too complex to solve
unpredictable
too important not to

European Union-SRSP's Programme for Economic Advancement and Community Empowerment (EU-PEACE) Evaluation

A multi-dimensional Outcome Harvest

Dr. Jeph Mathias | **May 2018**
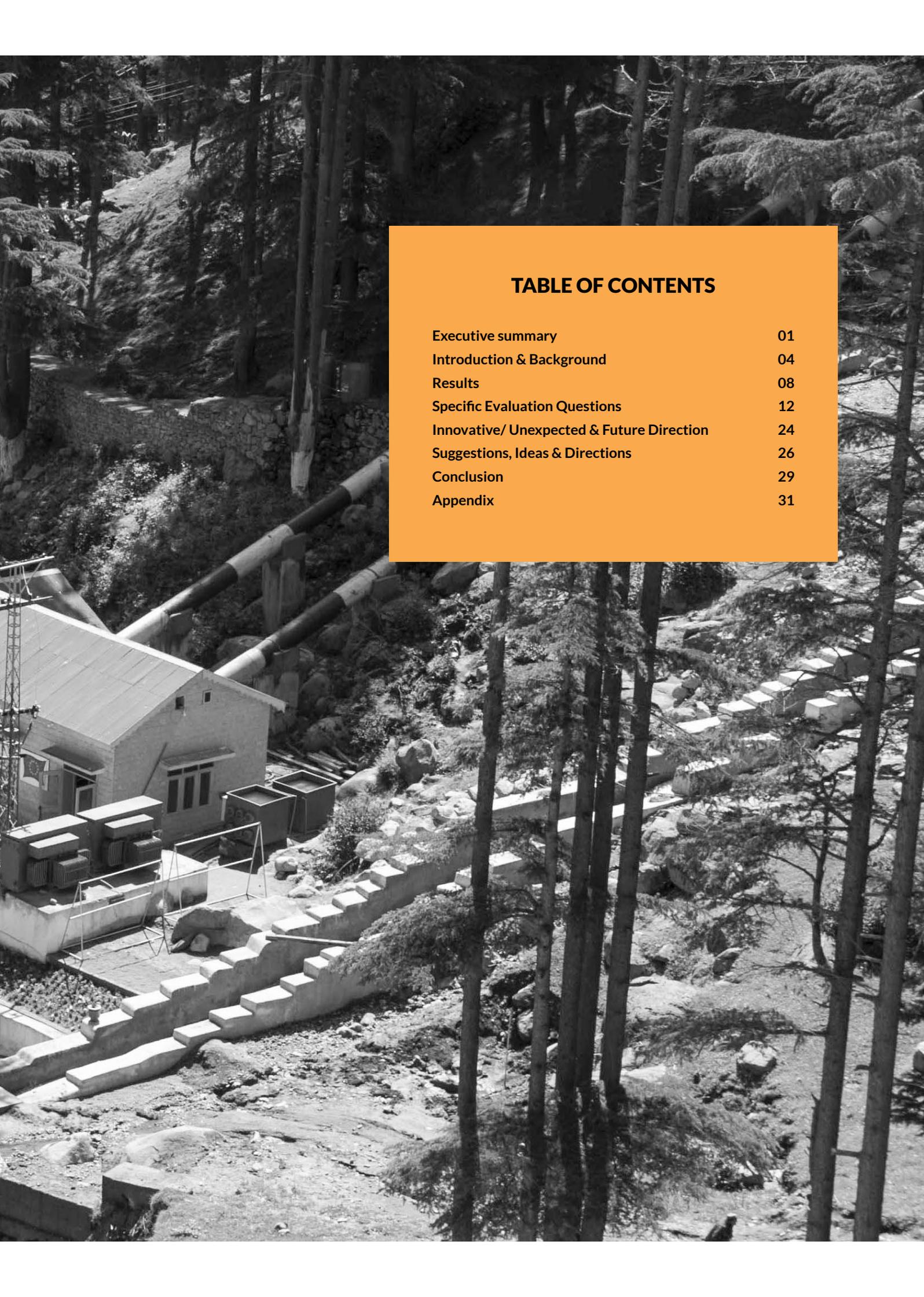
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Executive Summary

Outcome Harvesting (OH), an emerging evaluation technique is increasingly recognised as providing key insights into processes of social change in complex contexts. OH is accepted by large institutions like the World Bank and in wider evaluative discourse. The prestigious American Evaluation Association conferences in 2015, 16 and 17 featured a number of presentations on OH (including three by Jeph Mathias). OH has also featured at Latin American evaluation forums and will be presented by my colleagues at the 2018 European evaluation association conference in Greece. I led OH workshops for the New Zealand Evaluation Association in March 2018.

Derived from the Outcome Mapping way of thinking OH is particularly useful in contexts characterised by:

- Unclear relationships between cause and effect

- Relevant changes are at multiple scales (e.g. from grassroots to government policy)

- Many types of changes are simultaneously relevant (e.g. a poor woman feeling of pride as relevant as a CBO adopting democratic process and government creating pro-poor policy)

- Changes in different domains contribute to desired themes (e.g. Enrolment in education, small business skills, access to loans and easy access to household water all contribute to women's empowerment).

I was thinking of suicide when members of my organization came to the rescue. They included me as member of Neemak Taraqiati Tanzeem and later on I was elected as president of the organization. The attitude, behaviour and actions of my fellow community members gave me a new life and I realized that I am also important to the society and people do care about me.....

EU/SRSP PEACE programme demonstrates all these dimensions of complexity.

In Essence, OH has two essential features:

Firstly, OH centres enquiry around outcomes formally defined as changes in behaviour, attitude, relationship or policy of key players in a system. Most evaluation techniques look only at project activities and outputs (the direct result of activities), OH sees development as occurring in the space outside the control of a project. Sustainable social change is not about us doing things (no matter how beneficial) but about changes in behaviour of other players. A core role of a change agent in complexity is to contribute to those changes aka. outcomes.

Secondly OH employs a reverse logic. It first seeks ('Harvests") outcomes where they happen, then works 'backwards' to see what stimulated people and institutions to change the way they behave or make policy. OH then deliberately looks for contribution from project activities. It is thus more forensic science than deductive laboratory science. This reverses normal evaluative thinking which usually starts with project activities and then works forward to see what outputs were derived from them and makes assumptions (invalid in complexity) about impact.
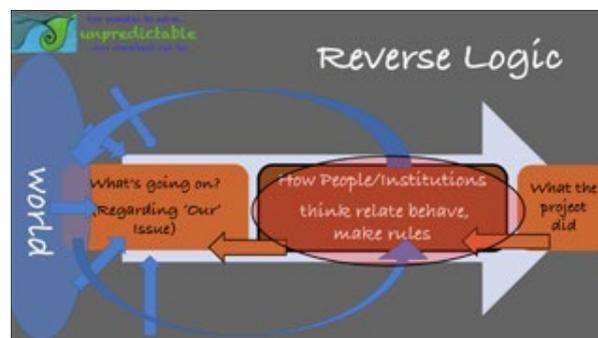
Reverse logic: first assume issues we care about emerge from a complex world, define our sphere of influence as the behaviour attitudes relationships and policies of key players and look for contribution to that from project activities. This reverses most evaluative thinking.

> *I started earning a good amount and the happiest aspect of my business is that my husband allowed me to spend my income the way I wanted. I had every reason in the world to be happy as I never had been financially self-sufficient.*

In Outcome Harvesting (OH) sustainable development is found not in an organisations' activities but in changes other people and institutions make because of what an organization does. OH thus 'harvests' other's outcomes (changes in behaviour attitude, relationship or policy by individuals or institutions) and tries to elucidate what contributed to them. 1,059 outcome stories were collected in a database coded with the EU/SRSP PEACE team and analysed together. From this huge data set I can confidently make the following statements:

- EU/SRSP-PEACE has contributed to significant changes in attitude behaviour relationship and policy across a broad set of domains. 79 themes, ranging from democratic governance to environmental benefits emerged from the data.

- Women's Empowerment, changed social relationships (including gender roles), social mobilisation, and economic growth stand out by sheer volume and small-scale infrastructure and micro-hydro contribute strongly- directly and via knock-on effects.

- PEACE activities contributed in multiple ways to outcomes across sectors, amongst men, women and children and in all the geographic locations in which they work.

- As well as the breadth, depth of change is impressive with many stories indicating deep transformation in lives. Significantly this includes EU/SRSP PEACE activities contributing to community inclusion of the most vulnerable and other dimensions of cultural change.

- Large numbers in "Public-Private Partnerships" and the "National" sub-group of Changed Social Relations show EU/SRSP PEACE as a catalyst in integrating the region into Pakistan's development discourse.

- EU/SRSP PEACE's activities are an integrated development package. Infrastructure development, capacity building, skills training and 'softer' outputs like exposure visits, management training or CBO support all contribute to outcomes. Different activities often contribute in multiple ways to same outcome (e.g. micro hydro plants and skills training both build women's empowerment). Together, EU/SRSP PEACE activities contribute to system changes.

- Deep changes in culture and at system level are observed. EU/SRSP PEACE needs to amplify these.

- Communities and individuals innovating independently influenced by 'upstream' EU/SRSP PEACE activities, sometimes in other spheres., indicate really good development.

This outcome-centred evaluation, based on a large volume of data analysed qualitatively and quantitatively, finds EU/SRSP PEACE's wide range of activities result in widespread, deep changes in many dimensions: economic output, social mobility, new relationships between genders, people and communities and, in many cases, transformed lives. The changes relate to communities, CBOs and individuals with women's social and economic empowerment being particularly strong. Changes occur across a wide geographical span, ages and social groups and are often deep (e.g. changes in education and businesses culture but also attitudes, self-esteem and vulnerability)

Jeph Mathias
May 2018

Introduction & Background

The Programme for Economic Advancement and Community Empowerment (PEACE) was supported by European Union (EU) and implemented by Sarhad Rural Support Programme (SRSP) in 100 selected union councils of seven districts of Malakand Division including Buner, Chitral, Dir Lower, Dir Upper, Malakand, Shangla and Swat.

> **" My challenge as an evaluator was to answer all evaluation questions using real stories of real people. Essentially this evaluation aimed to piece together a mosaic, each data point being a micronarrative of a real person whose life changed in a significant way. "**

With a financial outlay of €40 million PEACE programme commenced in October, 2012 and concluded on March 31, 2018. It had five major components- a) Community mobilization, b) Rural electrification c) Improvement of CPIs and basic social services, d) Self-confidence of women, and e) Growth of economic activities-to benefit 1.95 million population directly or indirectly with a focus on conflict and flood affected population. Originally EU-PEACE was designed to be implemented for a period of four years (October 2012-September 2016). The pace of delivery of services in tough geographic terrain of Malakand division and unavoidable delays resulted in a no cost-extension phase of 18 months (October 2012-March 2018). Strategically, the overall intervention logic of the PEACE Programme was derived from the strategic pillars of the 'Post Crisis needs Assessment for KP and FATA' (2010), Malakand Comprehensive Stabilization and Socio-Economic Development Strategy (2009-14) and other strategic objectives of the Government's

road maps for socio-economic development and stabilization in the region. These strategies were developed in aftermath of security crisis and natural disasters in Khyber Pakhtunkhwa and FATA. Some of the major achievements under respective components/ results of EU-PEACE are attached as annexes.

Following were five major results of EU-PEACE programme:

1. Establishment and strengthening of an inclusive and representative system of community mobilization;
2. Electrification of rural households through community-managed micro hydro power systems
3. Improvement of Community Physical Infrastructure and Basic Social Services;
4. Self Confidence of Women and their ability to independently participate in social and economic activities;
5. Facilitating growth of economic activities

Initially this list may not look coherent with some infrastructure components, economic components and social and cultural change. One of my tasks as an evaluator was to find whether all these fit together how and what the unifying change is.

AIMS AND OBJECTIVES OF THE EVALUATION

This evaluation generally aimed for a people focused assessment of EU/SRSP PEACE programme (terms of reference attached as annexes). People centred means evaluating what has happened for people more than what EU/SRSP PEACE did. EU/SRSP PEACE decided to do this via Outcome Harvesting which centres itself on outcomes- changes in behaviour activity relationship and policy of people or groups of people. EU/SRSP

PEACE wanted to find what has changed for people and institutions in its target area, how, why and what EU/SRSP PEACE contribution to this has been. There is thus a high learning component to the evaluation. Specifically the Evaluation had these questions:

1. How did the behaviour, relationships, activities or actions of members of the communities (especially in organized forums-CBOs, Village Organizations, Local Support Organizations or Business Interest Groups) with whom EU/SRSP PEACE worked directly change? What contribution do community-based institutions formed under EU/SRSP PEACE make to local governance?

2. Has EU/SRSP PEACE programme contributed in improving local livelihoods in areas where it is working extensively?

3. What outcomes have emerged from the micro hydro projects in the target areas?

4. What effect has EU/SRSP PEACE on women community members (in organized folds or un organized in CBOs or BIGs etc)?

5. What effect has small scale infrastructure schemes especially irrigation channels, drinking water supply schemes, link roads and rehabilitation of government schools on men, women and children in target areas?

6. Is there any significant improvement in growth of economic activities through value chain development? e.g. innovations in practices of local producers and market linkages supported by EU/SRSP PEACE programme?

7. Has EU/SRSP PEACE contributed to influencing government policies for replicating or scaling up similar interventions in other parts of the province or FATA region.

Now I go to school for teaching and in afternoon I do my business. My confidence has grown and I feel proud that I can contribute to livelihood of my family

My challenge as an evaluator was to answer all evaluation questions using real stories of real people. Essentially this evaluation aimed to piece together a mosaic, each data point being a micronarrative of a real person whose life changed in a significant way. The text boxes throughout aim to ground the report, just as the evaluation is grounded, in real stories like the ones in following sections.

This evaluation was born in 2016 when Atif Zeeshan Rauf, Programme Manager Planning Monitoring Evaluation & Research, SRSP came to Brussels for an annual International Outcome Learning Community Event. Atif met Jeph Mathias, one of the community stewards and discussed a possible Outcome Harvest of EU/SRSP-PEACE Programme and talked about whether it was possible to do remotely. This took a while to organise for various reasons but was always on the radar. When Jeph Mathias and Mariam Smith organised Outcome Mapping (OM) and Outcome Harvesting (OH) workshops in Cambodia in December 2017 Atif Zeeshan came with a team of four members from SRSP. The courses were a combination of theory and practise. At the end Jeph spent half a day with the teams discussing how an Outcome Harvest might be done.

So in December 2017 four SRSP staff well trained in principles and practise of OH went back to North-West Pakistan and trained their teams to collect outcome centred stories. They collected 1059 stories which were loaded into a qualitative research database (Dedoose). The team in Pakistan and Jeph Mathias in New Zealand coded (highlighted and categorised key excerpts) every one of these stories, with Jeph cross checking coding. Of course, it is impossible to maintain complete consistency in qualitative research when a variety of people work on different stories of the same project but I (JM) felt the quality of coding was excellent. However, we gained depth and breadth by doing it this way where security and cultural considerations would have made it very difficult for evaluators to investigate the target area and collect meaningful stories in any other way given the size of the database we think this evaluation was robust and

its conclusions coherent. I also really enjoyed working with a team of high quality who are all hardworking and reliable.

The codes used were developed a priori by the team in Pakistan and sent to Dr. Mathias, but the final code structure is quite different from what was expected. Various themes emerged unbidden from the stories. Some of these are: social changes at a variety of levels from family to national relationships, self-esteem, innovation and self-generated changes, deep cultural change and new methods of resource allocation. Other categories were larger or smaller than predicted. The full code tree with pre-determined and emergent codes is given later in this report.

Most interesting perhaps is the theme "New/Innovative/unexpected" - stories of emergent change unplanned and not directly supported by EU/SRSP PEACE. To me, this is sustainable development- social change that happens with stimulus from a change agent but now independent of that agent.

The way the stories were collected and written allowed outcomes (stories of changed behaviour or policy among people and institutions in the EU/SRSP PEACE

Her confidence was so high that she visited Peshawar City and even Islamabad. She observed women's day in Lok Virsa at Islamabad and delivered a speech to more than one thousand crowd about the problems, issues that confronted during mobilisation process.

area) to be linked to EU/SRSP PEACE activities. In complexity evaluators do not attribute (change 'X' happened because we did activity 'Y') instead we look for contribution, coherent inferences by correlation (Activity Y in several places correlates with Outcome 'X" therefore we can infer strong contribution), and seek confirmation from informants.

This type of analysis was done with mixed methods using the Dedoose database. Dedoose allows us to look for correlations of codes (e.g. how often was Micro hydro correlated with economic growth), correlations between descriptors and codes (e.g. how often was economic growth correlated with activity group 2) and multivariate analysis (e.g. correlation of economic growth, activity group 1 disaggregated into gender or age groupings.). There was an issue however in that the evaluator (Jeph Mathias) did not visit the project site (for security reasons). I found this difficult in terms of getting a deep understanding of the context and found myself very reliant on the quality of the data and contextual understanding of the EU/SRSP PEACE team.

So in summary this was a remote outcome harvest with a huge number of outcome stories coded and analysed using a very strong qualitative research software by an excellent and well skilled team. However, it suffers from the lead evaluator not being in country, from a lack of objectivity in that stories and coding were done by the EU/SRSP PEACE team itself. Given the contextual difficulties of evaluating in this location I think we got an excellent evaluation overall with depth and breadth covering a large project with multiple interventions.

Results

1059 stories is a huge database of change in behaviour of individuals and institutions. All were coded (excerpts that indicate a particular new behaviour policy attitude or relationship highlighted). Excerpts that present similar changes were grouped into themes in a code tree (as seen in the figure on the right).

Inspired from the concept of social mobilization and realizing the importance of organization, a women activist from UC Beha has assumed multiple roles to make her organization a model organization. She holds regular meeting of the organization, collect savings, develop members' development plans, follow up on these plans and submits resolutions to different organization for resource mobilization. She has facilitated formation of 48 community organization in her union council. She has also imparted basic managerial trainings to the members of these organizations.

In terms of sheer numbers, the biggest categories were:

- *1143* excerpts relating to *social mobilization*;
- *809* related to *women's empowerment* (education, employment running businesses, control over resources, increased capacities);
- *808* about how *micro hydro schemes* have changed behaviour and social relationships in multiple ways;
- *846* on *effects of small scale infrastructure* changing communities' relationships and resource driven behaviour;
- *875* on *Economic growth* in various dimensions.
- *573* on *changed social relationships* within families, communities, between genders, within and between communities, and significantly with

national and international institutions. This is integration on various scales;

- *435* on *Public/Private partnerships* (EU/SRSP PEACE, Government, communities and other key institutions relating in new collaborations).

Impressive as these numbers are, these only indicate the breadth and volume of change to which EU/SRSP PEACE contributes. The methods used in this evaluation also indicate an impressive depth of change. Examples are given in boxes in this report indicate the types of deep change to individual lives which are occurring in the EU/SRSP PEACE target area.

48	Innovative/ Experimental/unexpected
▶ 116	Changes in resources allocation
189	Community empowerment
203	Cultural change
▶ 875	Economic growth
187	Education
▶ 846	Effects of small scale infrastructure
57	Improved access to health services
▶ 573	Changed social relationships
103	Key stories/quotes
82	Linkages with other donors
▶ 808	Micro Hydro
32	Participation of Key Stakeholders in Programme i..
▶ 435	Public Private Partnership
127	Self Esteem
▶ 1143	Social Mobilization
▶ 809	Women's empowerment

The emergent code tree. Numbers indicate how many excerpts support each code and arrows show codes with child or grand child sub-codes nested in them

Below I unpack the major grouping (Social Mobilisation) in our code tree and then go on to answer specific evaluation questions based on outcome excerpts.

The largest group of excerpts (1143) indicates how significant PEACE activities are in terms of actually changing what individuals and communities do to recreate their social reality. A summary of what PEACE has brought to its target area is perhaps "PEACE has enabled local people to see that the social systems in which they live can be changed, has facilitated many changes to those systems. To these stories should be added the 573 stories on "Changed social relationships" which is also about people restructuring the social reality in which they live on all scales from family relationships to national level.

Breaking social mobilization into it's child codes (below) indicates the widespread areas and ways that communities in the PEACE target are engaged in new forms of action.

This rich variety of outcomes under social mobilization are pleasing for a community development organisation because they indicate what development really is- Development (at least for this evaluator) is not about development institutions initiating activities and measuring them, it is about development

An activist of Barkalay in District Swat started his journey with EU-PEACE in 2015 and has contributed significantly to development of his area. Apart from mobilizing communities to form CBOs, he is venturing new avenues which were otherwise seen as taboos e.g. inheritance issues (especially women), family disputes, domestic violence and registration of civil documents (birth and marriage). He has also been selected as chairman of parents teacher's association to bring in improvement in local schools and its learning environment.

agencies instituting activities strategically selected to foster communities themselves to change their circumstances, reorder their systems.

The huge basket of outcomes under social mobilisation do, of course, beg the question "What PEACE activities were particularly linked to this group of outcomes?"

A widely respected thinker in complexity science, David Snowden, suggests the best way to engage with complexity is to "manage for the emergence of beneficial coherence". Social mobilization in PEACE areas is doing exactly that- allowing beneficial patterns of social connectedness to emerge. Exploring the data through Dedoose indicates men are much more likely to be involved in social mobilization (using gender descriptors correlated to the social mobilisation code) and exploring which activities have contributed to this we find major contributions differ for men and women:

For men: Fostering people's institutions, leadership and technical skills enhancement, Community led enabling infrastructure, Institutionalizing linkages with key stakeholders, mainstreaming youth, technical and managerial skills and for women: entrepreneurship

The child codes under "social mobilisation"

"As my confidence grew, I discussed with my husband to expand my business, after initial reluctance he agreed as I could run tailoring business from home. I started receiving orders from women of the villages as well as surrounding villages and my income grew. My husband started supporting me and purchased material like threads, laces, buttons and other necessary items from the market."

development and provision of livelihood resources were the major activities contributing to women being involved in social mobilisation. The very different stimuli for men and women to be involved in social mobilization indicate the different spaces in society they occupy. A suggestion is for EU/SRSP PEACE to continue with those activities that contribute to men changing their realities but to specifically focus on entrepreneurship development amongst women and provision of livelihood resources for women. This will allow women to enter new spaces in society and is likely to yield the greatest gains in social mobilisation as it will target the 50% of the population least involved at present and therefore with most to add. I would also suggest EU/SRSP PEACE should probe - deliberately try new things that may help social mobilisation for women. Those that are successful should be amplified, those that do not can be reduced. Probing is an essential complexity strategy for an NGO.
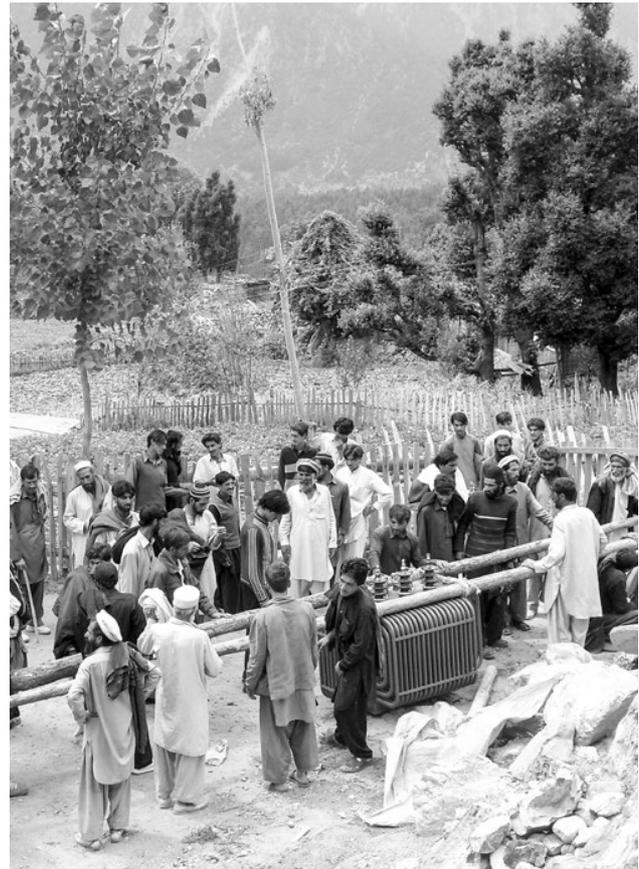
As many as 3,807 female voters utilized their right to vote in PK-93 by-poll for the first time in last forty years, said District Returning Office (DRO) Amjad Ali on Wednesday.

Specific Evaluation Questions

How did the behaviour, relationships, activities or actions of members of the communities (especially in organized forums-CBOs, Village Organizations, Local Support Organizations or Business Interest Groups) with whom PEACE worked directly change? What contribution do community-based institutions formed under EU-PEACE make to local governance?

> **"** *After getting membership in one of the women CBOs, I was selected for five month Adult Literacy course and also received managerial and technical skills training. Within a span of couple of years my life transformed-from illiterate to be able to read and write. I started making caps and dresses for family and women from surrounding areas. The literacy centre has improved my planning, I can now read, count and manage expenses. I have started saving from income, my opnion is considered and my relationship with my husband and family has also improved.* **"**

This is a huge question not easily answerable, roughly because members of organisations'' behaviour changed in different ways in different contexts and with respect to different subject areas. There are so many ways to explore this.

Broadly, the answer is that we captured a large number of stories of community members changing behaviour in all dimensions of the code tree. Specifically some of these changes are:

- Economic empowerment and higher position of women in families

- Women and men having confidence to participate in local election
- Communities organising their own initiatives around infrastructure, often by accessing public funds or involving other NGOs
- Communities getting politicians involved in local issues
- Including poorest and marginalised in community activities.

Often these changes were related to various EU/SRSP PEACE activity groups. The question has to be framed more specifically in order to give a single answer but I suggest EU/SRSP PEACE move forward with a monitoring system that captures behaviour change (outcomes) links them to descriptors (e.g. community organisation) and can thus query its own data in different ways as the need arises.

The Dedoose database I used in this evaluation is in fact very good at displaying changes related to descriptors with respect areas of behaviour change. I include an example to give an idea of how the database can be queried (figure below).

The figure above shows relationship between various community organisations and activities in EU/SRSP PEACE activity group 3. CO stand out as the channel through which enabling infrastructure can be developed whereas knowledge sharing and institutionalizing linkages with key stakeholders is much more done at the level of LSO.

The summary is that community based organisations are hugely relevant to translating EU/SRSP PEACE activities to people. The complex nature of how changes happen in this particular context mean that each initiative may be relevant for different level of community based organisation to take forward. EU/SRSP PEACE via relationships with various community organisations is able to work with the most relevant in each instance.

Has EU/SRSP PEACE contributed in improving local livelihoods in areas where it is working extensively?
The answer to this question is undoubtedly Yes!

The outcome centred evaluation asked people about how their lives have changed and then delved into what had contributed to that. In framing the question about local livelihoods, one has to ask exactly what makes up livelihood. Obviously, money is involved and yes "economic growth" is an outcome category with a large number of stories (875). Under that are many stories of creation of jobs (and each job contributes

I am very happy. Initially I was not interested in my children's education. Mostly I tried to involve them in my household chores. Due to this attitude my children could not complete their homework and considered as weak students. But after participating in ALC, my thoughts changed. I am very keen about my children education and ensure their homework completed on daily basis. They are improving with every passing day. My attitude towards education changed once I completed six month course.

to the livelihood of a whole family and indirectly to a community).

Significantly the largest number of outcomes collected here are the 278 related to new income generating practises. Combined with new tools and techniques there are over 500 outcomes showing significant impact on livelihood from new skills and techniques.

The child codes under "economic growth"

This strongly supports EU/SRSP PEACE theory of change- new practises and techniques will change lives. Note here how OH differs from standard evaluation. Standard evaluation would have asked 'did you learn sewing?' or "did you learn persimmon drying" and taken "yesses" to indicate project impact. Outcome Harvesting asks only "What do you do" if the answer is "Now I sew clothes for people in my village" then OH would ask "what difference does that make in your life" and "what was the stimulus for this new activity". Then using our data-base we ask which EU/SRSP PEACE

activities most contributed to new practises. Overall, so many excerpts in "new practises" and "new tools techniques and skills" support EU/SRSP PEACE as a strong contributor to people being engaged with new livelihood activities. However there is much more than that.

We have strong evidence of generation of new employment, of women and men setting up small scale business and of new skills filtering out to the entire community. All 875 outcomes in the economic growth category point to a major contribution to improved livelihood. However, livelihood can be explored on a much wider level. Let's find livelihood in some of our other outcome categories. Effect of small scale infrastructure is another large group of stories within which are: improved irrigation and agricultural production, health and hygiene, improved sanitation, reduced burden on women and direct effect on economic activities. Livelihood is complex, integrating much of what happens in a person's life. Women who have a reduced domestic burden may well now be able to start small sewing operations (via EU/SRSP PEACE or not), people who are not sick will likely produce more from land, especially if that land is irrigated etc. All that is livelihood. Many other outcome categories contribute to livelihood.

Livelihood is also represented in many other branches of the code tree. Under social mobilization "collective action" and "service delivery" must contribute to livelihood in communities now supplied with services. "Including poor and vulnerable" (157 outcomes) will of course improve the livelihood of those people, and "social cohesion and resolution of disputes" no doubt allows families which were using their energy on disputes to now be better off and more productive. Women's empowerment is a major EU/SRSP PEACE contribution to life and livelihood of communities in which they work, cook, look after husbands and children. Child codes in that category include 123 outcomes around income and employment generation for women, 62 related to economic mobilisation, and 95 related to a trained cadre of women community workers. This is all about livelihood too. More obliquely there are 167stories about EU/SRSP PEACE facilitating

"When I initiated my business at my place everyone was amazed at how confident I am" Ms. Z said. She is extremely exalted over the fact that she generates additional income for her family and grateful to EU/SRSP PEACE for providing her an opportunity to be involved socially and economically. She said, not only I acquired skills in the training at EU/SRSP PEACE and generate income for my household but through interaction with educated trainers I understood the significance of timely cure of early childhood diseases and will spread this awareness in my village about it."

education often for girls. This will translate into better livelihoods for them and 127 stories about improved self-esteem. A confident woman (or man) who believes she has agency will inevitably generate a better life, so this too is a livelihood category.

Does EU/SRSP PEACE promote improved livelihoods can be answered by saying livelihood is complex- it is made up of many components and EU/SRSP PEACE has evidently contributed to many of them. I am sure EU/SRSP PEACE has made a major contribution to livelihood in its target area. To confirm this, we'd also want impact level data on say economic activity within EU/SRSP PEACE areas compared to areas in which EU/SRSP PEACE is not working. If such data exists in Pakistan I suggest EU/SRSP PEACE monitoring team gather it.

What outcomes have emerged from Micro-Hydro projects?

Micro-hydro is a significant component of EU/SRSP PEACE work and an example of how strategically selected infrastructure development, if done in a participatory manner, can yield genuine community development. This category also confirms qualitative and descriptive evaluation to assess results of seemingly output level infrastructure. We analysed the effects of micro-hydro by asking people what had changed for them and why, then coded that to tease out the contribution of micro-hydro schemes to changes in their lives. This OH reverse logic- first see what has changed and then analyse why. In other words, start downstream then work upstream to see where changes came from. No questionnaire style evaluation quantifying the technology- MW, dam capacity etc. and then trying to catch what changed downstream would have found all the ways that people told us micro-hydro has contributed to their lives.

Micro-hydro and its child codes

Analysing micro hydro indicates that EU/SRSP PEACE investment in Micro hydro is repaid by many people's lives being improved in many ways from simply by allowing use of machines, to reducing burden on women to fetch water to reduced household work. The centrality of water and electricity to village life makes

The residents of Serai, UC Balakot, Swat here had been waiting for their village to be electrified since the State of Swat had been annexed to Pakistan in 1969. It had proved to be a very long wait. Being a feasible area for establishing a micro hydro plant, the organized community of Serai agreed to contribute in kind and cash to change their fortunes. The project was duly completed in a span of 9 months, and is now being run by local residents. The stand-alone hydro plant harnesses free-flowing energy in the streams to produce continuous, uninterrupted electricity with minimal environmental impact. Life in Serai no longer comes to a complete stand still at dusk. Streets and shops remain open during the evening as the people work to complete their chores, and students stay up to complete their school work. The poverty stricken community no longer spends huge amounts on buying kerosene, fuel wood or gas cylinders. The use of electronic appliances has made life easier for the women who now have spare time to tend to their own and their family's wellbeing.

micro hydro schemes and the associated engineering a really strategic pick to develop infrastructure. Not only does micro hydro make life easier it promotes business, it helps children with schoolwork, it reduces burden on women, it creates business and it often can be the focal point of community organisation and mobilisation. (see text box).

MCO Dub Bilkanai initiated and completed 25 KW micro hydro project in village Bilkanai under EU/SRSP PEACE programme to benefit 300 households. With the availability of electricity, local have started using electric appliances e.g. washing machines, electric iron, heating rods, televisions and others. Availability of 24 hours uninterrupted electricity has ensured improving living situation and conditions. In addition to domestic use, the surplus energy to support commercial enterprises e.g. tailoring, carpentry, beverages and ice cream shops, and gasoline filling shops.

A member of power committee, village Shinko, union council Beshigram, District Swat enhanced his O & M skills through receiving training organized by EU-PEACE. Initially, he was involved only in the O&M of Shinko MHP. Later on, he developed his skills to support installation of transmission lines. With passage of time, he mastered his skills in installation of transmission lines at community level and started extending his services to other MHPs in the areas, which enhanced his income and improved his livelihood.

Thus, this outcome harvest validates micro-hydro as a valid infrastructure development to stimulate community mobilisation. I suggest EU/SRSP PEACE in its analysis of their micro-hydro plants focus on these downstream outcomes and strategize on how to maximise them rather than simply on the wattage of a plant or its cost in rupees (which often seemed to be the case). As a social development NGO EU/SRSP PEACE must analyse itself in terms of social change not quantifiable infrastructure measures. For this, an outcome centred monitoring system is essential, where each micro-hydro plant is continuously analysed in terms of downstream outcomes. When beneficial outcomes emerge EU/SRSP PEACE should enquire about how they emerged and how to replicate them.
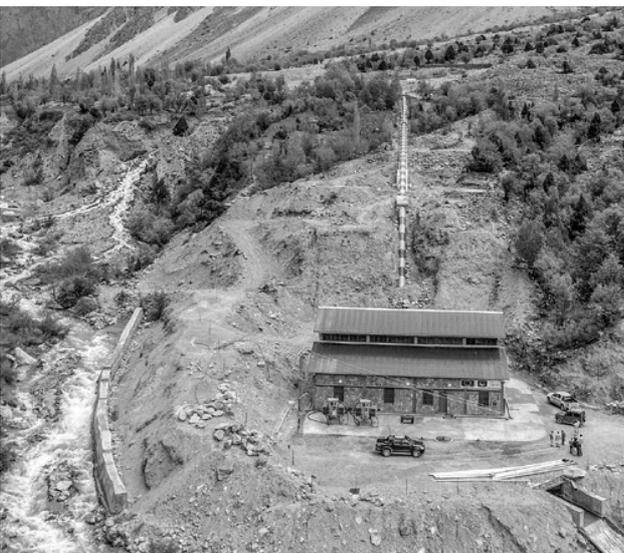
What effect has EU-PEACE on women community members (in organized folds or un organized in CBOs or BIGs etc)?

Framed in a very openly- "what effect…" this question does not specify in what area to look for effect (health, education, livelihood, agency etc) nor what type of effect positive, negative, economic, social inclusion in democratic process etc). The code tree of this outcome harvest emerged by itself, without me pre-setting categories. We read stories and then assigned categories to them not vice versa. A major branch of that tree is "Women's empowerment", broken into its child codes below.

EU/SRSP contribution to Women's empowerment comes in many dimensions of life. It is pleasing to see many excerpts in so many categories.

Clearly education, training and economic activity for women is the major category of change from EU/SRSP PEACE activities. This probably reflects EU/SRSP PEACE's theory of change (how they saw change arising and what they planned to put energy and resources into). There are many activities about training courses, about giving skills and sometimes materials (e.g. sewing kits) to women. The harvest confirms this as a valid approach with 468 stories of individual and groups of women whose lives have changed in economic dimensions, including 150 stories of women led small businesses. This is a huge affirmation for EU/SRSP PEACE.

After receiving the training of literacy and numeracy skills, I started pronouncing words. My husband enjoyed this a lot as he didn't believe that I could ever be able to read and write. Whenever he brought some medicines to home, first of all I used to tell him to let me check whether it is expired or not. Similarly, I know my my identity card number and often asked my husband (who is illiterate) to tell me his NIC number. Now he expresses that he'll try his level best to get his children educated.

However, there is much more than this-large numbers of stories are about access and control over family resources having changed in EU/SRSP PEACE areas and women being involved in decision making in their families and having access to resources. These deep changes outside the EU/SRSP PEACE theory of change are deeply confirmatory of EU/SRSP PEACE's approach. Economic and education empowerment of women really changes how they relate in their families and their communities.

Let's explore more deeply. Outside the women's empowerment a "self-esteem' Category also emerged. This is largely filled with stories of increased self-esteem independent of economic activity. There are 127 stories in this category so it is not major category. Wait! 127 stories largely about women whose self-esteem has flourished? Let's re-phrase. Amazingly there are 127 stories of self-esteem for women. Other categories deserve exploration also. Under social mobilization "participation in local elections has 48 excerpts often about women included in the political process. Under micro hydro (as discussed) and under effects of infrastructure are many stories where the work cast upon women is decreased. Women who can wash their clothes in machines or do not have to collect water may well have space to change their lives in other ways, so these are empowering outcomes too. Much deeper than this, and also outside EU/SRSP PEACE's direct theory of change are 573 outcomes related to changed social relationships. 102 of these are within families, very often related to the relationship and

respect or sometimes money given women by husbands or wider family. More empowerment!

Overall the answer to this open question is "Women have been economically empowered by EU/SRSP PEACE activities in large numbers. There has also been deeply significant inclusion of women in the political process, in community and perhaps most significantly in family life." These changes are highly significant, especially for being unanticipated changes outside the deliberate theory of change EU/SRSP PEACE entered with.

This question is more nuanced however than simply asking about women's empowerment. We want to know through which channels women's empowerment happens. Again, I used Dedoose analytics to query this in a number of ways and came up with a surprising result: Women's empowerment with respect to EU/SRSP PEACE activities can be mediated through social organisations but often happens at an individual level. Two images are given below of one query:
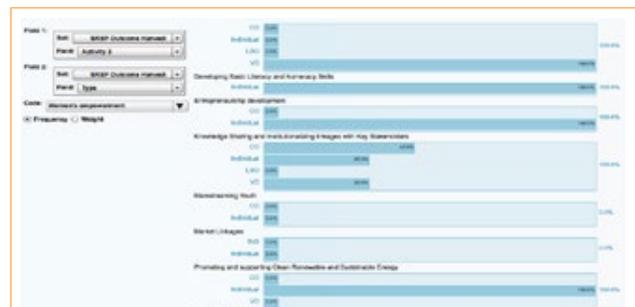
Community led enabling infrastructure (top) largely mediated through VO for women, but many other changes in EU/SRSP PEACEs group 3 activities are largely accessed as individuals.
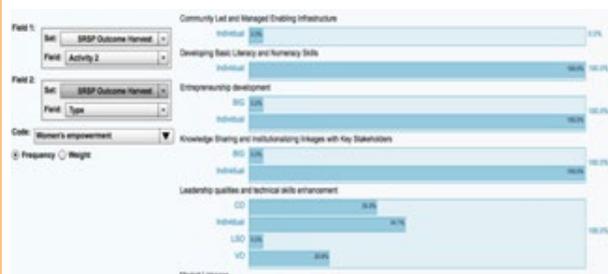
Again, many enabling activities for PEACE group 2 contribute to women's outcomes. These often come through individual women accessing them rather than being mediated through organisations. It is a tribute to EU/SRSP PEACE that it manages to access women so successfully.

A significant conclusion here is that EU/SRSP PEACE has contributed to huge numbers of empowering stories for women. In its target communities change for women can happen through community organisations but often happens for them as individuals. Impressively EU/SRSP PEACE has managed huge contribution to women's empowerment, working within this reality. Strategically for the future EU/SRSP PEACE could choose to work with women individually (as it has done successfully) and could also try to get women included more in community life and CBOs.

> *A widow in Bahrain District Swat struggled to establish her own business to support her kids, but 'factor of being inexperience' would always let her down. She was nominated by her CBO for participating in Enterprise Development Training under EU-PEACE. She availed tailoring and embroidery skills. During EDT, she had learnt basics of enterprise development, which she has utilized and is now running a successful enterprise at her home.*

What effect have small scale infrastructure schemes especially irrigation channels, drinking water supply schemes, link roads and rehabilitation of government schools on men, women and children in target areas?

Outcome harvesting is an excellent way of analysing the effect of small scale infrastructure because the question it asks is not "were roads, bridges drinking water supply schemes etc built" but instead asks how people's lives have changed and what does it mean because there has been investment in local infrastructure. The short answer to this question is " Small scale infrastructure contributes in multiple ways" (see image)

846	Effects of small scale infrastructure
106	Improved irrigation/ agricultural productivity
112	Improved Water availability
190	Improved accessibility
78	Improved health and hygiene practices
80	Growth of economic activities
53	Improved sanitation
70	Improved social sector services
39	Participation of local communities in manage...
71	Reduced burden on Women & children

Broadly small scale infrastructure has, as predicted, changed, irrigation, agriculture, water availability, and accessibility. Perhaps less directly predicted but not unexpected are improvements in health and hygiene, reduction in the burden on women and children, and improved sanitation. However for me the changes to really focus on, because of what they mean, are how small scale infrastructure links to growth of economic activities, social sector services and how communities have coalesced around managing their own infrastructure.

> *The drainage system had an impact on adopting hygienic practices by women thus improving health of families.*

Examining the process by which these stories emerged will tell EU/SRSP PEACE what to focus on, and how, in future infrastructure development. There are many such stories of surprising changes emerging in communities- essentially it says Small scale infrastructure enables communities to drive their own changes, sometimes outside predicted pathways.

Since the completion of this DWSS in Union Council Terat, District Swat, people are practicing hygienic methods thus the incidence of water borne diseases has reduced, shared by president of MVO Ronr Saba. He added "due to this facility, young boys and girls do not fetch water early in the morning and time saved is utilized in availing education. Each beneficiary household deposits a designated amount for routine O & M.

My emphasis on unravelling pathways outside the predicted theory of change is because these non-linear effects are, to me, development. Linear changes along direct causal pathways sort of use infrastructure as a social engineering tool. EU/SRSP PEACE to take its excellent development practise to another level has to embrace the concept of being a facilitator of self-organisation.

As soon as the scheme got completed a conflict rose among few community members regarding distribution lines. The women organized a joint meeting and the problem was solved amicably.
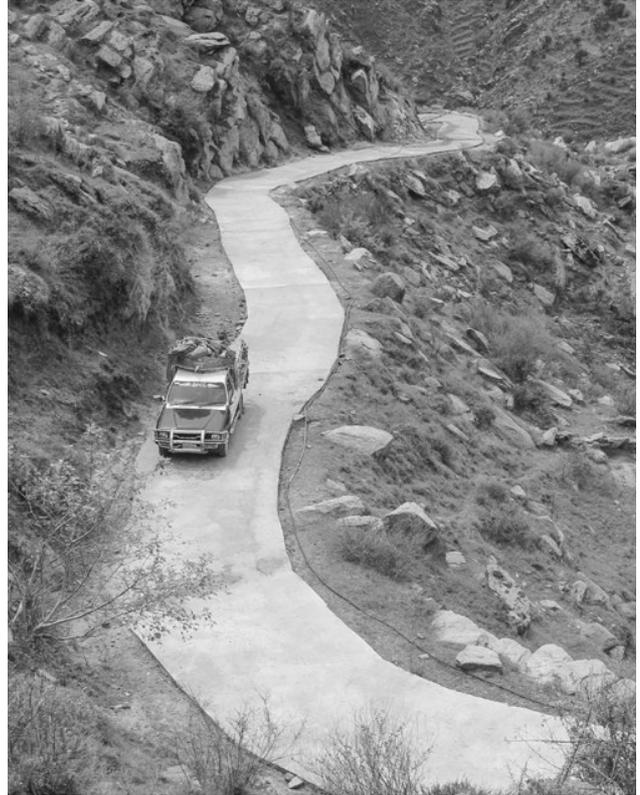
EU/SRSP PEACE has to aim for changes that communities drive themselves, only providing the spark not the content of social change. Some of their target communities will be ready for this now, some will still be dependent on EU/SRSP PEACE led implementation of plans to build and deliver infrastructure. A nuanced organisation like EU/SRSP PEACE has to have the skills to know at what level they should intervene in each place, person or organisation.

Is there any significant improvement in growth of economic activities through value chain development? e.g. innovations in practices of local producers and market linkages supported by PEACE programme?

This is an excellent question because it leads us to EU/SRSP PEACE analysing itself as a system change organisation. The theory of change embedded in this question is "can EU/SRSP PEACE alter the dynamics of the system in which they work by interventions along the value chain or linkages between elements of it." If EU/SRSP PEACE really can contribute to significant change by doing this then suddenly a whole new way of working opens up- EU/SRSP PEACE can look at education systems, infrastructure delivery, Central government development assistance or a number of other things and ask "how can we contribute to the system so that these goods are better delivered?"

So what is the answer? Dedoose the electronic database used here offers a convenient way of accessing this question- a matrix in which descriptors are tabulated against codes. Under the matrices EU/SRSP PEACE inserted their activities in groups including value chain development.

This is a screenshot of the huge Excel sheet in Dedoose where activities are correlated with outcome excerpts. The high numbers (53, 130, 110 and further down 67, 175 etc) and very high numbers 116, 270, 232, 108) in the bottom row show "fostering peoples institutions, market linkages and knowledge sharing and community led and managed enabling infrastructure" as being all

strongly linked to economic activity in various ways.

There are myriad ways to ask this question and I think this is most usefully done when a specific activity is being analysed for its effect on a particular dimension of economic activity. Generally, however, it is fair to say that the data strongly supports many PEACE activities as being directly linked to economic growth.

Matrix showing linkage of activities with economic growth. See text for explanation.

Progressive Rice Farmer

A 41 year old rice farmer shared that we used traditional ways of farming e.g. there was no proper phases of sowing, no structured irrigation, no usage of fertilizer. We used portion of grain as seeds which caused low production of rice crop. A professional approach has been adopted after EU-PEACE interventions in the area. A Business Interest Groups has been formed and new techniques are embraced coupled with progressive marketing. Now, regular advice is sought out from govt. agriculture institutes to further guide us on improving productivity and incomes.

Olive transforming lives

Village Talash, Dir lower is famous for its wild olives. There are many small olive farmers in the village. Due to lack of awareness, skills, technologies & market access, local olive farmers were unable to turn their fortunes. Through awareness raising, value chain development training and exposure visits, members of Olive Business Interest Group now have started practicing safe harvesting, olive oil preservation and extraction, packing and packaging and collective marketing to enhance their incomes by manifolds. The additional incomes have been used to improve well-being of especially children in the area.

Value added Dried Red Persimmon

Men and women in Dir Upper adopted modern scientific techniques and practices to add value to locally produced red persimmon. Earlier, red persimmon was mostly wasted or sold at a very low cost due to lack of storage techniques, lack of access to markets and awareness on fruits drying techniques-a concept introduced for the very first time here. The dried fruit is generating handsome income. Women have started participating in plucking of fruits, cutting, drying and packaging. A BIG has been formed and linkages with key stakeholders developed. Other farmers/land owners in the area have also cultivated orchards of red persimmon.

Graphical representation of what activities most correlate with Economic growth outcomes. For men market linkages are critically important. For women it is all about community led infrastructure and developing basic literacy.
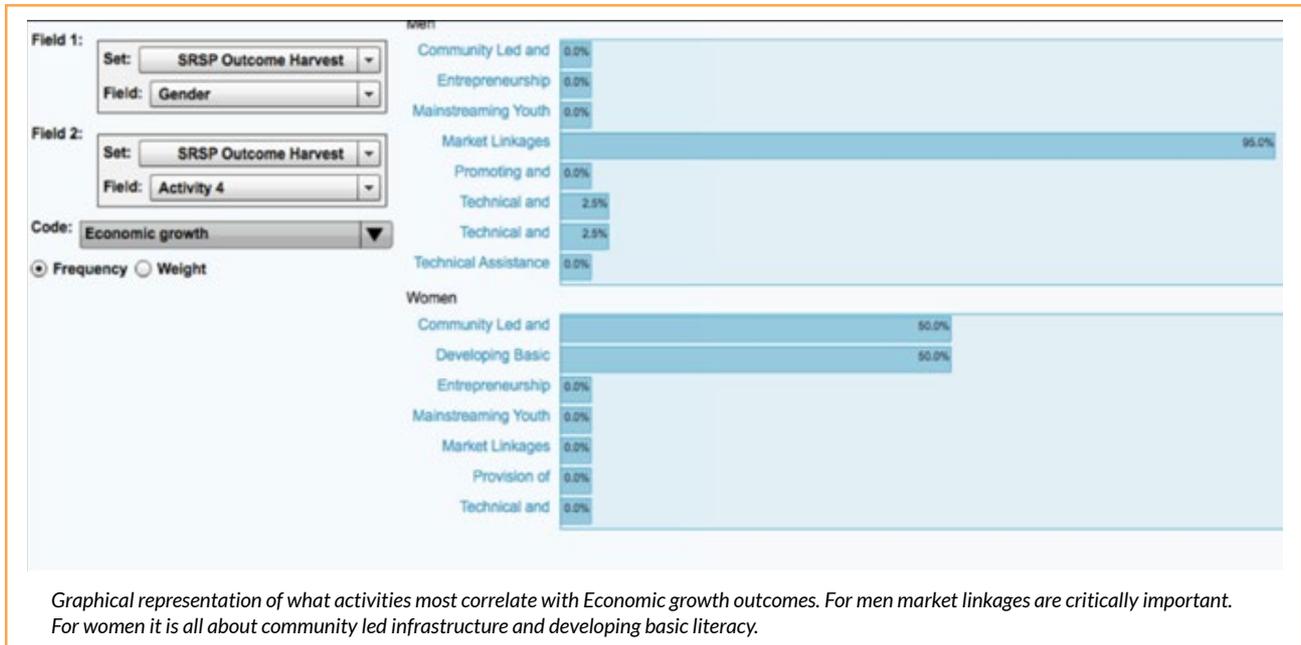
I asked the same question of our data in a different way and produced this bar graph (following page) showing that market linkages are much more significant for men in economic growth than for women. This is clearly a description of how the world is- whereas for men market linkages are the way to access markets, for women community led and managed infrastructure and developing basic literacy is much more economically enabling. A huge affirmation of EU/SRSP PEACE approach is that it does both.

Packed Code Cloud-a graphic presentation of the outcomes (changes in behavior, actions, policies, practices and relationships by individuals or institutions) of EU-PEACE programme in Dedoose (software).

Innovative/Unexpected & Future Direction

The branch of the code tree that stands out most to me is this one. Though, not formally asked as an evaluation question, I think these stories are important enough to stand alone as one. There are "only"49 excerpts here but they are all important and demand close analysis. These are surprising changes of behaviour attitude and relationship, sometimes on an individual level (a boy describing his change of attitude clearly related to the construction of a volleyball court) to systemic (relationships between community based organisations

> *The girl child had completed four years' worth of schooling in the span of a few months! The ADO of the Education Department was contacted and her mother was made to attend a Manager Conference held specifically for discussing her daughter's prospects. The ADO agreed to enrol her in fourth grade and urged the mother to consent to this. As a special consideration for the girl's responsibilities at home, the ADO even agreed to allow her a day or two off from school per week if needed.*

and public institutions e.g. forest department, health department, education department, local government institutions, etc.). The significance for EU/SRSP

PEACE of these stories is the surprise. This is a mine for EU/SRSP PEACE to work out new ways to take development forward, facilitate social change. This could be as simple as constructing volleyball courts to finding out how local civil society organisations created partnerships for action with national sometimes government organisations.

Many of these stories do not mention EU/SRSP PEACE at all. This is not necessarily a weakness. Those wonderful cases of community self-organization, beneficial coherence that arose by itself are almost the holy grail of development. For an organization as learning focused as EU/SRSP PEACE, it is obvious that all 49 of these stories should be analysed ideally in a participatory workshop, the two questions that MUST be asked of all these stories are:

"How did that amazing thing happen? " (not what did EU/SRSP PEACE do to make this happen? Change that happens without EU/SRSP PEACE is perhaps more valuable than change that needed support. And

"What could we do to contribute to these changes on a wider scale?"

Asking and acting on these two questions for all 49 stories in new surprising innovative and all 103 Key stories would easily be worth a day workshop for EU/SRSP PEACE.

Suggestions, Ideas & Directions

The project is fully validated, including the significance of infrastructure contributions. For me, development is about people thinking behaving relating and making policy in ways different to how they did previously. The logic of this evaluation was to empirically find where such changes have happened and then ask where, how, and what the contribution of the change agent (EU/SRSP PEACE) was. The infrastructure centred activities as well as more deliberately outcome centred activities have genuinely changed the texture of the social landscape, and in many positive ways. My philosophy is that all development activities should be initiated with a view to what outcome they might contribute to. EU/SRSP PEACE has achieved outcomes without being deliberately outcome focused, indicating good system understanding and activities done at critical points of change.

She utilized the forum and organized the artisan women of the valley for promoting their products. The forum developed their links with an organization ABKT (Association for behaviour change and Knowledge Transformation) to participate in an exhibition where they exhibited their products at district level. After the exhibition, the forum received orders for their handicrafts from different vendors resulting in their income generation.

I never give recommendations from evaluations and especially as an evaluator who has not visited the context, I feel unqualified to do so. I do, however, have some suggestions on what EU/SRSP PEACE can do to improve its already excellent work:

Outcome focus to all activities

With all EU/SRSP PEACE activities, but particularly the infrastructure dimension of its work, I suggest deliberately define outcome focuses. So, when initiating say a new micro-hydro project, EU/SRSP PEACE would decide who they would like to behave differently because of the Micro-hydro project. This may help determine technical dimensions of the project (e.g. want electrification of 136 households and a school therefore minimum 'X' megawatts generating capacity) but more importantly will focus EU/SRSP PEACE on process (e.g. want a village committee to look after the dam therefore get the village to elect them beforehand, work on governance and constitution together and then involve them in technical aspects of construction). The deliberate outcome focus will also help define which other activities should be instituted in the same area. (e.g. hoping for women's empowerment and women run businesses so as well as the new micro-hydro scheme also donating electric sewing machines and a training course for women).

Make all aims outcome focused

Currently EU/SRSP PEACE states its five aims as

1. Establishment and strengthening of an inclusive and representative system of community mobilization;
2. Electrification of rural households through community-managed micro hydro power systems
3. Improvement of Community Physical Infrastructure and Basic Social Services;
4. Self Confidence of Women and their ability to independently participate in social and economic activities;
5. Facilitating growth of economic activities

Two of these (1 and 4) are outcome focused (related to

behaviour attitudes relationships or policy) the other three are output focused. In line with an Outcome Harvesting and this evaluator's thinking the role of outputs like 2, 3 and 5 is only as a pathway to outcomes. I suggest defining how people and systems might operate as EU/SRSP PEACE aim and then defining activities and outputs as a way of getting there. This is, to me, much more coherent as an approach.

An OM/OH focused system

This outcome harvest finds EU/SRSP PEACE making great contributions to social and economic change in its target areas. For me the value of everything the programme does is properly analysed in terms of whether people's reality has changed. If EU/SRSP PEACE is to take its people focused work in this complex and dynamic context. EU/PEACE should be continuously collecting, storing, analysing, and reporting on changes in behaviour attitude relationship and policy. An outcome focused monitoring system is almost like Outcome Harvesting continuously. EU/SRSP PEACE has to make meaning of those outcomes and iterate the project accordingly. This evaluator (JM) has experience with Dedoose as an appropriate, affordable electronic monitoring system amenable to multiple points where data can be uploaded or evaluated. I think this would suit a team geographically distributed across several regions. If EU/SRSP PEACE wanted to use Dedoose they could start with a database of 1059 already coded outcome stories from this evaluation.

Scan

One of the roles of an external evaluator is to bring a new set of eyes to situation. I have not done that in this evaluation and feel slightly uncomfortable writing a report about a context I have never seen. A significant danger for any development organisation, especially one that collects its own evaluation data is to see only what they already look for. Despite the huge number of high quality stories, I still wonder if there are important things that have not been captured, if the stories are all collected from places and people where PEACE works

and knows change has happened, or on subject areas PEACE staff know people are comfortable and happy to talk about. It is essential for the deep change PEACE is aiming for that they deliberately ask about what is not working, who is left out, who dislikes PEACE, why etc. An organisation prepared to confront uncomfortable questions is a better development organisation.

Always disaggregate data

Two striking examples have been given in this evaluation of the stark differences in drivers between men and women for social mobilisation and for economic growth. Obviously men and women live in very different social spaces with different constraints. EU/SRSP PEACE, impressively, shows it works well with men and women's realities. The programme understands this and should continue to disaggregate data on any activity or outcome category to analyse how they play out across gender. There may also be times when age or ethnicity is significant. Given the stark differences in social reality for different groups, EU/SRSP PEACE must be able to capture and respond to that.

Develop ways to include women in social groups. The women's empowerment question showed women often responding individually to EU/SRSP PEACE activities. I am sure this is because they are socially more isolated and the various groups EU/SRSP PEACE has used (CO, VO, LSO etc.) though of some relevance are often not the way women get to social change. Deliberately understanding this and finding ways to connect women to each other and to society will be a major step for EU/SRSP PEACE in working with women, empowering them including them and allowing societies to benefit from their input.

Discuss complexity and what a complexity aware team needs with funders

Complexity demands constant feedback and continuous changes in project. Essentially the best complexity aware projects run on continuous iteration based on short action-reflection-modified action cycles. EU/SRSP PEACE demonstrates by facilitating

changes across many dimensions that it works well in complexity. Evidently staff understand complexity and how social change happens in such contexts and so do funders. For continued significant gains, EU/SRSP PEACE should not be locked into rigid three years' cycle of planning and implementation. If done so, it would even further push the programme towards outcome orientation focusing mainly on changes in behaviour, attitude, practices, relationship, and policy.

A participatory process of reverse logic strategic planning based on outcome suites

This evaluation clearly shows a complex context. Rather than linear patterns of causality where activity X causes outcome Y, I saw over 80 activities and 73 defined themes working like this: Activity A , C, D E and H all correlate strongly with outcome Y which in turn is a strong contributor to outcome Q. Activity A also contributes to outcome W, P and T and all the other activities also contribute to many outcomes. In mathematical language this, rather than being one to one causality, is many to many. This sounds complex, and it is, but is still possible to work with.

For the next phase of this project I suggest EU/SRSP PEACE look at their code tree and define which the most important outcomes are, then work backwords through the database to define which activities are correlated with them (there will be several) and in which conditions they are most likely to emerge. Then the strategic planning would define suites of activities in each area and certain outcome markers as monitoring criteria to monitor progress. A good, outcome based monitoring system would capture key outcomes as they emerge. An organisation-wide participatory workshop style process to do this would be ideal. The process for defining activities is as important as the product produced.

Probe Key stories, new experiments and stories of cultural change

In a participatory workshop setting with many EU/SRSP PEACE staff and some stakeholders present EU/SRSP PEACE must probe how the deepest changes, the system level changes, the changes in context really happened what they mean and what EU/SRSP PEACE could do to facilitate such changes being more widespread. It is from these stories, gleaned out from the 1059 stories and over 3,000 coded excerpts that EU/SRSP PEACE will understand how it can move to that deep level of development where it is a facilitator but not a driver of systemic change. The change should in fact be driven by enabled people with vision and capacity.

Conclusion

Coherence

As I said in my introduction one of my tasks in this evaluation was to find a coherence and connecting theme to PEACE. I approached this whole evaluation asking myself if everything PEACE does fits together and how it might be described. Letting the data lead me (a philosophy embedded in OH), I find that EU/ SRSP PEACE's activities spread widely across sector, type and style all contribute to deep cultural change, in which society becomes a more inclusive and enabling place for people (particularly women, children, disadvantaged) to live.

Widespread outcomes

Embedded in this data is strong evidence for deep social change in many areas. Social dynamics are now different with many examples of women's empowerment, changed resource allocation, social relations in families, communities and between communities. The "changed social relations" category has 128 outcomes related to relationships between local communities and national and international institutions. It is almost as if a marginalized region of Pakistan is being included into larger communities, even as communities are deliberately including their most marginal participants, and women are being more included in the fabric of their own societies. This self-similarity of themes at different scales may be because inclusion as a value is embedded in the organization and expresses itself at whatever scale EU/SRSP PEACE works.

Really significant numbers in some themes

These include Women's empowerment, Changed Social Relationships, Economic Growth which are social and structural issues. Interestingly two infrastructure themes- Micro-Hydro and effects of small scale infrastructure- really do contribute to changes of behaviour, attitude, relationship, and policy. In this

author's (outcome centred) opinion, infrastructure is only a legitimate component of development when it does contribute to outcomes. In this case I can truly say the analysis suggests that the major infrastructure interventions PEACE uses are well chosen. Finally, as discussed above there are many excerpts supporting the idea that PEACE is contributing to this region's integration into Pakistan's national development trajectory. This is really significant for a geographically remote, culturally somewhat isolated area with conflict and security issues.

Changes throughout society

Working with the descriptors, it is clear to me that EU/SRSP PEACE contributes to outcomes across age ranges, amongst men and women and in all socio-economic brackets of society. In fact, "poor" and "extremely poor" are the most common socio-economic descriptors attached to stories. EU/SRSP PEACE is relevant to all levels of the society in which it works. Taken together with the number (79) and variety of codes and sub-codes this says EU/SRSP PEACE is a really significant social change agent.

Changes are deep as well as widespread

Some of the themes that particularly collect stories of deep change are:

New/innovative/experimental, changed social relationships within families and between genders, conflict resolution, inclusiveness with respect to poor and vulnerable, cultural change, self-esteem and key quotes. They all have many excerpts. I love OH as an evaluative technique that is able to find deep change when it exists. It certainly exists here.

Innovative/experimental /unexpected

The excerpts grouped under these stories are my favourite and show people and communities doing new

things by themselves independent of EU/SRSP PEACE. Paradoxically, to me as an evaluator, these types of stories are the strongest affirmation of a change agent. Sustainable change, true development in fact, is not in a school rebuilt with an NGO or a CBO formed by a social mobilizing NGO. It is people experimenting with new crops, families sending daughters to school because of what they have seen elsewhere, a confident woman speaking in public… Such changes are clearly evident.

Well-designed activities integrate with each other

EU/SRSP PEACE wide ranging activities coherently fit to contribute to their broader vision. Many activities for instance contribute to women's empowerment, contributing from different directions. Equally economic growth comes from small scale infrastructure, from micro-hydro projects, from good governance of CBOs and from various skills training and from market linkages. Activities interacting to contribute to wider aim is a hallmark of good development in complexity.

EU/SRSP PEACE itself

Finally when I evaluate I always comment on the organisation as well as the project, difficult in this case because I have not yet visited. However, as an outcome focused organisation they have showed a long-term commitment (since 2016) to doing an OH for their own learning, have gained skills in OH and Dedoose and have worked efficiently and to a high standard in collaborating on this evaluation. I think SRSP has skills and thinking to be good implementers of this large, diverse, outcome focused programme in this complex setting.

Appendix

Appendix 1 Terms of Reference

1.   Background Information on EU- Programme for Economic Advancement and Community Empowerment (EU-PEACE)

The Programme for Economic Advancement and Community Empowerment (PEACE) was supported by European Union (EU) and implemented by Sarhad Rural Support Programme (SRSP) in 100 selected union councils of seven districts of Malakand Division including Buner, Chitral, Dir Lower, Dir Upper, Malakand, Shangla and Swat. With a financial outlay of €40 million PEACE programme commenced in October, 2012 and concluded on March 31, 2018. It had five major components- a) Community mobilization, b) Rural electrification c) Improvement of CPIs and basic social services, d) Self-confidence of women, and e) Growth of economic activities-to benefit 1.95 million populations directly or indirectly with a focus on conflict and flood affected population. Originally EU-PEACE was designed to be implemented for a period of four years (October 2012-September 2016). The pace of delivery of services in tough geographic terrain of Malakand division and unavoidable delays resulted in a no cost-extension phase of 18 months (October 2012-March 2018). Strategically, the overall intervention logic of the PEACE Programme was derived from the strategic pillars of the 'Post Crisis needs Assessment for KP and FATA' (2010), Malakand Comprehensive Stabilization and Socio-Economic Development Strategy (2009-14) and other strategic objectives of the Government's road maps for socio-economic development and stabilization in the region. These strategies were developed in aftermath of security crisis and natural disasters in Khyber Pakhtunkhwa and FATA. Following were some of the major achievements under respective components/results of EU-PEACE;

Result 1: Establishment and strengthening of an inclusive and representative system of community mobilization

With regards to expected result 1, the programme has been able foster 12,154 against overall target of 12,000 community based institutions. These local level institutions comprised 263,097 member households (100% of targeted households in 7 districts) exhibiting adequate coverage of the programme. Following RSPs philosophy, a significant proportion of CBOs have federated into higher level institutions commonly called as village and local support organizations. Federation at higher level and encouraging a network of CBOs for common good, invariably, will contribute to sustainable operation of these local level people's institutions. So far an impressive 5,023 community based organizations have been federated into 1,092 (341 women) village organizations. These village organizations provided a sound base to form 52 apex level Local Support Organizations. Once programme support is withdrawn, these local level people's institutions, with traits of downward accountability, are likely to take a lead role in developing their respective areas sustainably.

Result 2: Electrification for rural households through setting up community managed micro hydro power generating systems

A major portion of EU-PEACE programme funds were allocated to initiate and complete designated 165 micro hydro schemes in target areas and SRSP has achieved the set target through putting 165 schemes on ground in 6 districts of Malakand division with production capacity of 21.231 megawatt electricity. The beneficiary base of these MHPs is 83,224 households or 624,193, mostly off grid, population. Comparing

these figures with baseline, it is worth mentioning that programme has been able to reach almost all off grid population through these improved/refined MHPs. Progression in terms of quality and production capacity are key features of the programme. At an initial level, MHPs upto capacity of 400 KW were initiated but at the end, the programme successfully completed mega projects. These comprised 1.2 megawatt Ashuran MHP in District Swat, 700 kw (2 projects), 500 kw and 2 megawatt Golain MHP in District Chitral and 560kw MHP in District Shangla. The mega projects in Chitral and Swat were personally visited and inaugurated by His Excellency Mr. Jean Francois Cautain. EU-PEACE micro hydro projects have made a remarkable contribution in providing renewable, clean and sustainable energy to local population, which has reduced usage of fossil fuels, besides reducing pressure on precious forests.

Sustainability of EU-PEACE MHPs has been a key aspect. For sustainable operations of initiated/completed micro hydro projects, two models of service delivery were developed and followed. This adoption of a professional approach has led to ensuring sustainable operation of respective units. Comprehensive case studies on EU-PEACE micro hydro projects have been shared widely with national and international audience/organizations e.g. UNIDO, UNEP, UNFCC and Ashden, UK. Based on its potential, innovative approach, services, replicability, and sustainability, EU-PEACE micro hydro projects have been awarded with Ashden UK Awards, 2015, Energy Globe Award, 2017 and UN Energy Initiatve Award, 2017. These awards are most prestigious environmental prize worldwide. It distinguishes projects/efforts regionally, nationally, and globally that conserve resources such as energy or utilize renewable or emission free sources.

Result 3: Improvement of Community Physical Infrastructure and Basic Social Services

With regards to expected result 3, SRSP adopted a two pronged approach to improve basic social services; a) rehabilitation and improvement of government schemes predominantly in health and education in collaboration with government line agencies and b) Identification, implementation and maintenance of productive infrastructure schemes through an active role of local communities. Following this approach, EU-PEACE has, completed 658 infrastructure schemes with a cost of PKR 898 million with public institutions and local communities. This comprised 141 government facilities and 517 communities' based small scale infrastructure schemes. These infrastructure schemes have enhanced access of 183,964 members to basic social services in all 7 districts.

Result 4 Increased Self Confidence of Women and their ability to independently participate in social and economic activities;

A careful approach was adopted by EU-PEACE programme at an initial level to initiate women activities as per local norms and culture. Over 6,000 women have been provided with basic literacy and numeracy skills through establishment of 240 Adult Literacy Centers (ALCs). To engage women in economic development and become an earning hand, the programme constituted 41 Business Interest Groups (BIGs) covering over 400 women entrepreneurs' along-with identification of potential trades. In addition, women staff has also identified 8,000 potential/existing entrepreneurs within women community institutions. Encouragingly, 7,830 of the identified 8,000 potential/existing entrepreneurs have been trained by EU-PEACE programme. This resulted in establishing new women led businesses in Malakand division providing decent earning opportunities to women. Upon successful completion of skill development trainings, 6,000 trainees were provided with livelihood resources/tool-kits to establish economically feasible/financially viable small scale businesses. To refine women leadership skills, over 2,000 members were developed on technical aspects related to management of community and village based organizations-one of the many strategic steps to

hand over roles and responsibilities to these women members to take charge of development in their areas. EU-PEACE took proactive steps to create opportunities for enhancing self-confidence of trained cadre of women through supporting their participation in national level exhibitions and conferences. This was followed by developing linkages with government and non-government institutions e.g. Benazir Income Support Programme.

Result 5: Facilitating growth of economic activities

EU-PEACE adopted adopted a comprehensive approach for establishing and supporting potential value chains, small scale enterprises and entrepreneurs under PEACE programme. Formation of Business Interest Groups (BIGs), enhancing and refining business skills at local level, exposure visits, orientation on markets/ trends and linkages with renowned and known business development services providers are few major achievements under this component. The programme has been able to organize over 4,972 farmers in 401 Business Interest Groups (BIGs). A total of 3,929 men and women farmers were provided with numerous trainings in value chain development. Depending on nature of value chains or businesses, at least 4,014 men and women were exposed to major provincial and national markets besides developing their linkages with Business Development Service Providers (BDSPs), which has improved and refined products as per national and international standards. District specific value chains based on agro climatic suitability and comparative advantages of respective areas have been identified and supported under the programme.

2.   Aims and Objectives of the Evaluation

The broader aim of this evaluation would be to assess the impact of EU-PEACE programme through outcome harvesting technique. Specifically, the evaluation would explore;

- What changes have happened?
- How did these changes happen and why?
- To what extent has EU-PEACE contributed to these changes?

The lessons learnt through these harvested outcomes as a result of this exercise would be a useful source to be potentially utilized for planning, designing and implementing similar initiatives in the region.

3.   Evaluation Questions

Based on above-mentioned brief background and types of intervention under EU-PECE, some of the broader evaluation questions are presented below:

3.1   How did the behavior, relationships, activities or actions of members of the communities (especially in organized forums-CBOs, Village Organizations, Local Support Organizations or Business Interest Groups) with whom PEACE worked directly change? What contribution do community based institutions formed under EU-PEACE make to local governance ?

3.2   Has PEACE programme contributed in improving local livelihoods in areas where it is working extensively?

3.3   What outcomes have emerged from the micro hydro projects in the target areas?

3.4   What effect has EU-PEACE on women community members (in organized folds or un organized in CBOs or BIGs etc)?

3.5   What effect has small scale infrastructure schemes especially irrigation channels, drinking water supply schemes, link roads and rehabilitation of government schools on men, women and children in target areas?

3.6   Is there any significant improvement in growth of economic activities through value chain development? e.g. innovations in practices of local producers and market linkages supported by PEACE programme?

3.7   Has PEACE contributed to influencing government policies for replicating or scaling up similar interventions in other parts of the province or FATA region?

4. Evaluation Methodology and Approach

The evaluation, predominantly, will use OH technique to assess outcomes of this large scale programme. For undertaking this exercise, services of Dr. Jeph Mathais will be hired, who is an expert on outcome mapping and outcome harvesting. The evaluation will remotely be led by him while extensive support through Porgramme Manager, PMER at Head Office, SRSP and M & E professionals would be provided to complete the task. Due to prevailing security situation in the area especially for foreigners, data collection would be undertaken through internal staff, which would be shared on regular basis with external evaluator for completion of final OH report.

5. Outcome of the exercise

A comprehensive report providing qualitative analysis on major outcomes of the programme will be one of the major outcomes of the exercise. The report will provide evidence based clear recommendations for further improvement in future design and implementation of such/similar initiatives to be undertaken by prospective partners in development in, especially, Khyber Pakhtunkhwa province of Pakistan.

6. Major responsibilities (Broad)

External Evaluator (Dr. Jeph Mathais)	Internal Team SRSP led by PM PMER
- Leading all major phases of OH exercise. - Design the Harvest. - Provide online guidance to evaluation team on data collection and collation. - Review the data and provide technical inputs in case of any short comings. - Maintain confidentiality of information/data in hard and soft forms. - Produce quality report based on rigorous qualitative analysis of all major components and sub components of EU-PEACE.	- Providing support to finalize the design. - Share all relevant information related on EU-PEACE programme with external evaluator. - Identify the team for collection of data and stories in the field. - Ensure timely collection of data for completion of exercise. - Collect and collate information from regional and districts offices, data cleaning for onward sharing with external evaluator. - Monitor and oversee the evaluation exercise.

7.   *Quality Control*

To ensure quality information collection and entry, external evaluator must devise and put in place quality controls in information collection and entry process. The control mechanisms and its implementation would be shared with CEO, SRSP and PM PMER.

8.   *Time Period and Budget*

This exercise would be, preferably, completed in 32 days staggered over a period of one and half month (staring from March 1, 2018 to Mid April 2018). The external evaluator would be required to keep a time sheet for SRSP to assess and ascertain number of days spent on the exercise. In general, SRSP would pay USD XX per day for the services of external consultant. The total payment is capped at YY Euros for this exercise.

Appendix 2 OH as an evaluative technique

Outcome harvesting is fast gaining traction as an evaluative technique in complex contexts because it is very good at explaining not only what happened (in people centred terms) but also why it happened and perhaps giving ideas on how to stimulate more change. The two key OH principles- that it is focused on changed of behaviour attitude relationship and plicy in people or groups of people and that it starts with people in the context and works upstream to the project are well described in this report. For more on OH see:

Visit the OH website: www.outcomeharvesting.net

 OH Explained on the Better Evaluation site: http://www.betterevaluation.org/en/plan/approach/outcome_harvesting

Or most accessibly see this brief video by the key developer of OH, Ricardo Wilson- Grau https://vimeo.com/116856982:

Jeph Mathias

Dr. Jeph Mathias, New Zealander living in the Himalayas, is an evaluator and project design expert specialised in complexity. He has worked on complex social and environmental projects in Asia, Latin America and Africa. Jeph is a research fellow in Development Studies at Massey University, New Zealand. He is also on the Board of Stewards of the International Outcome Mapping learning community and presented at AEA 2015 and 2017 on Outcome harvesting in complexity. Jeph regularly teaches Outcome Mapping and Outcome Harvesting. His formal qualifications are: MPhil in development (distinction), MA (ecology/ Philosophy) from Cambridge, a MBChB (medical degree), postgraduate Diploma in Obstetrics and well as GIS and conservation biology at masters level. As a Medical doctor jeph has worked in a war in Colombia, lived and worked in a Cambodian slum, was a doctor on Everest and led the world first traverse of the Mekong as well as being a Senior doctor in New Zealand Emergency departments.

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