carried out in other areas of Dir District. It was only in 1990 that these community leaders allowed project activities in the area after appreciating the benefits of the project interventions and realizing the inevitability of ultimate enforcement. An in-depth evaluation of the project in 1990 concluded that the "... change from belligerent hostility to demands for assistance is the most impressive achievement of the project." The evaluation recommended an extension of the project with a concentration on development activity in the main poppy growing valleys, followed by a five year Phase II. Since 1991, more than seventy percent of the project investment has been directed at the main poppy growing valleys.

The evaluation also recommended adopting an enforcement schedule which would take into account the rate at which government penetration into the remoter areas could be achieved and sustained.

The main success of the project during the intervening period has been the eradication of cultivation in the main Panjkora valley and the extension of the enforced area to Usherai, the first main poppy growing valley. In terms of developing the area, the project has invested heavily in infrastructure construction and has succeeded in opening up the area for development. This will ease the enforcement of the ban on poppy cultivation during the proposed second phase to areas where heavily armed inhabitants are still dependent on poppy cultivation. As the farmers are forced to diversify sources of income due to the enforcement of the ban, UNDCP's intervention (second phase) will provide alternatives through improved cropping systems and vocational training.

The Dir Phase II document, which proposes a five-year, community-based approach, has now been finalized and will be placed before the donor community for consideration.

3. Special Development Unit (SDU)

This \$2.033 million project was wholly funded under the USAID grant until a project revision increased the cost to \$2.122 million. The additional funding was provided through UNDCP's own funds.

The SDU continues to be of interest to several donors for implementation of multi-sectoral as well as single sector development projects and is under pressure to stretch its resources.

UNDCP conveyed to the Government of the NWFP its interest in funding a 3.5 year phase-out project beginning January 1994. During this period the Government is expected to gradually assume full funding of the SDU.

VII. LESSONS LEARNED

A. Project success is impossible without linkage between development, enforcement, and demand reduction interventions. The following conclusions can be drawn regarding a successful poppy elimination program:

1. a strong government commitment is required; this entails policies and coordinated strategies at the national, provincial, and local levels;
2. a long-term commitment to research, planning, and development is required to bring about change in the technical and economic skills and social attitudes of farmers;
3. only an integrated multi-sectoral development program, not isolated demonstration and crop substitution projects, will be successful;

4. promotion and coordination through a centralized masterplan and organization makes the project more attractive to donors and international organizations; and
5. it is necessary to initiate preemptive development interventions in remote poppy areas to prevent eradication in the project areas from simply pushing production into other areas (this was why the project was expanded from Gadoon into the Kala Dhaka area.)

B. A substantial period of time - perhaps as much as four years in this difficult environment - is required for an NGO to mature to the point where it can play an ongoing role after withdrawal of assistance.

The attempt to form and groom an NGO to mobilize continued community support for Project initiatives did not proceed as quickly as expected, and as a result the NGO was only in its infancy when the Project ended, thereby adversely affecting the sustainability prospects of Project initiatives.

C. The standard practice of deploying and integrating the technical assistance staff with the GOP counterpart staff in project implementation is faulty as it creates bottlenecks rather than facilitating progress:

Defining roles and responsibilities for a joint TAT and counterpart operation is extremely difficult. There are so many anomalies that a chain of command cannot be established. As a result, parallel operations take place. The intent of a TAT is lost as it no more remains in a role of a facilitator. Under USAID direct contracts, where the TAT is duty bound to safeguard the US taxpayer interests, the TAT often becomes bogged down by their policing role.

D. Bringing in a long-term technical assistance team, with a full staff of expatriate advisors may not be an effective use of resources in projects of this type.

In retrospect, the Mission's experience with the NWFADP, as well as with our other area development project, the Tribal Area Development Project, demonstrates that, where we are dealing with implementation of known technologies, and are not trying to advance the state of the art, a team of Pakistani professionals may be more effective than expatriate advisors in dealing with the complex national/provincial/tribal areas dynamics involved in the project, and may therefore provide more effective general management oversight. Carefully chosen short-term technical assistance personnel can then be brought in as required to fill in defined gaps in expertise.

E. GOP's lengthy process of transferring funds to the implementing agencies was an impediment to project implementation, especially in the initial stages.

USAID payments, both advances and reimbursements, were made to the Ministry of Finance who in turn transferred the funds to the PCU. This was a very lengthy process which caused delay in implementation of project activities. NWFADP suffered an irreparable loss, especially in the case of Kala Dhaka, due to non-availability of project start-up funds. This resulted not only in a delay in implementation of the project, but also a disgruntled host government project office in the field. In addition, relationship of TAT and host government project office became strained and the main point of contention was the availability of FUNDS on a timely basis.

F. The concept of PCUs (Project Coordination Units) was a successful model which should be replicated:

NWFADP, being a multi-sectoral program, could not be placed under a single host government line department. As conceived in the Project Paper, efforts were made to implement activities through the Local Government and Rural Development Department but this did not work well. It was therefore, decided to create a project home at the field level which would coordinate implementation through different line agencies. This home was named the PCU. The PCU concept worked very well and due to its success in Gadoon the same was replicated in other rural development projects in Kala Dhaka, Dir, etc.

The PCU model, being a tested model, can be replicated in future similar projects.

G. The shift from a soft (subsidy based) approach to a hard (disciplined development) approach in Gadoon, perceived to be a mission impossible, was successfully accomplished and can be replicated:

After conclusion of Phase I in 1988, the Project was refocused to make the shift from a subsidy based initiative to a disciplined rural development approach. This required developing a selection criteria for implementing further activities and simultaneously phasing out existing subsidies. The mission of reorientation was perceived to be unattainable due to the host government's resistance based on political sensitivities. However, an accord with the GONWFP was reached and the reorientation exercise was successfully completed.

In this shift from a soft to a hard approach, Gadoon has come out as a tested model for similar initiatives in future.

H. Financial audits and reviews of HG implementing agencies should be conducted regularly during project implementation, at least annually.

In the final year of the project, the USAID conducted a series of financial reviews of the implementing agencies. No prior financial reviews had been done and the financial reviews identified a number of problems, which should have been addressed earlier. From the project perspective, such an exercise is too late in the game. USAID should conduct these financial reviews or audits on a regular basis, at least annually, so that deficiencies can be resolved during project implementation and not pile up at the end.

I. Key Performance Indicators (KPIs)/Benchmarks should be included/highlighted:

The Project Paper should identify KPIs for monitoring the project effectively and efficiently. This is a vital provision as it ensures direction for the project which otherwise could get infested with unrelated/excessive activities as was the case with Gadoon at the conclusion of Phase I.

J. Collaborating with HG line agencies/target communities should be given an active role in the design phase:

This is a critical pre-requisite as it ensures continued participation throughout the implementation and a perceived role in the O&M after completion.

K. Decentralization in decision making should become a reality:

There is a lot of talk about the issue of decentralization but a lot more has to be done about it as it directly impacts the project performance at the field level. Once broad guidelines are agreed upon at the headquarters, day to day implementation should be left to the field supervisors.

VIII. SUSTAINABILITY

While the NWFADP was successful in the narrow sense that it achieved its goals of poppy eradication in the Project areas, from a larger perspective, there are concerns regarding (1) the sustainability of these successes in the long term now that development initiatives in the Project areas have ceased - this will inevitably weaken the GOP's political will for undertaking effective poppy eradication measures and increase the hostility of the local population against such measures; (2) the replicability of Project successes elsewhere due to the high cost of the Project activities; and (3) whether eradication efforts in the Project areas have merely pushed production into other areas of Pakistan and/or Afghanistan.

Expanding on point (3), above, because of the tremendous profit margins in the drug business, traffickers have the ability to raise prices offered to farmers such that the narcotics crop will always have an income advantage over legitimate crops. As proven under the NWFADP, without an effective enforcement program - meaning eradication by force of illicit crops and removal of middlemen from the marketplace - the crop will continue to be grown. The extensive development initiatives undertaken in the NWFADP helped to create the political will within the GOP to undertake effective enforcement measures in the targeted areas. However, there remain extensive areas in both Pakistan and neighboring Afghanistan which are beyond the reach of the enforcement capabilities of the host government. Unfortunately, it is likely that the poppy production suppressed in the NWFAD Project areas has simply been shifted to these areas.

On the positive side, there are indications that the area development initiatives undertaken in the Project areas are sustainable. These include:

- An extensive infrastructure network (roads, health, education etc.) constructed under the Project is now being operated and maintained by the concerned GOP line departments.
- There has been an increase in female literacy through the Project NFE programs.
- The food deficiency in the area has been reduced from 80% to 20%.
- A cadre of village level workers (Social Organizers) trained under the Project are employed in different agencies/NGOs.
- The Project-conceived and implemented DAPRC is in place and running with continued HG and other donor support.

Gadoon-Amazai Component

Activity	Output		Remarks
	#	Estimated Beneficiaries	
Roads	116 Km	Accessible to the widest range of beneficiaries	116 km includes 78 km of singled; 20 km of paved roads; and 18 km repairs of existing roads
Irrigation:	513/12	4,583 families	About 670 acres have been brought under irrigation due to the improvement of 298 irrigation channels and the 215 dugwells
Women-in-Development (WID) - NFEs established	30	2,030 women trained	A total of 2,030 local women trained in skills such as knitting, sewing, embroidery, personal hygiene, kitchen gardening, reading and writing etc.
- Girls' schools	6	389 girls enrolled	Out of the six project schools two are operational through the government, while SNEs for remaining four have been submitted and the allocations in the ADP have been made.
Health - Potable water - Health units - Children fully vaccinated	161 6 2,214	72,624 2,214	Of 161 drinking water schemes, 95% are adequately maintained. Out of 6 health units, 3 have been taken over by Health Dept. In addition, 3 trained LHVs established and 35 midwives are practicing.
Education - Male schools (re)constructed - Female schools (re)constructed	103 39	7,090 students enrolled 313 students enrolled	The data on enrollment of students is as follows: (1) Male: 1480 in Year 1991-92 and 1963 in Year 1992-93 in grade 1-5; and 2081 in 91-92 and 1866 in 92-93; (2) Female: 167 in 1991-92 and 146 in 92-93
Village Electrification - Villages electrified - Meters connected	52 1,099	1100 households in 5 union councils	Electricity made available in 52 villages of 5 union councils. 1,099 meters have been connected by WAPDA, benefitting about 18,318 individuals.
Agriculture Acres under: - Poppy cultivation - Wheat cultivation - Maize cultivation - Cash crops	9,568 180,557 143,698 7,975		Through wheat support program the project has distributed 8,765 tons of wheat - seed and 12,187 tons of fertilizer to the local farmers on 'free of cost' basis. An estimated area of 182,468 acres was brought under cultivation through this program benefitting about 81,270 farm families.

Kala Dhaka Component

Activity	Output		Remarks
	#	Estimated Beneficiaries	
Roads (Tracks)	14 Km	Accessible to the widest range of beneficiaries	14 km track completed.
Irrigation:	10	No new aces under cash crop.	10 irrigation channels completed.
Women-in-Development (WID) - Poultry raising - Kitchen gardening		1895 Households 727 women participated	Poultry program initiated was widely accepted by the area people but it did not succeed as the chicken breed introduced could not survive in the local environment. This program has been successful in 98 villages. The high yield variety seeds of tomato, onion, eggplant, and chilies were introduced.
Health - Potable water - Health units - Health technicians trained		a) 1719 households b) 393 women and children in 3 villages c) 60 TBAs (traditional birth attendants)	11 water supply schemes completed. No health unit was available in this area, so a mobile medical team was arranged to examine women and children in three villages.
Education - Teachers training (Male/Female)		18 teachers trained	It continues to be difficult to recruit teachers to both live and teach in Kala Dhaka.
Agro-Forestry a) Agriculture field workers training b) Introduction of Potato Cultivation c) Forestry		a)25 agriculture field workers trained. b)75 acres under potato cultivation c)412 households	Hired and trained ag. field workers. Improved potato varieties were introduced. In forestry, 661 acres were planted and 8 nurseries established. 412 households benefitted from the social forestry program under which 488,900 trees were distributed and planted by the locals.

DAPRC Component

Activity	Output		Remarks
	#	Estimated Beneficiaries	
Establish Documentation Center		Journalists, social workers, students, & other community workers & interested individuals used the facility.	Documentation Center established having around 1000 national & international publications, journals, etc. 90 video films on various drug abuse issues also available.
National Awareness Campaigns		general public	Country wide awareness campaigns launched every year. TV spots & radio jingles tele/broadcasted at national and regional levels. Drug Awareness events such as public rallies, sports tournaments, seminars, essay competitions etc. held in collaboration with related NGOs.
Journalist Workshops		60 Journalists	Two workshops each of 3 days organized, in which leading journalists including media representatives were trained.
a) Prevention Resource Consultant Network (PRCN)		a)a core of volunteers trained.	a)Four training workshops 2 weeks each were conducted. Willing volunteers in the field of drug abuse prevention participated.
b) Social Workers Training Workshops		b)400-450 persons relating to various trades of life trained.	b) Seven training courses of 5 days each were held.