

2012

Tearfunds Midterm Review on Floods Response

A step to ensure that communities affected by Disasters recover quickly and are better equipped to face future hazards

(Final Version)



***“Remember not the former things, nor consider the things of old. Behold, I am doing a new thing; now it springs forth, do you not perceive it? I will make a way in the wilderness and rivers in the desert.”
(Isaiah 43:18-19)***

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10. All the community members visited during the field trips

Note: Contents of this document may be freely quoted, but acknowledgement is requested.

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Acronyms

ABES	Adult Basic Education Society
AC	Area Coordinator
AVC	Audio Visual Centre
CFW	Cash for Work
CO	Country Office (Tearfund)
CR	Country Representative
DDMA	District Disaster Management Authority
DDR	Disaster Risk Reduction
DMA	Disaster Management Advisor
DMC	Disaster Management Committee
DMD	Disaster Management Director
DMO	Disaster Management Officer
DMT	Disaster Management Team (Tearfund)
DNA	Damage and Needs Assessment
DOH	Diocese of Hyderabad
DRM	Disaster Response Manager
EDO	Executive District Officer
HAP	Humanitarian Accountability Project
HH	Households
HoR	Head of Region
HQ	Headquarters
INGO	International Non Governmental Organization
IP/s	Implementing Partners
NDMA	National Disaster Management Authority
PA	Partner Aid
PDMA	Provincial Disaster Management Authority
PEP	Primary Education Project
SaCHA	Sahara Community Health Association
Tf	Tearfund
TOP	Tearfunds Operational Programme
VDC	Village Development Committee

Executive Summary

Tearfund started its emergency response in Pakistan from the year 2005 after the devastating earthquake in KP and AJK along with many international humanitarian agencies which came forward to assist the affected communities in coping with the unprecedented situation. Tearfund assisted the communities with implementing a public health programme (PHP) under which health and hygiene sessions were conducted and H&H kits were distributed. Furthermore, water supply scheme were rehabilitated in hilly terrains and transitional shelters were provided to the desperate victims of Earthquake.

In the year 2009, Pakistan faced humungous IDP crises due to the military operations in KP's politically unrest areas to curb the insurgency of religious militants. Tearfund supported SSEWA-Pak to establish an IDP camp in Swabi on space provided by Taraki Trust for supporting 300 families and assisted 200 families in Mardan at the Peshawar Diocese Technical Training Center.

During late July and August 2010 Pakistan experienced the worst floods in the history. Tearfund geared up to implement a floods response project and meanwhile the emergency response of 2010 was in progress, the situation in lower Sindh was worsened when heavy monsoon rains in the late summer of 2011 caused extensive flooding and affected over 5 million people, some for the second time.

As a whole, three-year strategy¹ was drawn up to respond to both the immediate needs and to provide a longer term response to address some of the underlying issues which contributed to people's vulnerability to the floods but a six month addition has been done to the time frame of this strategy due to the delays in project activities implementation caused by 2011 floods.

Since March 2012 two partners and the TOP team are implementing Phase 2 projects funded by the flood appeal and two further partners are in the process of developing and submitting proposals for Phase 2. A further three partners were supported to implement emergency relief projects in response to the 2011 floods.

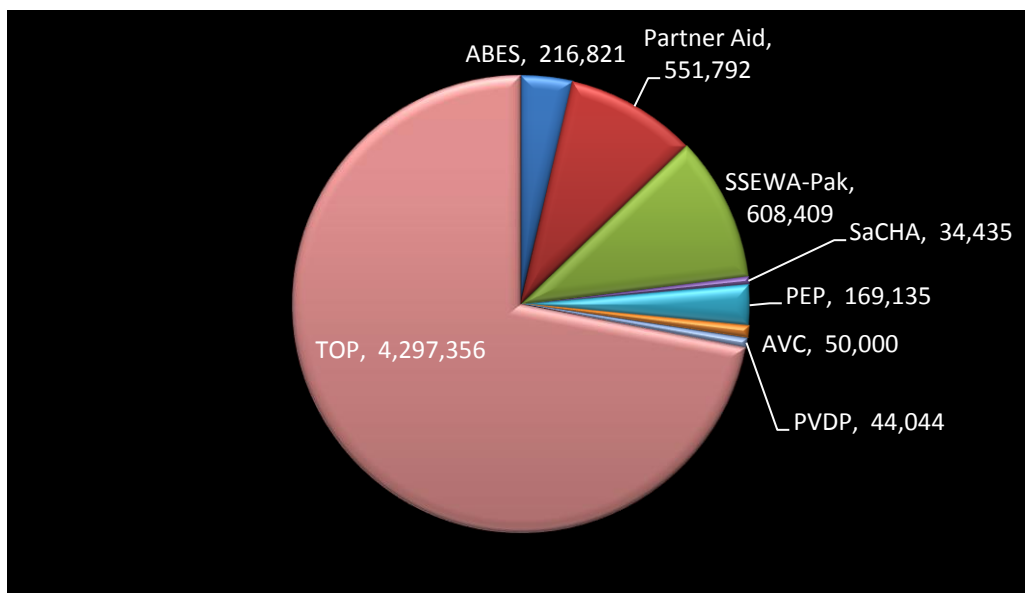
The floods response project started in September 2010 and will be completed by Dec 2013. Following are Tearfunds Implementing Partners for the floods response:

1. *Adult Basic Education Society (ABES).*
2. *Partner Aid (PA)*
3. *SSEWA-Pak*
4. *Diocese of Hyderabad, PEP Project*
5. *Diocese of Hyderabad, SaCHA Project*
6. *Diocese of Hyderabad, AVC Project*
7. *Participatory Village Development Programme (PVDP)*
8. *Tearfund Operational Programme (TOP)*

¹ Source: Pakistan Flood Response – One year on - Sowing seeds of hope

Figure 1: Accumulative Budgets in GBP for Partners and TOP for 2010 and 2011 Floods response.

(As per financial data provided by the Tearfund Country office, detailed table on pg 18)



The collective response for 2010 and 2011 of Tf and its partners comprises of providing food support to more than 135,000 beneficiaries with food supplies, around 200,000 with NFIs, providing cash grant to 1200 families as addressing the immediate need of the affected communities. For bring the life back to normalcy 18 transitional education centers’ were established, 400 mothers were assisted with Mother Support Groups, approximately 22,000 individuals were treated in health camps along with which 113 health and hygiene promotion sessions.

To uplift the economic stability of the affected communities livelihoods support was provided to more than 3000 farmers who received agricultural inputs (sunflower, rice or wheat seed) from Tearfund Operational Programme (TOP). This program also empowered, more than 1600 women in the project area, including 100 school teachers with 3 goats each and who were also trained for livestock management. As an improvement in the general living conditions of the target communities more than 30,000 people received better access to safe drinking water through the provision of Naadi water filter and 237 village hand-pumps were constructed or repaired along with which Government water supply lines have also been repaired, providing water to 4000 individuals in some parts of the project areas by partners of Tearfund.

Health and hygiene condition has been improved as now more then 16, 500 people are benefitting from the provision of low-cost latrines which has also impacted the social and security issue especially for the women and children. Community basic infrastructure has been rehabilitated through 70 cash for work schemes benefitting the respective area inhabitants involving direct participation of more than 11,500 households.

Immediate need of the shelter less families were catered by providing around 83,000 plastic sheets and tarpaulin, 6000 tents and 46000 blankets whereas approximately 8500 individuals are now living in low cost indigenous shelter mainly made of bamboo, wood and mud provided by Tearfund and partners.

Tearfund responded to the situation with operational model that places the country office in the lead role with technical support of Tf disaster management team. This operational model is a pilot and is being reviewed to ensure Tf quality standards. The review team feels that achievement of program activities, financial targets, satisfied beneficiaries and smooth working relations with the IPs indicate the success of this method, for implementing relief and rehabilitation projects to assist and respond to the humanitarian needs through TOP and a network of implementing partners.

The first phase of TF's emergency response focused on the distribution of food and non-food relief items in Sindh and Punjab provinces. This phase was expected to last for 4 months (till end November 2010). The phase 2 recovery and rehabilitation phase has a focus on education, health, livelihood, WASH, DRR, environmental sustainability, gender, shelter and community infrastructure. Partner capacity development is also an integral part of Tf's appeal strategy. Phase 2 will be completed in December 2013.

Tearfund planned to have a "Midterm Review" of its floods response to analyze its successes or growth areas during the implementation of emergency operations and associated early recovery initiatives. Hence the MTR was designed in a way that it could provide strategic guidelines for implementation in the future. In addition, the exercise would also lead towards the consolidation of existing operations with recent partners in the coming almost one and half year. The lesson learnt and success stories will be used for further potential expansion both geographical and strategic within Pakistan and region as well. This mid-term review will assist Tearfund with the implementation of its Outcome 4.

Tearfund has developed some parameters to examine the overall achievements and value to the beneficiaries and partners. These parameters have articulated into broader perspectives that help in assessing optimum utilization of human, financial and technical resources being invested through this response programme.

First and foremost, MTR team gauged the level of impacts generated by the response operation on Tearfund partners and beneficiaries including improvement in quality of lives, institutional development and women empowerment among many other unintended impacts. Progress made in promoting the importance of education and increase in awareness on multiple issues including health & hygiene at large and DRR though on a limited scale among communities was among key achievements. It also resulted in visible improvements in term of shelters on raised platform and sustainable community infrastructure. Implementing partners also developed and refined their work approach and experimented innovate means and methods by adopting new dimensions of emergency response.

Quality assurance is considered as a central benchmark for programme implementation in internal and external environment of Tf framework. Staff working at the field level was provided with ample training and were aware of Tf's quality standards and core values. The impact of this strategic approach was very much evident even in the operational mechanisms of partners to the extent that partners and TOP

team have hired a Quality/Risk Manager and a Beneficiary-Accountability Officer. In the report, the MTR team reflected on the other qualitative measures that contributed in achieving desired goal including ensuring participation, mutual accountability, gender mainstreaming and impartiality.

Resource mobilization aspect of the Tf seems very strong as all the partners were of the opinion that appeal strategy was realistic and budget was sufficient to achieve the proposed relief and rehabilitation activities. Disbursement mechanisms were efficient and partners were in a strong position to assist the affected communities with existing appropriate human and material capacity.

Though emergency relief operations were not among the regular programme area among most of the Tearfund implementing partners yet they succeeded to deliver and are in progress to complete the project with ensuring all quality standards. Tearfund country office devised and implemented a comprehensive package to enhance the current capacity of their implementing partners by providing capacity building and technical support on DRR, Project Cycle Management, Proposal Writing, Monitoring and Evaluation, Participatory Assessment for Disaster Risk Reduction, Humanitarian Accountability Partnership, Project Cycle Management, etc which has further trained their staff in managing the project activities.

Tf rapid organizational growth emerged into numerous opportunities in term of employment of educated youth, better outreach and credibility through timely programme delivery. Strong organizational systems and procedures are facilitating staff to achieve set targets within project deadlines. Improved coordination with other humanitarian and church based origination, close liaison with respective government tiers have helped in avoidance of duplication and wastage of resources. Beneficiaries possess core position in all project level implementation and visible impacts can be viewed in terms of their buying capacity, increased resilience and level of awareness. Interventions like CFW are leaving long term impact on beneficiaries and improving their socio-economic status as well. Visible improvement in social status and health condition of womenfolk was also assessed along with improvement in their economic condition where livelihood support interventions were carried out. Furthermore, communities were also feeling pride on having their own houses with improved infrastructure which are fulfilling their requirements as per their culture and local needs.

Though very basic level initiatives have been taken in terms of promoting DRR under this flood response project yet it is envisaged that the initiative will culminate into a long term programme in coming years. Tf partners in Pakistan have gradually shifted their focus from response to preparedness e.g. DRR has been mainstreamed into early recovery initiatives i.e. by building shelter and hand-pumps on raised platforms as well providing awareness on DRR through training sessions. This approach is getting popularity among beneficiaries as they feel more aware, prepared and resilient on the whole.

In general, the affected communities which were in immense need in the post disaster scenario are now contented with the support in the form of relief and rehabilitation received through Tearfund and partners. In many of the areas very limited support was provided by other organizations. Beneficiaries gained multiple benefits apart of material support in terms of seed, cash grants, shelter and sanitation solutions which has resulted in the consolidation of the bond with partners and communities of the target areas. Apart from the target beneficiaries, the district administrations of their respective areas also applaud the role of Tf and its partners in flood response.

Introduction /Background

This midterm review report focuses on gathering learning's and Gaps of Tearfund's Pakistan Flood response. It was not an attempt to evaluate the flood response projects within the flood response but rather to learn from the experience of the partners and TOP team so far, and apply that knowledge to planning for the next twenty months (up to 31 December 2013). The review team members visited samples of projects in order to understand the context, partners and their work, but not for a detailed evaluation of each.



Figure 2: MTR Team with TOP staff in UC Jaar

Following the floods during the monsoon seasons in 2010 and 2011 Tearfund's partners and TOP team have been responding to the needs, both through emergency relief projects in 2010 and 2011, and now through longer term recovery work with a goal to build on and support national capacities to respond to and recover from the floods in Pakistan of July 2010.

Tearfund's aim to implement a three and a half year strategy for floods response plan and have optimum utilization of the available resource through TOP and its partner organizations ensuring maximum assistance to the affected populace. This MTR report will assist Tf and partners in successfully achieving the remaining activities and make improvements as per the findings of this MTR report, which are based on the available documents, meetings with TOP and partner's staff, brief visits to project areas, focus group discussions with beneficiaries and IP project staff.

Scope & Methodology

Scope of the Study

The scope or the purpose of the midterm review is to streamline the lessons learnt and identify gaps, this review will cover the period from January 2011 (post RTE) to March 2012. The focus of this learning review will remain on following questions: what has gone well so far in the flood response? What hasn't gone so well? How could the flood response have been improved? And how can this learning be integrated into programme design for the next 20 months?

Methodology

This midterm review has been carried out by reviewing and analyzing relevant documentation including project proposals, reports and evaluation reports. The review team visited the project areas to understand the work being done over there by TOP and partners and had meetings with the senior managers of Tf and senior staff of partner organizations. In which the lessons learnt and gaps with regards to flood response activities were gathered.

The detailed methodology was as follows:

Desk review: was conducted on available data including proposals, some intervention reports, presentations and websites.

Visit of sample project areas: these visits were done to physically see the project areas observing progress and to have focus group discussions with the beneficiaries. This helped the review team to understand the context and impacts of Tearfunds flood response, the review team visited areas in both Sindh and Punjab provinces of Pakistan the details of the visits are as follows:

Sindh

- District Thatta, UC Jaar with TOP team
- District Mirpurkhas, village Ali Anwer Shah/ village Sawan Khas Khelli with SSEWA Team. Village Moosa Mehar and Village Cheema Farm with AVC team

Punjab

- District Mianwali, Utla Patan (Kalabagh) with ABES team
- District Rajanpur, Wah Machka, Rojhan with PA team

Meetings with Tearfund UK, CO, TOP and IP staff: Interviews with following staff of Tearfund were conducted:

1. Ms. Jenny Evans, Head of Region, Tearfund UK.
2. Ms. Rachel Stevens, Disaster Management Officer, Tearfund UK.
3. Mr. Ashraf Mall, Country Representative, Tearfund Pakistan.
4. Mr. Sunil Sheroon, Disaster Management Advisor, Tearfund Pakistan.
5. Mr. Wycliffee Kyamanywa, Disaster Response Manager, TOP Team.
6. Mr. Augustine Savariyar, Area Coordinator, TOP Team.

Meetings were held with the following staff of implementing partners:

1. Mr. G.R Balouch, SSEWA-Pak.
2. Mr. Nelson Robert and Team, SSEWA-PAK.
3. Dr. Bill Mckelvie, SaCHA.
4. Dr. Ebenazar, SaCHA.
5. Mr. Paul Stalk, AVC.
6. Rev. Shamu, AVC.
7. Ms. Jane Jerrad and Team, PEP.
8. Mr. Edwin Samson, ABES.
9. Ms Nadia Riasat, ABES
10. Mr. Grant Parkar, PA.
11. Mr. Asher Dean and Team, PA

Compilation of the MTR Report

All the information provided by the TOP team and IPs as well as the review teams field observations have been incorporated in this MTR report. The first draft of the MTR report was shared with Tearfund office and on the basis of the suggestions the final version has been prepared after incorporating their feedback.

Findings Collected by the MTR Team

The review team has covered the findings and lessons learnt through focusing on the following perspectives of the flood response as per requirement of Tearfund:

1. Impact Perspectives: the impact created by the floods response can be measured by the below given sub sections:

1a. Partner Organizations

Most of the partners were not involved in the disaster response activities before but the havoc played by the floods in 2010 had made them to work on the required response and relief with the communities they have been engaged in health, hygiene, adult and primary education, etc. For example ABES focuses on teachers' empowerment, adult and primary education, SaCHA works with TB with Patients, PEP is working on primary education, AVC works on literacy and health awareness and so on, all IPs made necessary changes and shift in their programme areas as well as organizational structure to respond to the situation after the Floods. The flexibility to bring thematic change and capacity building of the staff as per the situation shows the ability of the management and strong relationship of the organization with the stakeholders that enabled the IP to manage the emergency fund as well as achieving desired goals and objective in flood response.

Experience gained through implementation of the relief and response project has given them exposure and confidence in managing such emergencies and the urge to continue in this thematic area.

As there has been a need based change in organizational structure of the IPs for the emergency situation, Tearfund provided support (technical as well as financial) helped them in sustaining and carry on the successful implementation of Tearfund project activities till today and moving ahead towards completion.

Tearfunds floods response has made the communities to realize the need to:

- i. Live in well designed and flood protected shelters.
- ii. Stop Open-Defecation and understand the importance of using latrines.
- iii. Eradicate Parasite-Borne and Water-borne diseases through use of clean water through Naadi filters, aqua tabs, hand pumps and water supplies
- iv. Effectively protect against mosquito bites, malaria and dengue by using mosquito nets
- v. Improve means of communications through development of access paths
- vi. Improve drainage channels of excess water
- vii. Let women get linked with literacy, livelihood and health awareness to support their families in a better way.
- viii. Keep emergency kits and self-help tools
- ix. Identification of the capacities and vulnerabilities of their community

Overall it was observed by the reviewers that the quality of life has improved through low cost and long term interventions of Tearfunds Flood Response

1b. Beneficiaries

There are seven IPs of Tearfund implementing various activities related to Tf flood response and now recovery projects in their respective areas, with an overall positive impact in bringing back and normalization of the flood affected communities.

Tearfunds Flood Response through TOP and partner organizations is mainly in the remote areas of Sindh and Southern Punjab, where very less work by a few organization was done but in most of the areas no other relief organization was present and the only immediate support provided to flood affected communities was from Tearfund and its implementing partners so it carries a significant impact in their lives.

Field staff of both TOP and IPs has well-built rapport with the community and relevant stakeholders especially government line departments. This enables Tf to implement projects smoothly and gets a lot of ownership from the communities and district administration. SWOT Analysis

Communities were introduced to organize themselves through VDCs and DMCs and they have started resolving their community issues and challenges in participatory manner by involving all segments of their village population.



Figure 3: Hand pump installed by Tearfund WASH team in UC Jaar

Sense of pride and ownership among beneficiaries has been developed through participation in the community development programme like raising platforms, construction of shelters, pathways, access road, hand-pumps, etc. Livelihood opportunities badly affected by the floods have been restored through providing agricultural inputs, cash for work schemes, skill development programs, livestock and poultry support, etc. which is a significant support of income generation to the flood affected communities. The review team observed that the general living condition and health has been improved

due to use of safe drinking water and provision of latrines to the beneficiaries in comparison to other villages. Women empowerment in the beneficiary communities is very obvious as they are having more skills due to trainings and education, access and control over resources through getting benefit of livelihood support activities such as goat distribution by TOP team and poultry unit distribution by ABES.

Transformation of an Individual: *Mr. Ijaz Ali lives in village Aachar Khaskheli of Tando Allahyar area. He is a farmer and a father of three children who are studying in the Aachar Khaskheli Primary school of PEP. He is an active member of his community and always supports the community development activities. He firmly believes that education is the only thing which can save the future of children. His village was badly affected during the floods of 2011. The flood waters forced his family to leave the village and move to a government relief camp which was 15 kilometers away from his village. Ijaz told that "we were not treated well in the government's relief camp by the government officials and all the families of my village were very concerned about the education of their children and their livelihoods. In this hopeless scenario, the Village LEAP Coordinator of our area visited our camp and took the information from us about our losses and the total number of affected families in our village. He also talked with heads of the other families and requested them not to migrate from their village and come back when the water had receded. When we returned back to our village in November 2011, PEP relief distribution team came to our village and distributed the committed relief to the families on the basis of information we submitted in the survey. The food items provided by the project team were of best quality and we received the same quantity which we were told. I, on the behalf my entire community thank PEP and its donor agency Tearfund UK for supporting us and enabling our children to restart their education again. We really appreciate PEP and its donors' roles in the overall development of our village.*

1c. Unintended impacts

- Improved health and hygiene condition has enabled communities to invest scarce resources on other priority areas including livelihoods, living standards etc.
- Harassment² and health issues have been reduced due to the toilets provided to the beneficiaries in comparison to the situation where women used to wait and go for open defecation mostly at night or early morning. Therefore, it has given immense relief to have a safe and clean toilet facility near their homes
- There is a general awareness about importance of education as most of the beneficiaries interviewed have realized that educated people have confidence to speak and know where to go and how to access help in times of crisis. Therefore, there is a pride for literate person among target communities. Women participating in adult literacy programme are encouraging others to send their daughters to the centers/schools.
- Women are motivated towards playing their role in community development projects as now they are contributing in income generation of the family through skill development, livestock and poultry units of Tearfunds flood response project

1d Innovative approaches

Almost all partners have carried their past experience and work niche by integrating the flood response activities into their main activities e.g. flood assistance of TB patients by SaCHA, cash assistance to AVC communities, DRR integrated education by ABES to the communities where as ABES was previously working for teachers empowerment, adult and primary literacy programme.

Some innovative approaches noted by the Review team during field visits and discussions were:

- TOP and all Partners have strong linkages in the communities,
- Adding the nutrition/calories intake to the food package by SaCHA



Dependency Changed into Independency

Rano is a 28 year old person who lives in village Mital Machi, Tehsil Sajawal, Deha Badho, Union Council Jaar of District-Thatta. He received the training for unskilled labor after which he and other trained community people started to work as unskilled laborers with the skilled labors in the construction of shelters as per guidance of the staff of Tearfund. As the weeks went by Rano got more experience of the entire construction of the shelters and started to work independently. He noted that before the training he was working as an unskilled laborer at the rate of PKRs 300/- but after that he earned 800 PKRs as a skilled Labor equivalent to 9 Dollars all because of Tearfund's training.

During discussion Rano concluded that his wish to provide education to his children will now be met. "I've no words to express my feelings but I pray to GOD that he blesses the staff members of Tearfund and its donors with long life for the financial and moral support they have offered.

² shared by communities in Rajanpur

- Usage of mobile medical van by SEEWA Pak.
- Involvement and good relations developed with the district administration to facilitate the process during emergency and rehab. By TOP, ABES and PA
- Involving communities in the whole process of the floods response project.
- Addressing the psycho-social needs of children and mothers by ABES.
- Integrations of other project activities with that of Tearfunds project. Creates greater synergy

2. Stakeholder's perspective:

The communities were in immense need after being affected by the floods and mostly they were in inaccessible areas, where very few or no other organizations had or have intervened. TF partners provided initial support to the affected communities through, cash grants, relief item and then shelter; wash and livelihood initiatives along with DRR, health and hygiene awareness sessions were also conducted with the target communities.

The major source of livelihood in the project area i.e. agriculture was worst affected by the floods, therefore, small growers (mostly landless) were provided with agriculture support in form of seed, fertilizers and DAP, this support has provided income generation, seeds for next seasons plantation and food security at home level. Informal Seed banks have been established, and plantation will carry on for many years to come which ensures the stability of this initiative.

Shelters, WASH, livelihood and DRR initiatives implemented have positively impacted the daily lives of the people and they are sustainable. For example the toilets provided by Partner Aid had fiber seats, bamboo and matting roof material which the communities replaced with Indian toilet seat, T-iron and earthen tiles which have made these toilets long lasting. This example is also a lesson learnt on part of the implementing partner (PA in this case) that more suggestions and ideas should be gathered from the communities during rehabilitation projects.

The communities are very appreciative of TOP and partners work and this flood response has strengthen the rapport which they had earlier to this intervention, for Example the work done by SaCHA with the TB patients, AVC's cash grants, ABES work in Mianwali area and PEP's support to children and schools. As shared earlier that many of these areas were not supported by any other organization the appeal fund has really benefitted the people, partners and Tearfund.



Figure 4: Villagers sharing views with MTR team in Rajanpur

During review teams meetings and discussions with the Implementing Partners All of them appreciated the financial and technical support provided by Tearfund for implementing the floods response project through which they were able to assist the affected communities in the time of severe crises and need. They all hope and desire that Tearfund will come up with a strategy to implement and support Preparedness and Mitigation projects which will be more beneficial and have long lasting effects and will not show up in times of disaster for relief and response projects only

3. Output Perspective:

Almost all partners and Top team have reportedly achieved more than 50% of the project targets successfully so far and are in progress to complete the remaining. There has been unexpected delays in some cases because of external factors e.g. delay in material supply by the vendors, or procedural delays in payment to partners. However, the TOP team and partners are striving hard to fill these gaps.



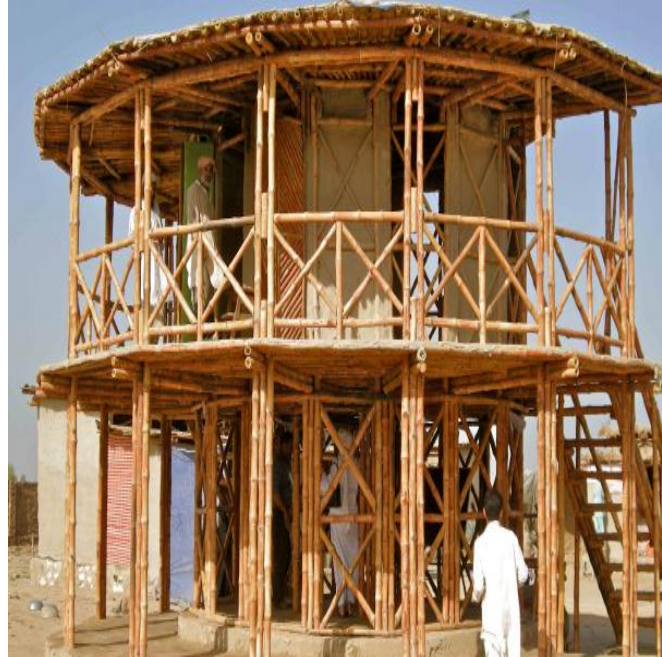
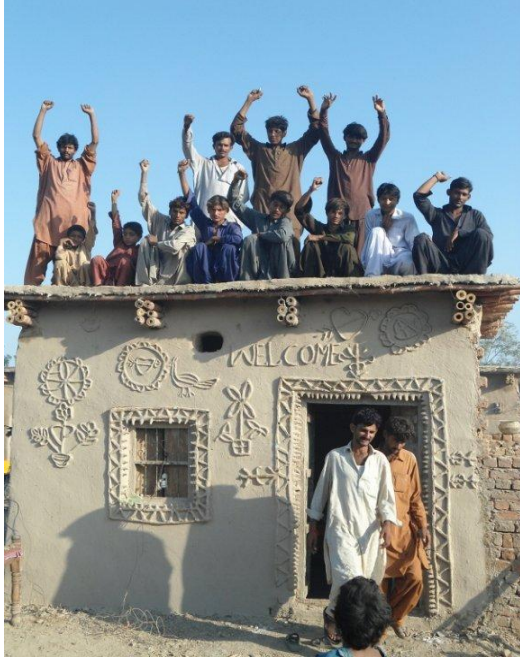
Figure 5: Shelter unit in progress at UC Jaar

The technical aspects and details have been worked out and implemented well but still there is a need to achieve technical excellence through consultation and partnership with technical experts and institutions. Similarly some adaptation of intervention is required as per local need and context. For example the Naadi filters were very successful in Sindh area but were not affective in Punjab as the water impurities in Punjab are different. The structural intervention like shelter³ which is of indigenous and low cost in design, could have been vetted by some technical expert or institution for further improvements and technical excellence. Such consultation should be done at the designing stage for incorporating all necessary modification of the available local designs. At present the shelter designs lacked windows/ventilators, which is a basic need for cross ventilation of the house.

The appeal strategy was proportionate with the capacity of the implementing partners but keeping in mind the scale of devastation and the communities in need it could have been of a larger scale.

Safia Shares the changes in her Life: Safia daughter of Abdul Malik lives in village Utla patan (Kalabagh). She attends the classes at ABES centre. She states in her own words that “When I joined this centre I wasn’t able to read and write but now I can. ABES/Tearfund gave me twenty poultry units and now daily almost ten hens are laying eggs, we use eggs in our home for breakfast and we sell out the remaiing. Through this, health of the family members is getting better by taking breakfast with eggs and by selling eggs we are get incoming of almost 50 Rs. Daily. In our centre my teacher shares very important information about health and hygiene. I implement all these learning’s in my home. Initially, my family members quarreled with me by saying that why are you asking everybody for washing hands before entwining the flour, taking meal, after using washroom etc, but now my family members realize the importance of cleanliness and they have started these practices on regular basis. I have started cleaning the house on daily basis and our house is much better than before in terms of hygiene. My mother is patient of ‘Asthma’ and from last one month her health got improved because of the cleanliness and low dust particles in our home. Now I and my family are very happy and adopting good health practices. Thanks to ABES and Tearfund

Minimize floods impacts while maximizing development benefits.
(An example for Shelter Designs)



Communities experiencing impacts of floods and other disasters are adopting some ad hoc arrangements for mitigation that need to be more effective by providing them technical assistance. In lower Sindh area, the traditional rural houses “Manna” are made without a significant raise of plinth with respect to pattern of low average annual rainfall. Recently, the climate change has caused unusual heavy rainfall in 2011 and a subsequent extra-ordinary flooding in the area. Now there is a trend of raising platform for housing reconstruction in the area after 2011 event. Similarly the “Manna” house used to have a very weak pitched roof that cannot be used during flooding. An indigenous low cost solution of building strong roof can make their house able to be used as temporary safe place for the households or the family members.

Tf and partners in collaboration with public and private technical and research institutions should further explore green options combined with indigenous patterns/ practices to ensure low carbon footprints of development. Such type of interventions have already been developed and implemented by some technical experts/organizations for various post disaster communities of Pakistan e.g. The Heritage Foundation has explored use of bamboo and mud for permanent/semi permanent shelter options.

4. Process perspective:

Staff of all partner organizations was given orientation and training on quality standards and TF values to ensure that they comply with these standards. For further assurance IPs and TOP team have included Quality-and-Risk Manager and a Beneficiary-Accountability Officer in the staff in order to cater to the need as per sphere and HAP standards.

Generally the project implementation has been ensured to quality assurance standards of Tearfund e.g. impartiality is ensured by providing assistance to the most vulnerable, project participants are selected on the basis of need alone, regardless of their political views, ethnicity, religion, gender or age. Similarly, to ensure sustainability, interventions are based on developing local ownership and using local skills and resources, as appropriate to the situation. Community participation has been ensured in all activities through Village Development Committees.



Figure 6: CNICs being checked at a distribution in UC Jaar

All designed activities are sensitive to conflict situations as TOP and IPs are careful that the activities do not cause conflict among the beneficiaries. Project initiatives have been designed and being implemented in a way to transform communities through restored relationships among different groups of the community and ensures equal value, participation and decision-making by all. All the structural interventions are of local design and sustainable as local resources have been used for it. The community is also encouraged to adopt environmental friendly approach for which an example can be the Biogas pilot project being implemented by Partner Aid in Rajanpur.

5. Resource perspective:

Although the initial plan was to respond to Floods of 2010 which was on the way when unprecedented monsoon affected lower Sind in 2011, financial planning and management seems appropriate as all the activities are being implemented smoothly and financial gaps have not been discussed by any of the IPs. The resource mobilization perspective of Tf seems very strong as all the partners were of the opinion that appeal strategy was realistic and budget was sufficient to achieve relief and rehabilitation targets in their respective areas. The funds have been managed to ensure smooth transition, timely completion of activities on the ground to provide immediate relief to the affected communities with the support of strong monitoring mechanism through internal auditing. An external audit of the project can be helpful in further claiming of all these transparencies and good practices.

Despite of some delays in implementation due to external factor there is no significant gap in targets and achievements, which reflects a good planning and implementation strategy at all levels. All the partners and TOP team have enthusiastic staff that was further enabled

Some common challenges shared by Partners

- a) *Language and Cultural Barriers*
- b) *Community attitude and acceptance especially on DRR, their orthodox believes that all disasters are from God and they will not be able do much to reduce their loss in future*
- c) *Use of traditional, unhygienic methods of cleanliness, health issues especially of women*
- d) *Conservative thinking of not sending female patients to hospitals for treatment and girls to schools for education*

through basic but relevant trainings by Tearfund. The table below (shared by Tearfund CO) will provide a detailed view on the resource allocation the floods response project.

Table for Tearfunds Floods Response Financial Allocation						
Sr. No	Organization Title	Planned duration of Projects		Types of Intervention and Project Areas	Funds for 2011 floods response	Funds for 2010 floods response
		Start Date	End Date			
1	ABES	i) For relief project September 2010 till March 2012 ii) For Rehab Project September 2011 till June 2012		Medical Camps, Transitional School and Psycho Social Support, ii) Adult Literacy, Livelihood, DRR, Basic health awareness	NIL	i) GBP 62,717 (for Emergency Relief) ii) GBP 154,104 (For Rehab)
2	PA	i) For relief project October 2010 till January 2011 ii) For rehab project July 2011 till June 2012		i) WASH ii) WASH, DRR, Agriculture, Education and Bio Gas	NIL	i) GBP 113,974 ii) GBP 437, 818
3	SSEWA-Pak	i) September 2010 till June 2011 ii) June 2012 till December 2013 (not approved as yet) iii) August 2011 till October 2011		ii) Food items, NFI's, Emergency Shelters. ii) CLTS, DRR, SHG, Livelihoods iii) Food items, NFI, Temporary shelters	iii) GBP 58,409	i) GBP 195,000 ii) GBP 355, 000 (allocated)
4	PEP	i) October 2010 till March 2011 ii) September 2011 till October 2011		ii) food items & mosquito nets ii) Food items		i) GBP 40,000 ii) GBP 24,135 GBP 105,000 (allocated for 2010 Floods Rehab project, proposal due next week.
5	SaCHA	October 2011 till March 2012		Food items, Hygiene training,		GBP 34,435
6	AVC	October 2011 till December 2012		Cash grants		GBP 50,000
7	PVDP	September 2011 till November 2011		Foot items & temporary Shelter		GBP 44,044
8	TOP	i) 2010 - 11 till March 2012 ii) 2012 – 13		Food items, NFI's, WASH, DRR, Livelihoods, and Shelters.		i) GBP 4,297,356

An assessment was conducted by Tearfund with an aim of improving access to safe drinking water for the flood affected communities in many villages of Thatta District of Sindh Province. It was discovered that hundreds of people were using contaminated sources for drinking water. In order to tackle this problem Tearfund and the targeted communities agreed to use bio-sand filters to assist the households reduce the high levels of contamination. Over 1500 bio-sand filters have so far been distributed to the flood affected villages and this has reduced the diarrheal related diseases at household level.

6. Organizational Capacity Perspective

Tearfunds technical and financial support has been crucial for partners in achieving the required goals and targets as most of them have not been exposed to such emergency response projects earlier. Tf has provided the IPs with the required and relevant technical support for capacitating their staff in proposal development, project management, ensuring Tf quality standards, HAP and financial management which helped organizations to implement project as per the requirements of Tearfund but further capacity building of human resource is requested by almost all IPs.

Tearfund supported the partners in developing proposals on the basis of the need assessment done by them and financial allocation was done accordingly, which resulted in timely assistance to the people in need. Tearfund response capacity has been appropriate but further funds will be required for rehabilitation and reconstruction in the IPS project area, Tearfund Country office should also consider to scale up its geographical coverage to other parts of the country.

Tearfund and implementing partners have offices and sub –offices which show comprehensiveness in coverage of the current project area. They have encouraging office environment for both male and female staff and all logistical arrangements available to carryout challenging project activities

Though emergency relief operations were not among the regular programme area among most of the Tearfund implementing partners yet they succeeded to deliver and are in progress to complete the project with ensuring all quality standards. Tearfund country office devised and implemented a comprehensive package to enhance the current capacity of their implementing partners by providing capacity building and technical support on DRR, Project Cycle Management, Proposal Writing, Monitoring and Evaluation, Participatory Assessment for Disaster Risk Reduction, Humanitarian Accountability Partnership, Project Cycle Management, etc which has further trained their staff in managing the project activities.

Learning's from a Training on Self Reliance: Niaz Ahmed s/o Abdul wahid is a carpenter and belongs to village Abdul Wahid Devani, Rajanpur. Partner Aid staff organized a VDC and gave them training on self reliance, Niaz who was also attending this training realized that if he utilizes his vacant time and extra resources it will become useful for his family and community, and these extra resources can be utilized for their benefit. So he prepared a boat which has a length of 7.5 feet, width 3 feet and can carry 5 persons at a time.

Now in the time of floods this boat will be helpful for him to evacuate his family and other members of his community. He is thankful to Partner Aid and Tearfund as they gave such a meaningful

Specific actionable and prioritized recommendations

The review team recommends Tearfund to analyze and take action by developing a strategy on the points given in a joint SWOT analysis of TOP and IPs. After this analysis detailed recommendations are given below.

SWOT Analysis of TOP and Implementing Partners				
	Strengths	Weaknesses	Opportunities	Threats
1	Offices and sub –offices exist in project areas which show comprehensiveness in coverage of the current project area. They have encouraging office environment for both male and female staff and all logistical arrangements available to carryout challenging project activities.	Almost all field offices (TOP and IPs) are based on the floods response project funding and IPs possess limited resource to retain the experienced staff for future projects/interventions	Continuous presence in project areas of Lower Sindh and South Punjab can benefit in implementation of Tf DRR initiatives and other potential projects without any discontinuity and much additional efforts.	In the absence of long -term programme/funding, sustainability of the project offices & staff will be a great challenge.
2	Field staff (TOP and IPs) has well-built rapport with the community and relevant stakeholders especially government line departments. This enables Tf to implement projects smoothly and gets a lot of ownership from the communities and district administration.	Field staff (TOP and IPs) lacks relevant trainings and refreshers aligned with changing organizational strategic priorities which may result into stagnant approach to manage future programs.	Existing staff that worked during 2010 and 2011 emergencies has hands on experience and can be utilized in new strategic priority areas with little investment in capacity building.	Short term job opportunity for highly committed staff may result into rapid turnover. Managing frequent HR turnover will cost in both resources and time to both Tf and IPs.
3	Multi dimensional projects being implemented e.g. relief, response, sustainable livelihood through livestock, poultry etc WASH, Shelter and DRR due to which Tf and IPs as a whole now have diversified experience and hence can implement new projects with much ease.	In the long run if the diversified experience and success stories are not documented due to weak reporting and communication practices, Tf and IPs can loose institutional memory.	Due to the diversified initiatives and implementation, Tf maintains acceptance and the confidence of the Donors and stakeholders which enables Tf to further project implementation and fundraising.	Lack of documentation affects the sharing and learning mechanisms, hence the failures, success and lessons learnt are forgotten and are not incorporated in the new initiatives which affect the overall quality of new projects.
4	Tf country office is physically not that far from renowned academic and research intuitions that are based in Karachi and other parts of Sindh it can get benefit from their expertise (research and studies) without investing many resources. (IUCN, NED, WWF, PMD etc)	Lack of strategic partnerships and linkages with technical and research institutions.	Tf has the opportunity to utilize the expertise and research available with other institutes/organizations to conduct joint ventures on flood response and DRR in lower Sindh and southern Punjab	Without having technical soundness Tf may not be able to do effective advocacy, lobbying and policy reforms.
5	Tfs Comprehensive presence in Lower Sindh and through implementing partners in some parts of Southern Punjab	Missing presence in rest of Pakistan can become a difficulty in implementing Disaster Response and DRR initiatives in their current capacity.	Lower Sindh is prime focus area among donors/ international humanitarian agencies due to its continuous exposure to floods of 2010 and 2011 and exposure to other coastal hazards especially cyclone.	A lot of competition has developed in NGO sector in Lower Sindh region. Without developing long term vision on sustainable initiatives/ advocacy agendas, Tf and its IPs cannot develop profile other than post disaster response.

Following areas can be improved to make all future Disaster Management projects more effective in Pakistan and the Region:

1. Sustainability

The successful implementation of the interventions by TOP team and IPs, resulting in a strong bonding with the beneficiaries, requires development of longer relationships in terms of sustainable reconstruction and rehabilitation plans. At the same time the level of ownership needs to be further enhanced through community mobilizations via VDCs. Such efforts will help in implementation of the remaining activities or any other project in pipeline (reconstruction). The reconstruction plan is suggested to be implemented for the sustainability of the initial investment (Flood Response). The village Development committee needs to be further trained and linked with other projects, related govt. department and technical institutions for their continuous involvement in development and DRR related initiatives in their respective villages.

The reviewers feel that a joint Tf and partner's coordination workshop on preparedness for heavy rains and possible flooding in 2012 is very essential to work out a contingency plan on the basis of this workshop outcome and suggestions.

2. Workforce

TOP team and IPs have committed staff which has received basic level trainings on different aspects of managing disaster management projects the review team recommends that the staff of both TOP and partners can be capacitated by receiving intermediate and advance levels of trainings on DRR, communication skills such as report & proposal writing and financial management. Hence it is strongly recommended that Tf should develop a comprehensive HR and capacity building for its staff members and the project staff of each partner organization.

All vacant positions to be filled in asap as it hinders the project activities e.g Advocacy Officer for TOP team and some field positions with the partners like PA, ABES.

3. Partnerships

Formal and strategic partnerships should be developed with research and technical institutions with respect to various programmatic initiatives to bring technical excellence in structural and non structural activities. A well defined partnership document should be developed which should state well defined terms, resources and clear agenda. A more spelt out strategy needs to be devised for "TOP core team" regarding its retention and relationships with partners.

4. Policy, Procedures, Documentation and Learning

Tf needs to develop specific review and evaluation mechanisms for each Partner organization along with resource management, impacts, results and cost-benefit analysis. The outcome of such review and evaluation would help in devising future course of action and strategic direction of Tearfund and

partners. In addition, existing monitoring and reporting mechanism should be refined for multi-purposes. Periodical reports and frequent Monitoring procedures should be in place for learning, quality assurance and better control over the project implementation by the partners. To strengthen the process of transparency and accountability, internal auditing should continue. For example, field staff of Partner Aid felt that Tf staff should conduct frequent monitoring visits to incorporate the required changes in implementation, procedures etc in time because they had implemented some activities and changes were recommended latter on and this disturbed the activities.

5. Geographical Coverage

Ideally, Tf should expand its coverage to different parts of Pakistan rather than just focusing on Sindh and southern Punjab in practical terms, expansion of geographical coverage should be logically planned and proportionate with the prevailing capacities. In this case, there should be gradual enhancement of capacities in many dimensions based on a long term plan.

It is extremely important that Tf expands its partnership base in order to have a complete presence in Pakistan.

6. Knowledge Sharing Mechanisms

A comprehensive communication plan is required to be developed at Tf country office level with a trickle down mechanism at partners and implementation level. The plan should have two dimensions 1) internal 2) external. In internal communication mechanism, information related to change management, policies and procedures should be shared with the partners and frontline workers with their complete essence. In external environment, all stakeholders should be kept fully informed through multiple means of communication including newsletters, website, publications and public events. The knowledge gained in the field by the staff in their respective project areas, challenges faced, success stories etc should be shared with the TOP team and other partners through knowledge products, joint visits, meetings and workshops.

7. Print and Electronic Media

Print and electronic media has a very prominent role in the projecting the work of organizations like Tearfund and its implementing partners. Tf should establish coordination with media which has to be maintained by the country office and especially DMA or the Advocacy Officer at national and provincial level as it is the most effective sensitizing, visibility generating advocacy and marketing tool and acts as a bridge between grass root level community issues to the policy makers/ implementers of the country.

Annexes

Profile of the Review team members

1). Ms. Jennifer Jag Jivan: works in the areas of education, theology, human rights and peace building. She gives lectures, conducts trainings, workshops, holds evaluations and develops strategic plans in the said areas. She further lectures on theological issues in the context of Pakistan and has written articles in the related field. She works with various levels of civil society organizations as well as with university students. Presently she works part-time at the Christian Study Centre promoting Christian-Muslim relations. Jennifer holds degrees from Pakistan, the UK and USA and is a Fulbright alumni. Her passion is building relations across communities and cultures based on justice and equality.

She has been the lead consultant in developing a curriculum ‘peace building and media’ for mass communication students, for a chartered university F.C. College, Lahore. She has held many peace building awareness trainings for community film- makers in order to sensitize them on peace building perspectives. Her vision for an inclusive society has led her to be on the advisory committee of Pakistan’s first web TV (www.maati.tv) which focuses on promoting peace and citizen’s journalism in the country.

2). Mr. Shalim Kamran Dost: Having experience of more than 15 years Shalim has been involved in emergency response and preparedness projects as well as DRM Planning, Advocacy and implementation of DRM activities at national, provincial and district level. Shalim holds a master degree in Business Administration and his previous educational background was in economics, social work and political science. He has attended various national and international training workshops and courses for Disaster Management.

He has worked with various international humanitarian organizations like Church World Service, Oxfam GB and UNDP for responding to emergencies, monitoring and evaluation, institutional strengthening and capacity building.

His last four years engagement was with the UNDP/NDMA “One UN DRM Programme” as the DRM Planning and Emergency Preparedness Expert has earned him the claim of pioneering initiatives of developing more than 35 DRM plans (Provincial/Regional and District Level) along with DRM Advocacy initiatives with the provincial legislators and parliamentarians for the operationalization and strengthening of the DRM system in Pakistan. Mr. Shalim Kamran is now working as a DRM consultant with the Resilience Group and is providing facilitation/trainings, evaluation for project activities, report, proposal and training course material development, etc. (CV attached).



Terms of Reference for Mid-Term Review of Pakistan Flood Response

Approval Title: Mid Term Review of Pakistan Flood Response
<p>Summary:</p> <p>The purpose of this assignment is to review the overall flood response by partners and Tearfund's Operational Programme (TOP) in Pakistan, including grants and capacity building support. This is a mid term review of the appeal strategy, as we are currently approaching the mid point of the 3 ½ year time frame. This review will look at the programme's achievements to date and will be used to inform the future planning for the remaining strategy timeframe, including the scaling down process for partners and TOP.</p>
Location and Region: Pakistan, Eurasia
Partners: ABES, PA, SSEWA-Pak, DoH PEP, DoH SaCHA, DOH AVC, PVDP and TOP
Correspondent: Rachel Stevens (DMO)
Country Representative: Ashraf Mall
<p>Consultant:</p> <p>1) Jennifer Jivan (Team Leader)</p> <p>2) Shalim Kamran Dost (Team member & report writer)</p>
Does this assignment require the consultant to have either one-to-one contact, regular or frequent contact with children or young people under the age of 18? No

Please note: A CRB /police check is required when a consultant has either one-to-one contact, regular or frequent contact with children and/or young people in the course of their assignment.

BACKGROUND

Following the floods during the monsoon seasons in 2010 and 2011 Tearfund's partners and TOP team have been responding to the needs, both through emergency relief projects in 2010 and 2011, and now through longer term recovery work.

The goal and purpose of the Flood Response strategy (updated in April 2011) is as follows:

Goal: To build on and support national capacities to respond to and recover from the floods in Pakistan of July 2010

Purpose: To undertake a comprehensive and integrated response to the Pakistan floods that addresses the immediate needs of the affected population, the rehabilitation of infrastructure and livelihoods and the long term recovery and resilience to future disaster through local partners and operational work.

This is specifically worked out in the following Phases:

Phase 1: Initial Emergency Response

- Basic food, shelter and livelihood provision through emergency distributions.
- Temporary shelter provision.
- Livelihoods recovered.
- Educational and medical infrastructure needs met.
- Scope direct advocacy to the UK government on issues pertinent to the disaster response

Updated Phase 2 Outputs :

- Rebuilding and strengthening of livelihoods
- Education and support to infrastructure
- Disaster Risk Reduction (partner training on PADR, partners supported to undertake PADR in communities, DRR also mainstreamed in individual sectors as well as stand-alone projects)
- WASH : school/household latrines, rehabilitation/construction of water points, health and hygiene promotion
- Education services delivered using updated and expanded curricular incorporating DRR, health/hygiene
- Basic infrastructure (school reconstruction, permanent shelter) re-established and reflecting agreed DRR specifications
- Partners provided with technical support and capacity building on identified areas of weakness/gaps
- Advocacy support provided on the causes of vulnerability in Pakistan and on appropriate government responses to the disaster, where appropriate

As at March 2012 two partners and the TOP team are implementing Phase 2 projects funded by the flood appeal and two further partners are in the process of developing and submitting proposals for Phase 2. A further three partners were supported to implement emergency relief projects in response to the 2011 floods. The partners are as follows :

Adult Basic Education Society (ABES) – based in Islamabad, implementing a project in Mianwali District, Punjab Province between September 2011 – June 2013 focussing on the following sectors : livelihood, skill training, adult literacy, DRR, health and hygiene awareness; total financial support from Tearfund £154,104. In addition ABES received £72,717 to implement an emergency response in 2010.

Partner Aid (PA) – based in Islamabad, implementing a project in Rajanpur District, Punjab Province between July 2011 to June 2013 focussing on the following sectors : WASH, DRR,

agriculture, education, alternative energy research; total financial support from Tearfund £437,818. In addition PA received £113,947 to implement an emergency response in 2010.

Both **ABES** and **PA** only receive grant funding from Tearfund as part of the Flood Appeal Strategy.

Tearfund Operational Programme (TOP) – based in Makli, Sindh Province, implementing a project in Thatta District between August 2010 and July/October 2012 focussing on the following sectors: shelter, WASH, livelihoods, DRR; total financial support from Tearfund £3,830,746 (plus additional £93,000). In addition TOP received £364,885 to implement two emergency relief projects in response to the 2011 floods, and £129,000 to provide emergency relief in 2010.

SSEWA-Pak – based in Rattanabad, Sindh Province, developing a 19 month proposal (April 2012 – October 2013) to be implemented in Mirpurkhas District and likely to focus on the following sectors : DRR, WASH, shelter, livelihoods, SHGs (£350,000 earmarked by Tearfund; will be joint funded by Tear Australia). SSEWA-Pak has also received grants totalling £370,578 to deliver emergency relief items in response to the 2010 and 2011 floods.

Diocese of Hyderabad, PEP Project – based in Hyderabad, Sindh Province; developing a project to be implemented in five districts of Sindh Province and likely to focus on the following sectors: WASH in schools. £100,000 earmarked by Tearfund

Both **SSEWA-Pak** and **PEP** are long standing Tearfund partners and our commitment to them is long term beyond the timeframe and scope of the flood response strategy.

The following three partners received support to implement emergency response projects in the 2011 monsoon:

Diocese of Hyderabad, SaCHA Project -based in Mirpurkhas; received a grant from Tearfund of £34,023 to provide 700 families from their TB programme with emergency food packs, water buckets/aqua tabs, mosquito nets and access/referral to medical services. (October – December 2011)

Diocese of Hyderabad, AVC Project –based in Mirpurkhas; received a grant of £50,000 to provide cash grants to 1,250 families (1 October 2011 for 2 months, but extended).

Participatory Village Development Programme (PVDP) – based in Rattanabad; received a grant of £44,057 to provide food and non-food items to 1,000 flood affected families (14 October – 15 December 2011)

As well as being the midpoint of the Tearfund appeal strategy timeframe, a number of partner projects are approaching their mid point; other partners and the TOP team are in the final stages of designing projects for the final phase.

PURPOSE

The aim of this assignment is to conduct a mid term learning review of Tearfund's Pakistan Flood response strategy. There is no attempt to evaluate all the projects within the flood response but rather to learn from the experience of the partners and TOP team ⁴so far, and apply that knowledge to planning for the next twenty months (up to 31 December 2013). A sample of projects will be visited in order to better understand the context, partners and their work, but not for a detailed evaluation of each. The review should look at grants and capacity building support. The partners can themselves review and evaluate the lessons and successes from their individual projects. The review will cover the period from January 2011 (post RTE) to March 2012. It is expected that this mid-term review will assist Tearfund with the implementation of Outcome 4

The key questions for the learning review are:

- What has gone well so far in the flood response?
- What hasn't gone so well?
- How could the flood response have been improved?
- How can this learning be integrated into programme design in the next 20 months?

Within the above questions it would be useful to consider the usual perspectives of an evaluation ToR. A shortened version of the relevant sections of this are below:

1. IMPACT PERSPECTIVES

- What changes have happened to partners and beneficiaries because of the disaster and disaster response?
- Which changes are attributable to the individual projects being implemented?
- What have been the intended and unintended impact (positive and negative) of the use of the appeal funds?
- Identify examples of any innovative approaches which have been applied in programme delivery

2. STAKEHOLDER PERSPECTIVES

- What do the beneficiaries think of the assistance they have received through Tearfund partners – in particular its relevance, appropriateness and outcomes? Are the outcomes sustainable?
- What do beneficiaries think of the relationship they have with Tearfund's partner organisations?
- How relevant was the use of appeal funds to the priorities of the beneficiaries, partners and Tearfund?
- How do stakeholders describe the quality of relationships with Tearfund?

3. OUTPUT PERSPECTIVES

- To what extent were the planned outputs achieved?
- Were outputs / deliverables of an appropriate technical quality?

⁴ For ease of reference, in the remainder of the document reference to 'partners' is taken to mean partners and the TOP team.

- To what extent has the appeal strategy (to date) been outworked in scale and scope as originally envisaged?

4. PROCESS PERSPECTIVES

- How have Tearfund's quality standards been outworked through the appeal? To what extent do projects conform to these standards?
- Were appropriate systems of downwards accountability (participation, information sharing and feedback), put in place? Did feedback shape project design and implementation?
- How have projects been coordinated with the activities and priorities of other agencies and organisations?

5. RESOURCE PERSPECTIVES

- Was the budget and available financial resources realistic for the achievement of the appeal strategy purpose and outputs?
- Has enough time been allowed for the achievement of Tearfund's appeal strategy?
- Were there enough staff, of appropriate competency, for the achievement of the intended objectives?

6. ORGANISATIONAL CAPACITY PERSPECTIVES

- To what extent has Tearfund provided appropriate support to partners in order to achieve the outputs of the Appeal Strategy (including support for proposal development, project management, quality standards, HAP, financial management)
- Has the programme of capacity building offered to partners been beneficial, relevant to their organisational needs and has it been a good use of resources?
- Was Tearfund's response capacity effective and appropriate?

CONCLUSIONS

- Was the appeal strategy efficient?
- Was the appeal strategy effective?
- What were the key lessons learned? What should be repeated in similar projects in the future? What should not be repeated in similar projects in the future?

METHODOLOGY

This midterm review will be carried out using the following methods:

- The review team leader will review and analyse relevant documentation including project proposals, reports and evaluation reports; any information gaps following this document review should be identified and a plan of action drawn up to enable these gaps to be covered through beneficiary/partner/peer interviews in Pakistan
- Field visits will be conducted to selected projects; partners will receive clear and detailed communication regarding the plans for these visits. The team should meet with senior managers involved with implementation.
- The review team will gather feedback from partners by questionnaire

- The review team will carry out semi-structured interviews with Tearfund staff (CR, DMO, DMA, HoR, Advocacy Officer) these will either take place face-to-face in Pakistan or via the phone/skype with UK based staff members
- Group discussions to be held in Pakistan with Eurasia HoR, CR, DMO and DMA reviewing the strategy and findings from field visits/partner questionnaires
- In all meetings and discussions confidentiality should be respected

SCHEDULING

Activity	Who?	Proposed dates?	No. of days
Research and desk review of partner proposals, reports and appeal strategy	Team leader and Shalim	To be confirmed; prior to field visits	2
Planning and development of questionnaire for partners	Team leader and Shalim	To be confirmed; prior to field visits	1
Field visits to partner projects as agreed with CR :	Team leader and Shalim	20 April	1 days travel to Sindh
ABES	Shalim, possibly with Sunil Sheroon	To be confirmed; in advance of 20 April	1
Partner Aid	Shalim, possibly with Sunil Sheroon	To be confirmed; in advance of 20 April	2 days including travel
TOP	Team leader and Shalim	21, 23 and 24 April (Sun 22 Apr off)	4 days
SSEWA-Pak, AVC, SaCHA	Team leader and Shalim	25 and 26 April	2 days
PEP	Team leader and Shalim	27 April	1 day
Analysis of responses from partner questionnaire and feedback from visits	Team leader and Shalim – to CR, HoR and DMO in Mirpurkhas	28 April	1
Day off		29 April	1

Presentation of findings from review work	Team leader and Shalim to CR, HoR and DMO in Mirpurkhas	30 April	1
Writing of report including recommendations from mid-term review exercise	Shalim – CR, DMO, DMA to be available for any clarification	1- 3 May	3
Presentation of key findings – Teddington	DMO	To be confirmed	0.5

Team Leader : 14 days (3 preparation days, then 20 – 30 April)

Assistant : 20 days (3 preparation days, 3 days visiting Punjab partners, then 20 April-3 May)

MANAGEMENT OF VISIT

- This assignment will be managed from the UK by Rachel Stevens, and in country by Ashraf Mall. Ashraf Mall will have oversight of the assignment and ultimate ownership of it.
- The Team Leader is responsible for all matters during the review. She will develop methodological framework, ensure travel and accommodation bookings are arranged (in coordination with CR) and will liaise either with CR or DMO concerning visits, interviews and other arrangements.

EXPECTED OUTPUT

The expected output of this assignment are as follows :

Mid-term review Report (to be compiled by Shalim Kamran Dost) – this is expected to draw out key findings in relation to the overall purpose of the review, distil lessons around good/bad practices and highlight key recommendations to improve the ongoing flood response and future emergency responses. The report should be a maximum of 25 pages in Tearfund standard format with the following sections

is a report with the following sections:

- Executive Summary (no more than four A4 sides and which will be published on Tearfund’s website)
- Introduction / Background including context analysis
- Methodology
- For each perspective a section in the form of
 - Findings
 - Conclusions
 - Assessment
- Specific Actionable and Prioritised Recommendations
- Annexes

The findings of the review should be shared with partners, and partners should have the opportunity to agree/disagree and these comments should be taken into account in the final report.

The findings should be presented to Tearfund at a formal session to which key internal stakeholders should be invited.

The final report should include **specific, actionable and prioritised recommendations** from which an action plan can be developed by Tearfund. It should also contain recommendations of issues to be considered for future appeals.

INTENDED USE OF THE REVIEW

This review will be used primarily by the Eurasia Geographical Team to inform future planning and priorities for the next 20 months. The results will also be used for both learning and accountability purposes :

- To provide feedback to partners in order to improve implementation of ongoing rehabilitation work
- To provide feedback to Tearfund’s senior management, staff and board, to inform the further development of Tearfund’s humanitarian policy and management arrangements and preparedness for future emergencies

It will also identify learning which can be taken into consideration in future emergency response situations.

A copy of the final Review Report will be available on the Tearfund website, TILZ.

OTHER INFORMATION

	Date of entry (with approval details):
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