

***Summary Report***  
***of***  
***SEHER's Internal Evaluation Team for***  
***RFA-1***

**Preview:**

On the base of successful completion of Integrated Model, SEHER was grunted RFA-1 by ESRA in September 2004. SEHER submitted eight months project to ESRA, (2 months for mobilization of the communities and formation of CMC while 6 months for academic classes). ESRA had approved the proposal for 6 months in terms of timeframe and also deducted Rs. 473000 (out of total Rs 4794500 for 8 months) in term of money.

SEHER had taken up the case with ESRA that it is not possible because 6 months are only required for the academic/classes of the learners, while mobilization needs its due time for which SEHER had kept two months. This pursuance led the SEHER and ESRA team (Mr. Saleem Ahmed and Dr. Rifat Nabi Noor) on Telephonic Conference in which Mr. Saleem explained that he understands that the respective project needs 8 months altogether (6 months for classes and 2 months for mobilization and closing of the centers) but due to some of the USAID clauses it is not possible for ESRA to approve the 8 months project.

He suggested SEHER to singe the 6 month project at this stage, while immediately send a M&E plan to his office and as soon as SEHER would established the required/target number of centers as well as achieve the number of 4000 learners in 134 (67 in Nushki & 67 in Chaghi), ESRA would approve the extension of two months with its deducted budget i.e. Rs. 473000.

Immediately after the Telephonic Conference SEHER signed the 6 month Contract according to Mr. Saleem Ahmed's advice and on September 13, 2004 SEHER submitted the M&E plan to his office. SEHER had accomplished the required number/target and requested for the agreed two month with its budget extension but yet we are waiting for the decision.

SEHER teams took much time in the procession of mobilization due to multiple reasons i.e. Ramzan, NGO office is burnt and formal agitation against NGOs is launched by the religious parties and season's factors. It took three months in mobilizing of communities and formation of CMCs instead of proposed two months (therefore the centers are operationalized from December 01, 2004 instead of November 01, 2004) in this way three months period remained the Gap (two months ESRA had deducted from the original proposal and one month additionally added due to obstacles in mobilization (mentioned above).

As for as the third month gap is concerned, which is accord due to delay in mobilization SEHER had taken promise from its staff to work one month voluntarily to fulfill the Gap, while the rest of the two months which were deducted by ESRA the negotiations were under way, when it is intimated by ESRA that there are number of issues in the implementation of the RFA-1, which needs immediate attention from implementing partner, otherwise it would not be manageable if any delay is accord in this regard.

### **1. ESRA Sharing Meeting:**

ESRA Literacy component head Dr. Rifat has called SEHER management and intimated the emergency situation and rushed to come to Quetta and look in to the matter collectively.

#### **1.1 ESRA Team Individual Meeting with SEHER Management:**

On Feb 11, 2005, Dr. Rifat Nabi Noor along with Ms. Fozia and Mr. Razia held a meeting with SEHER Management in SEHER Office. They expressed their concern regarding the quality of the implementation. Ms Fozia had presented her field results with SEHER Management, which are given below:

1. Centers were found closed
2. Very few learners were present
3. Basic learning material was not available
4. Syllabus was not being followed and was even missing in some centers
5. School going children were registered and present
6. Records were not maintained
7. Teachers were marking the attendance in advance
8. Teachers were not being paid regularly [Fraud by the field teams]
9. Registered parents were found sending their children instead of attending the center themselves
10. Government was not briefed and made aware of activities
11. Government authorities have serious concerns about the NGOs performance
12. Quality of learning was questionable
13. Staff not properly trained
14. Invalid statements were given to ESRA staff
15. Extremely insufficient monitoring was noticed
16. Supervisors were not well informed about their centers

The situation is discussed in detail and it is decided that still there is room for improvement, therefore it is agreed that SEHER team would come up with a decision that how they are going to improve the implementation in next day combined meeting.

#### **1.2 ESRA Team Combined Meeting with all partner NGOs:**

On January 12, 2005 ESRA Team (Dr. Rifat, Mr. Akbar Durrani, Ms. Fozia and Ms. Razia) had combined meeting with all partner NGOs in ESRA-Balochistan Office. They shared all those points which were already shared in the SEHER individual meeting. SEHER had given in written that if they are given a month time they would be able to improve all those weak areas which were intimated be ESRA Team. Meeting is ended with the decision of granting a month to SEHER starting from Feb 13 and ending on March 12, 2005 for improvement.

## **2. Developing strategy/Action for improving the quality of implementation:**

SEHER took bold and instant steps to respond the emergency situation through developing the following strategy/Action

### **2.1 Formation of Internal Evaluation Team:**

SEHER had called an emergency meeting on the same day i.e. January 12, 2005, in which SEHER Management participated. SEHER Board Members were also requested to participate and those members who were available in the city participated in the meeting. All the Management team and one of the Board Members Ms. Yasmeen Larri participated in the meeting. Executive Director shared all points which were pointed out by ESRA Team.

SEHER Board Member Ms. Yasmeen Larri expressed her grave concern and expressed that it is not matter of any donor but it is matter of our organization credibility therefore multidimensional strategy has to be adopted A) immediately a Internal Evaluation Team (IET) has to be set up to find out the gaps in the implementation as well as fulfill it accordingly, B) Applying supervisory monitoring in the given timeframe i.e. 13 Feb to 12 March 2005,C) developing support mechanism to keep operationalize the centers at regular bases and D) strengthening coordination with education department.

#### **A) Internal Monitoring Team (IET):**

It is decided that the Internal Monitoring Team would comprise of Ms. Yasmeen Larri SEHER Board Member, Mr. Sultan Tareen Coordinator Juvenile Justice System Project, Mr. Faysal Mangal Coordinator ID Users Project, Ms. Samina Raisani Coordinator Ending Violence Against Women (EVAW) project, Mr. Mohammed Faheem Coordinator Literacy Project and Mr. Abdul Wadood Executive Director SEHER. Ms. Yasmeen Larri and Executive Director would pay visits with gaps to analyze the pace, quality and direction of the Internal Evaluation process, while rest of the IET would be divided in two groups and each group would focus one district and apply all the evaluation process (applying the same process ESRA team applied to find out the 15 listed issues) in each center of the RFA in both Districts.

#### **B) Supervisory Monitoring Visits:**

Ms. Yasmeen Larri Board Member and Executive Director SEHER would pay Supervisory Monitoring Visits of the field with gaps to analyze the pace, quality and direction of the Internal Evaluation process. They would chose centers randomly so they could understand the level of inputs and further endeavours required to achieve the desired results.

#### **C) Developing Support Mechanism to keep operationalize the centers at regular bases:**

It is also decided that IET and field teams would form Steering Committees at Union Council Level to develop support mechanism for centers to be operationalized at regular bases. Steering Committees would comprise of Union Council Nazim and Niab Nazim, Counselors and some of the reputable individuals who could have some influence in the area so he/she could play his/her role in the Steering Committee to maintain the operations of the centers.

#### **D) Strengthening Coordination with Education Department:**

It is reflected, realized and decided that involvement of education department officials are indispensable in the implementation process, therefore, IET will demonstrate it to the field teams and ensure the strengthening of coordination with Education Department by having reviews, up dating sessions and involving them in the process.

#### **3. Applying the designed strategy in practice:**

Next day on January 13, 2005 Internal Evaluation Team (IET) left for the field, they have taken all 15 points pointed out by ESRA as guiding principles to evaluate each and every center of RFA-1 in both Nushki and Chachi Districts. IET had divided itself and the following team members went to the following Districts.

<b><u>IET Members</u></b>		<b><u>District Name</u></b>
a) Mr. Sultan Tareen	(Coordinator JJS Project)	Nushki District
b) Mr. Faysal Mangal	(Coordinator ID Users Project)	Nushki District
c) Ms. Samina Rasani	(Coordinator ERAW project)	Dalbandin District
d) Mr. Mohammed Faheem	(Coordinator Literacy Project)	Dalbandin District

#### **3.1 Review Meeting with Field Teams:**

Both the IET teams had very detailed review meeting with field teams in their respective districts to understand the dynamics and loopholes in the process from team point of view, these reviews enabled both the IETs to draw the following lessons:

- 1) No doubt there was problem in all those centers which were pointed by ESRA, but this is not the case in all centers, if ESRA team would have visited all the centers they would have found good centers also.
- 2) Apart from those centers which are mentioned by ESRA team, rest of the centers also have attendance/regularity, Black Boards and learning/knowledge problem.
- 3) Some of the Centers were giving very bad performance which may not be retained in their existing situation; they might be replaced by opening new Centers.
- 4) Apart from weaknesses in implementation and less monitoring efforts, there were various factors which made it difficult to maintain the moral of the villagers/learners to be regular. Some of factors are given below:
  - i. World Food Program (WFP) is providing Oil & Biscuits, which in turn has its effects of demobilization on SEHER-ESRA center. Although it was made clear to each community that there would not be such tangible services in these centers, but now they are responding that they had assumption that the Implementing NGO is just using the tactic, letter own we would be also given some thing.
  - ii. NFE is giving Rupees 100 per student in each centers, apart from lot of clarification at the mobilization stage as well as letter on, Learners feels that their money is coming and SEHER is not giving it to them, this is also factor due to which either some of the centers were remained closed or less number of learners were/are attending the centers.
  - iii. In the last week of January and first and second week of Feb, there were heavy rains and extreme cold weather, even for some days it went to Minus Nine (- 9) degree Celsius due to which on one hand some of the

centers (which were comparatively weak) become closed in those days and some of other centers faced low attendance.

- iv. Supervisory Monitoring (monitoring by coordinator and other senior staff) remained weak after Eid, which resulted in slowness in the performance of teams and eventually caused in poor performance of the centers.

### **3.2 Supervisory Monitoring Visits:**

Both the IET started rigorous visits of all the centers of RFA-1 in both Nushki and Chaghi Districts. They applied in each center the list of issues pointed by ESRA as guide lines to evaluate the performance of the center, identify the gaps and fulfill those gaps which could be manageable at spot, while plan with the teacher for those gapes which needed more time, inputs, efforts and mobilization. These visits produced the following results:

- Around 10 centers in Chaghi 4 in Nushki which were found very weak/teacher and CMC were not willing to improve the situation, therefore, teams immediately processed other 10 centers in Nushki and 4 in Nushki and replaced these weak centers with these newly processed centers in both Districts. Teams have also chalked out plan to overcome the issue of less timing because around 3 months these center would be behind the earlier processed centers. Team have taken the consent of the newly processed teachers in both districts and decided that 1) in the morning these teachers would be taking their teacher training by Master Trainers and in the evening they would be running their centers 2) centers would be not closed on Sundays and other gazettes holidays 3) Field teams would also be supporting the teaches in coaching and having classless.
- Apart from those centers which were very weak and replaced by new processed centers, some of the other centers are also found weak in terms of and writing/learning. Teams have taken decision that they would be closely focusing them and would be coaching with the teachers so they could improve the learning situation.
- There was issue of attendance in most of the centers (reasons are already narrated in point # 3.1) teams have started motivation of the teachers and in some communities re-mobilization of the communities, results are encouraging and the attendance is increasing, hopefully by the end of given time it would reach to the desired level.
- Reading writing material checked in all the centers, wherever it was needed the syllabus is provided; while in all the centers Black Boards are provided.

### **3.3 Cross monitoring of Supervisory Monitoring:**

Apart from IET team it was also decided in the February 13, 2005 SEHER management meeting that there would be Cross monitoring of the whole process of Internal Evaluation. For Cross Monitoring Mr. Abdul Wadood Executive Director SEHER and Ms. Yasmeen Leri Board Member SEHER names were suggested.

In this regard the first Cross Monitoring Visit is paid be Mr. Abdul Wadood ED SEHER in both Districts. He further suggested some of the areas to be focused during the

evaluation. He also met with Mr. Gul Jan Technical Officer Nushi, while could not meet the Chaghi T. O and Districts Manager due to Muharam holidays.

Second Cross Monitoring Visit would be tackle collectively by Ms. Yasmeen Leri and Mr. Abdul Wadood from March 17 to 21, 2005 to ensure that all the measures are taken in the centers before inviting ESRA to start their assessment.

#### **3.4 Coordination Meetings with ESRA Districts Teams:**

IET teams ensured the coordination with ESRA District staff, in this regard Mr. Faheem met Mr. Javed Shawani twice and discussed all the matter and both reached to common conclusion.

While in Nushki apart from Mr. Sultan's two meeting with Mr. Gul Jan the Technical Officer Nushki, Executive Director SEHER with all the field team and the IET met with him and discussed all the aspect of the issue, even he was taken to the field and two centers were also visited collectively. It is also decided that in the future in Coordination Meeting any senior staff member from SEHER must participate so the issues could be immediately brought up in the management notice because the past experience shows that teams did not shared the issues with its management pointed out by ESRA District team in the coordination meeting.

#### **5. Developing Support Mechanism to keep Operational the Centers at Regular Bases:**

It is reflected that masses are in verities of influences (In addition to narrated in point # 3.1, they are also in the strong social, political, cultural and economic influences, which are in a one way or the other demobilizing factors), hence it need proactive mechanism also from the masses to counter these influences. In this regard IED planed to form Steering Committees, comprising of Nazims, Naib Nazims, Councilers of the Union Councils and other reputable people who could influence the masses to maintain the quality and operation of the centers.

Leg work in this regard is almost complete; hopefully by the end of given time these Steering Committees would be in place and would be playing their role as support mechanism for not only all RFA-I centers, but also for RFAII centers too.

#### **6. Strengthening Coordination with Education Department:**

As it is already in the knowledge of ESRA that in Nushki District the Education Department Officials were/are non cooperative from the very beginning due to the District Nazim Nomination of SEHER for Literacy program implementation while DCO nominated another NGO. Since then the attitude of the Education Department is antagonistic towards SEHER, this fact is very much clear to Mr. Gul Jan Technical Officer Nushki, because he himself tried a lot to normalize the attitude of these officials, when he was District Nazim's Secretary. But yet team is/would be trying to make better relationships with them. As far as Chaghi District Education Department officials are concern, SEHER Has very good rapport with them.

## **7. Assessment of the Learners:**

Principally the RFA-I centers have completed its three months of academic and they should have been assessed in the month of February 2005, but due to the issues and problems for which this Internal Evaluation is designed it was not possible because the learners were also found weak in their learning especially in writing.

IET regularly applied the evaluation process in the field and the results of strategy applied for improvement of the implementation is encouraging. They are enough confident that the learners would be able to appear in the Assessment, therefore SEHER would like to fix the date for Assessment i.e. **March 20, 2005** and ESRA Assessment team may start their Assessment from March 20, 2005

## **8. Fact finding of the teacher salary issue:**

During the course of the visits to centers it was found that there may be discrepancies in the payment of salaries to the teachers by the field staff. This matter was taken up on emergency and utmost priority basis and following actions were accordingly taken:

a) Mr. Zahid Tulan was deputed to Nushki to investigate the whole situation through visiting each center. This took about a month of rigorous activity in which all teachers were contacted and it was taken in writing that they were not being paid for quite some time and their signatures were taken on documents.

b) The team was investigated and issue was brought into open. Some of the teams accepted their involvement in the fraud for which following strict actions were taken with complete documentary prove:

- i) The due amounts that each team member was to pay was deducted from their salaries
- ii) the remaining amount was gain extracted from the teams by involving their families [out of Rs. 167000 Rs. 163000 is recovered from the teams because one of the team [a individual] had fled from province therefore the remaining Rs. 4000 is supplemented by SEHER]. All those teachers who were not paid were paid through recovered amount and receipts were taken from them accordingly
- iii) Once the recovery has completed, immediately the following four personnel were terminated on the basis of breaching SEHER foremost guiding principle and code of ethic i.e. "HONESTY"

1. Mohammad Anwar
2. Habib
3. Imtiaz Ahmed
4. Maria

## **9. Recommendations:**

- ESRA District teams must intimate (preferably in writing in case of any emergency may on telephone) SEHER Management about the Coordination Meetings date, Time and venues so they could manage to participate. It would enable them that letter on pursue all those gaps which might be identified in the Coordination Meeting.
- ESRA District team must formally share the minutes of the meeting (preferably with a week time) with SEHER Management so they could take accurate measures in that connection.
- Only once in the response of SEHER request, District team provided the minutes of the Meeting (Feb 02, 2005 Coordination Meeting Minutes), in which it is observed that what ever justification, point of view and reasons for many more issues were expressed by SEHER field team were missing. Therefore, we would like to recommend that minutes must be balanced and must have the partner glimpse also otherwise it would never show the clear and complete picture of the situation, which would cause in weaknesses and mistrust and misinterpretation of the views of district level staff of both ESRA & SEHER to their respective Managements.
- Surprise visits by ESRA teams are highly appreciated, but surprise visit does not mean secretive visits, the learning is that ESRA Quetta team usually visits the field with out bringing it in the notice of SEHER Coordinator/Management and in the field usually she takes one of the field member for visiting the centers. This approach basically caused all the losses and weaknesses pointed out by ESRA in their Feb 11 and 12, 2005 meetings, because it is learnt that whatever gaps she usually identifies, neither SEHER field team member who accompanies her bright in the notice of Coordinator/Management nor ESRA Assessment team member intimated/shared with the coordinator, even never provided her visit report copy to SEHER so the appropriate measurements could have been taken. Therefore, we would recommend that if she bring her field plan in the notice of SEHER Management and take Coordinator/Senior staff member with her for her visit (yet she can pay surprise visits to the centers, she should not tell the Coordinator/senior staff member who would be accompanied with her that which centers she is going to visit and she can just tell him/her before going to respective center, as she does this approach with field team) in this way SEHER management would be well informed about all the aspect of the implementation weaknesses and 2) Assessment team should also provide her report copies to SEHER formally, so SEHER management could take appropriate measures for all those aspects which needs immediate actions or more focus.
- Due to USAID's some of the Claus, SEHER's RFA-I project two months time and Rs. 473000 are deducted. Although it is reminded time and again to the ESRA authorities but yet no action has taken in this regard. Now the situation is that we do not have resources (both financial & Human) after Feb 28, 2005. If the extension with its budget (Two months along Rs. 473000 that were deducted from the original budget with the promise that it would be reallocated with time extension) is not granted by ESRA it would not only damage the process (because the learner have only attended three month center instead of six months) but also

all the efforts of Internal Evaluation and the strengthening and improvement process would be all in vain.