



**GEMMO**

Grants Evaluation Management and Monitoring Organization



**INAUGURAL ANNUAL REPORT 2017**

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## List of Acronyms

BEFARe	Basic Education for Awareness Reforms and Empowerment
CIDA	Canadian International Development Agency
DFID	Department for International Development
EC	European Commission
EGRA	Early Grade Reading Assessment
FATA	Federally Administered Tribal Areas
GEMMO	Grants Evaluation Management and Monitoring Organization
GBV	Gender Based Violence
GEP	Gender Equity Program
ILO	International Labor Organization
IOM	International Organization for Migration
IP	Implementing Partner
IRD	International Relief and Development
MSI	Management Systems International
OTI	Office of Transition Initiatives
PRM	Bureau of Population, Refugees and Migration
TAF	The Asia Foundation
TOT	Training of Trainers
TTB	Trade Testing Board
UNESCO	United Nations Educational Scientific and Cultural Organization
UNHCR	United Nations Higher Commission for Refugees
UNICEF	United Nations International Children Education Fund
USAID	United States Agency for International Development
USG	United States Government
WBDC	Women Business Development Centre
WG	Working Group
WRD	World Refugee Day
YRC	Youth Resource Centre

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## MESSAGE FROM THE CHIEF EXECUTIVE



I feel privileged in sharing that Grants Evaluation Management and Monitoring Organization (GEMMO) has successfully completed the year 2017 - its inaugural year of operations in the country. During the year, the organization successfully

commenced its activities and garnered its resources for ongoing and prospective interventions all across the country. While expanding its outreach, the organization did however, confront some challenges as well. GEMMO management, in response to these challenges, took concrete measures through making appropriate investments on strengthening the institutional capacity of the organization which enabled it to successfully deliver its services.

GEMMO's resolve is to help the poor and destitute communities across the country who have hitherto been ignored or left unattended owing to the enormous challenges being confronted by our country. To this end, the organization strives through the painstaking leadership of its management and voluntarily spirit of its staff who leave no stone unturned in their efforts to address critical issues affecting the masses. It is because of these efforts and continued perseverance that GEMMO has successfully initiated its activities in some of the most difficult and hard to access areas, like FATA.

I laud and appreciate the firm commitment and admirable contribution of the staff as well as management team for extending every possible support to strengthen the organization in its inceptive years; and hence can confidently pledge to its present and future donors for successfully implementing the tasks that involve extended outreach, dedication and swift mobilization of resources

On behalf of GEMMO, I extend my gratitude to its International and local donors, government stake holders, partner organizations for their support and patronage. Without their assistance, GEMMO would not have been able to accomplish its targets in true spirit.

Here, I would also like to take the opportunity to thank our targeted communities who have supported us and responded positively to the interventions carried out for their benefit. It was due to this strong support that we were able to successfully complete our interventions.

We are highly encouraged and motivated by the confidence that our donors, partners and communities have reposed in us. We look forward to their continuous support in this noble cause which will ultimately lead to a bright and promising future for our country and fellow citizenry.



Shakir Ishaq

**Chief Executive**

## CHAPTER 1

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### THANKS TO OUR DONORS / PARTNERS IN 2017

GEMMO is grateful to its donors, development partners and government stakeholders for their support and trust in its team. The organization is appreciative of the assistance it received from the donors in 2017. Indeed, the assistance of the donors has and will play a pivotal role in responding to the needs of poor communities enabling them to lead more fruitful lives.

As we express our gratitude, we renew our appeal to the donors for further enhanced support that is

commensurate with escalating humanitarian needs. GEMMO aspires that present and prospective donors will stand by us in our resolve to extend every possible support to the disadvantaged masses. By joining hands together in pursuance of our common objectives, we can mend the socio – economic indicators of Pakistan, enabling it to stand in the gallery of developed nations.



**USAID**  
FROM THE AMERICAN PEOPLE



### ABOUT GEMMO

Grants Evaluation Management and Monitoring Organization (GEMMO) is a consulting firm registered in Pakistan. The firm is a spin-off of the organization BEFARe which started its operations in 1989 while currently its operations are spread across Sindh, Punjab, KP, FATA and FRs with organizational support from five offices with approx.120 staff members. GEMMO's core team is comprised of eminent professionals with vast experience of successful implementation of multi-sectoral programs in thematic areas of Surveys & Research studies, Third Party Monitoring,

for the stipulated tasks. As GEMMO team brings over twenty five years' experience of working with international donors in diverse domains, the systems and practices observed at GEMMO are in consonance with evolving trends and donor requirements. This rich experience has strengthened the firm's capacity to operate efficaciously throughout the country and to deliver the required services as per donor requirements.

GEMMO's structure is bifurcated in to different departments for enhanced output of the firm's

#### Organizational Structure of GEMMO



Education, Health, Governance, Energy conservation, Democratization, Irregular migration etc. with the support of leading donors operating in Pakistan including USAID, MSI, EC, World Bank, UNHCR, ILO, TAF, DFID, UNICEF, UNESCO, AAR Japan, IOM and others. The strength of GEMMO emanates from the vast experience of its team and its sound management structure.

The management structure of GEMMO is headed by the Chief Executive (CE) under whose directives, firms' activities are implemented. The CE remains informed about activities of different departments who operate within the defined parameters and are individually accountable to the Chief Executive

activities. These departments have the services of, and are led by experienced managers with the support of auxiliary staff. The firms' core departments include Programing and External Relations department, Monitoring and Evaluation / MIS department, Finance and Administration, Human Resource, Procurement and Logistics and Project Implementation Departments. All these departments work under the aegis of Chief Executive. These departments have their own modus operandi but there are established system of checks and balances on the work of each department and as such they are interlinked to each other.

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The programming and External Relations department is entrusted with the task of designing project concepts, need assessments for target groups, preparation of grants / proposals in line with different donors' priorities. The department also carries out donor reporting as per standard templates. The department guides and pin points the fallacies in ongoing project activities to the project implementing departments and coordinates between the departments, with respect to all interventions and activities. In addition to above, regular Liaison with different donors, chalking out meetings, presentations to the donors / government departments and relevant stake holders are also some of the key tasks undertaken by the Programming and External Relations department. The department also collaborates with the Finance department and plays a supporting role in formulating budgets and financial proposals of different grants in aid to the Finance department.

The Finance department of GEMMO has the core responsibility of ensuring regular flow of funds for different grant related activities. Established and nationally accepted financial SOP's are followed in all financial matters. The department constantly remains in touch with the donors to ensure financial compliance. The department has formulated an Accounting Manual by a reputable Chartered Accountants Firm that is in consonance with the country's fiscal laws as well as donor requirements. The manual is flexible and as such, with the change in any financial policy or rule at national or donor level, changes are applied in the manual. The department thus ensures that all the procedures and policies stipulated in the manual are strictly followed in all financial transactions. The Finance department works in coordination with Compliance & Internal Audit Department which ensures the efficient and effective performance of the accounting, internal control and financial management system and compliance

of donor reporting requirements. Both the departments thus work hand and glove with one another.

Monitoring & Evaluation forms a pivotal component for rational analysis of ongoing programs. For this purpose, GEMMO has Independent Monitoring and Evaluation / MIS department which specializes in objective determination of all the activities. All project activities of GEMMO are scrupulously monitored by the M & E department which shares its findings and reports directly with the CE. The M & E teams have developed their own tools which assist the GEMMO team in determining the relevance of objectives, the impact and sustainability of the intervention which then gets transformed in to the decision making process.

GEMMO team has a qualified Human Resource (HR) department which is primarily responsible for staff hiring, their contracts and other matters related to HR. The department operates in accordance with the established HR principles. As per the requirement of each project, vacant positions are announced by the HR department on the official website of the organization. Shortlisting of CV's is then carried out as per the requirement of each position and candidates are called for written test and interview. The Selection Committee headed by the Chief Executive award marks to each candidate followed by the final selection and signing of the contract between the firm and the candidate. As a standard policy, GEMMO team gives equal chance to all the aspiring candidates without any discrimination based on race, sex, color, religion etc.

GEMMO also has the services of procurement and logistics department which chiefly deals with procurement of different goods and services. The department is headed by a senior administrator. The procurement and Logistics department



Group photo of GEMMO team members in Islamabad

procures goods in accordance with the firm's in place procedures. The department works in close collaboration with other departments particularly finance and administration department which oversees all the agreements carried out with external parties. All procurements are meticulously monitored by the Internal Audit and compliance department which negates the element of biasness in the deals. The Procurement and Logistics department also oversees other administrative matters including vehicles mobility, drivers' management and their rotation, purchase and rental of different vehicles for different projects and any other related function assigned by the Higher Management. In a nut shell, detailed functions are carried out by the Procurement and logistics department which adds to the professional strength of GEMMO.

GEMMO has sound established systems which enables the firm to effectively and successfully

implement projects all across the country. Our main office is located in Peshawar which is being utilized for managing the activities of offices located in other provinces.

The financial management of the firm' activities are carried out by the finance department which supervises and ensures the internal accounting control of the organization through activities like book keeping, on-time disbursement of funds. Finance department is also responsible for final budgeting of proposals, for submission to national and international donor agencies. GEMMO has registered accounting software i.e Quick Books Enterprise Edition, installed in an independent finance server, administered by the Internal Audit & Compliance Officer with the supervision of Head of Finance. The finance department is enriched with qualified and eminent professionals who can handle any amount of funds efficiently and accurately.



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GEMMO has four other offices and one main Head Office located in Peshawar. These offices assist the interventions in even the remotest parts of the country. In all these offices, GEMMO has a total staff of approx. 120. Each office of GEMMO is headed by a Manager who has the support of auxiliary staff in the implementation of project activities. To support staff mobility, each office is also provided with separate vehicles which are utilized throughout the project implementation phase.

GEMMO programs are spread across all the provinces. The programs are assisted through the support of five offices located in Islamabad, Peshawar (Khyber Pukhtoonkhwa), Lahore (Punjab), Multan and Karachi (Sindh). The main office located in Peshawar is occupied by the CE, Head of Admin and other staff and as such its services are utilized for managing the affairs of all the provinces.

### **Our Vision:**

We successfully promote institutional cooperation which contributes to sustainable social and economic development.

### **Our Goal:**

To improve and contribute towards better living standards of the identified displaced and underprivileged communities through interventions in thematic areas of Surveys & Research studies, Third Party Monitoring, Education, Health, Governance, Energy conservation, Democratization, Irregular migration, Poverty alleviation and Socio economic development initiatives.

### PROJECTS UNDERTAKEN BY GEMMO IN 2017:

#### 1. Early Grade Reading Assessment (EGRA) Midline Study - Islamabad:-

GEMMO team conducted a midline study i.e Early Grade Reading Assessment (EGRA) with the support of Management Systems International (MSI). This was a school based survey in Islamabad to support the long-term measurement of improved reading skills as a direct result of the USAID/Pakistan Reading Project (PRP) and Sindh Reading Program (SRP). This assignment covered the midline school-based survey to support the assessment of the USAID. In order to capture the midline data, survey was carried out in the months of April and May, 2017 in 75 schools of Islamabad.

As part of the survey, GEMMO conducted two trainings for field staff. First training was conducted for the Quality Control Officer (QCOs) in which Regional Coordinator and both Supervisors participated. The training was planned for two days which started from 10th April, 2017 and ended on

11th April, 2017. The theme of the training was to discuss logistics arrangements and to familiarize the field supervisors about EGRA. Information about the tools which were going to be used in the field was also shared. During this orientation session, teams finalized road map and work plan for the data collection. Security issues were also discussed in this session.

After the QCOs training, Enumerators training was arranged from 17th - 22nd April, 2017. Six-days training were conducted by MSI Master Trainers in the presence and active participation of GEMMO Regional Coordinator, Field Supervisors and MSI Senior Quality Control Officer (SQCO).

Mock exercise sessions and role play sessions were also conducted during the training. Thorough discussions on the questionnaires were held and the ambiguities of participants were cleared by Master Trainers. Two-day field visits to two different schools were also planned and conducted.



Early Grade Reading Assessment data collection in Islamabad school



A view of field staff training on EGRA Midline Survey

On first visit teams went to Government Primary School, Bara Kahu, and did practice sessions with grade 3 and 5 students. Regional Coordinator, Senior Quality Control officer from MSI team also joined to monitor the activity.

For the other field visit, participants were divided in two teams. Team 1 went to Bara Kahu with Regional Coordinator and MSI representative. While Team 2 went to Talhar (Chak Shezad), with Senior QCO to monitor the activity. At the end of these sessions, teams shared their field

experiences and highlighted lessons learnt. Moreover on the basis of Enumerators performance, 5 teams of Enumerators and QCOs were made. Each team was comprised of 4 Enumerators and 1 QCO.

### **Data Collection/Interviews:**

Data collection/Interviews started from 24th April, 2017 in ICT. Teams reached schools before 8 am and after morning assembly, QCO met principal and explained reason of their visit. Although all the school principals were informed prior to GEMMO / MSI team visit of the schools, it was important to meet the principal personally and explain the importance of survey. Thereafter, Random sampling technique was followed by the enumerators in the field as instructed and practiced in the training session. A method was used that the selected students should be given a number which was written on blank paper starting from 1 to 15. In this way, the randomly selected student was called for the interview. If the total number of students were lesser than 15, in that



Data collector conducting mock interview



situation all the students were interviewed without sampling. In boys schools, if the number of boys was less than the desired number, then girls were interviewed to complete the number of interviews.

The teams went to all the 75 schools selected by MSI and conducted interviews from students of Grade 3 and 5. Data collection was completed within the assigned days.

### Details of schools visited:

Region ICT	Schools Completed			Grade 3 Students Assessed			Grade 5 Students Assessed			Head Teachers Questionnaires	Teacher Questionnaires	Total Questionnaires
	Boys	Girls	Total	Boys	Girls	Total	Boys	Girls	Total	Completed	Completed	
Proposed data	36	39	75	540	585	1,125	540	585	1,125	75	75	2400
Actual Data	36	39	75	538	580	1,118	540	584	1,124	75	75	2392

### Lessons Learnt:

1. Team Composition of Enumerators and QCOs should be shuffled every week.
2. Not only QCOs but also teams and supervisors should have the exact information which is to be shared with head teachers during coordination and visit.
3. Teams and QCOs should have clarity on intervention and non-intervention schools for sampling.
4. Extra SRBs should be provided to QCO in order to save time in case of missing sheets.



Enumerator conducting interview in the presence of supervisor in Kyber agency

5. Bachelors level education for the Enumerators should be adequate. It was noted in field that Enumerators with lower education and experience level performed more accurately.
6. Printed questionnaires should be checked carefully for the missing pages
7. One day Refresher/ Debriefing session after Data Collection worked very well and helped in improving quality of data.

## **2. Early Grade Reading Assessment (EGRA) Midline Study - FATA:-**

GEMMO implemented Early Grade Reading Assessment (EGRA) in Khyber and Bajaur agencies of FATA. This school based survey aimed to support the long-term measurement of improved reading skills as a direct result of the USAID/Pakistan Reading Project (PRP) and Sindh Reading Program (SRP). The Midline Reading Assessment focused on a representative sample of schools targeted by the PRP and Sindh Reading Program. The reading assessment targeted students in grade 3 and grade 5. Under the intervention, GEMMO team arranged two trainings for field staff in Islamabad. These trainings were conducted before commencement of the field activities. First training was conducted for the Quality Control Officer (QCOs) in which Project Manager, Regional Coordinator and both Supervisors participated. The theme of the training was to discuss logistical arrangements and to finalize EGRA-FATA field plan. Security issues were also discussed in this session.

After the QCOs training, Enumerators training was arranged in Islamabad. Six-days training was conducted by MSI Master Trainers in the presence and active participation of GEMMO Project Manager, Regional Coordinator, and Field Supervisors.

Mock exercise sessions and role play sessions were conducted during the training. Thorough discussions on the questionnaires were held at all

times and the ambiguities of participants were cleared by Master Trainers. Two-day field visits to 4 different schools were also planned and conducted in which field teams did practice sessions with grade 3 and 5 students. Project Manager, Regional Coordinator, Senior Quality Control officer from MSI also monitored the activity. At the end of these sessions, teams shared their field experiences and highlighted lessons learnt. Moreover on the basis of Enumerators performance, 5 teams of Enumerators and QCOs were also formed. Each team was composed of 4 Enumerators and 1 MSI QCO.

After the recruitment and training of the field staff special emphasis was given to EGRA-FATA staff security. Special security protocols were designed by the Project Manager with the help of GEMMO Security Manager. Field visit plan was shared with Security Manager and he provided daily security updates as per the field area. These security updates were further shared with Teams by the Project Manager. All teams were bound to follow all security protocols in order to complete the assigned task with in stipulated timeframe.

Data collection/Interviews started from 5th October, 2017 in both Khyber and Bajaur Agencies. All teams daily reached their assigned schools in time in order to complete task within the given time. Teams reached schools before 8am and after morning assembly QCO met respective school principal and explained the purpose of their visit.



A view of enumerator conducting interview in Khyber Agency

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Teams went to all the 70 schools i.e. 40 Schools in Khyber agency and 30 Schools in Bajaur Agency, selected by MSI and conducted interviews with students of Grade 3 and 5. GEMMO field teams visited one school per day and filled 32 Questionnaires (15 Questionnaires from 3rd and 15 Questionnaires from 5th Grade students & 02 Questionnaires of Subject and Head Teachers) per school. The overall data collection processes in both the agencies was smoothly completed.

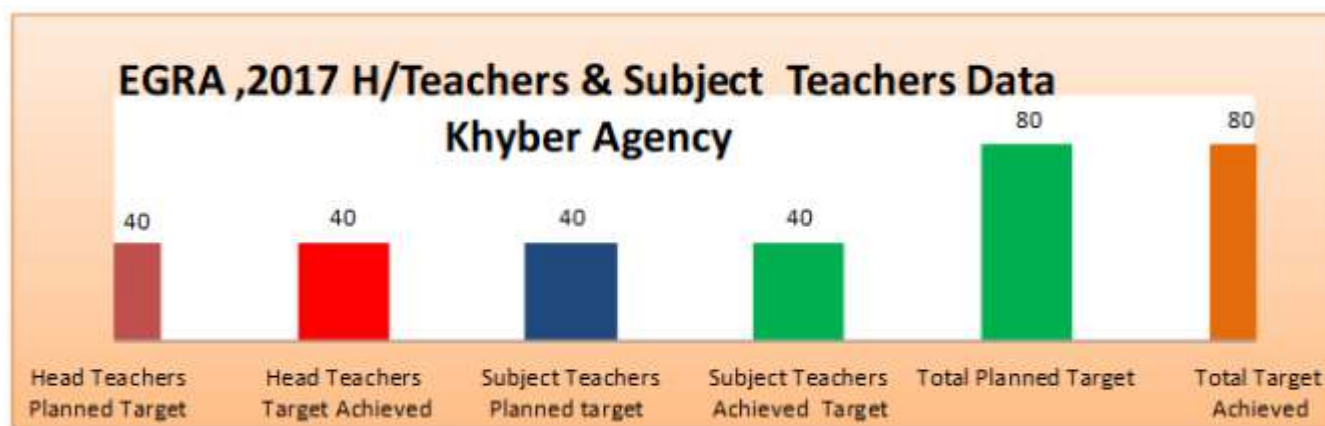
In the targeted 70 schools, a total of 2,780 questionnaires were filled (2,640 of Students questionnaires including mini SRBs, IRR and 140 of Head Teachers and Subject Teachers questionnaires). In order to check these questionnaires, they were thoroughly cross checked during debriefing sessions and rectified where needed at GEMMO office.



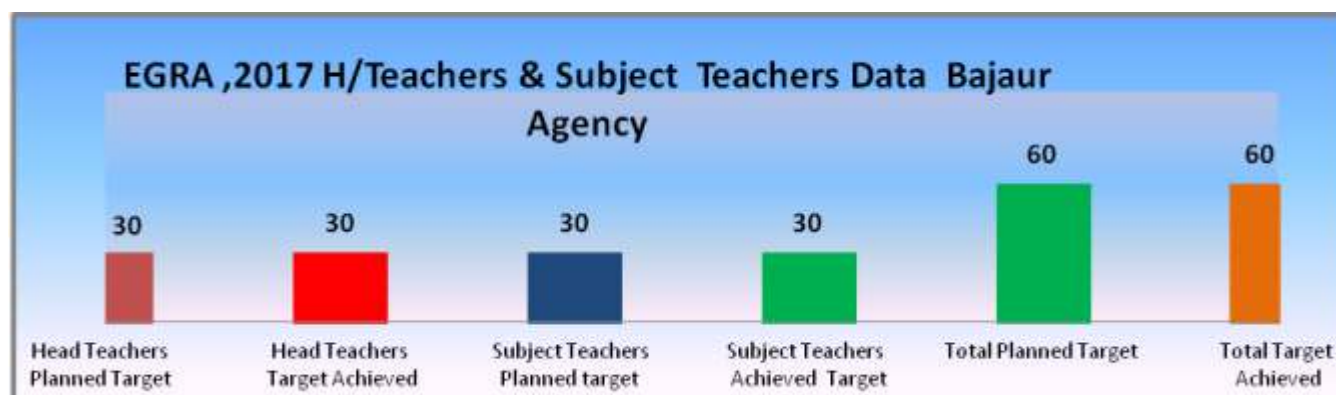
MSI representative monitoring interviews

### Figures of data collected during EGRA exercise in FATA (Khyber & Bajaur agency)

Region	Schools Completed			Grade 3 Students Assessed			Grade 5 Students Assessed			Mini EGRAs (EGRA Tasks 9 and 10) Completed	Head Teacher Questionnaires Completed	Teacher Questionnaires Completed
	Boys	Girls	Total	Boys	Girls	Total	Boys	Girls	Total			
Bajaur Agency	15	15	30	225	223	448	210	206	416	174	30	30
Khyber Agency	20	20	40	297	275	572	295	219	514	240	40	40
<b>Grand Total</b>	<b>35</b>	<b>35</b>	<b>70</b>	<b>522</b>	<b>498</b>	<b>1020</b>	<b>505</b>	<b>425</b>	<b>930</b>	<b>414</b>	<b>70</b>	<b>70</b>



The above graph shows total Teachers interviewed during the survey. As per the graph, the planned target for Head Teachers was 40 while the achieved target was also 40. Similarly the planned target for the Subject Teachers was 40 and the achieved target was also 40. The achieved result thus remained 100%.



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The above table shows teachers data, interviewed in Bajaur Agency. As per graph, the planned target for Head Teachers was 30 while the achieved target was also 30. Similarly the Planned target for the Subject Teachers was 30 and the achieved target was also 30.

### **Tracking the fieldwork progress:**

A multi-tiered tracking system was put in place to ensure data quality, consistency and completeness. Two field supervisors were placed for coordinating teams' movement in the field, identification of the sampled schools and supervision of Enumerators. Field supervisors ensured that teams reach the sampled school on time, have all related tools and stationary as well as notifications and permission letters, identify deficiencies in logistics and immediately rectify those. They ensured compliance with the sampling methodology during data collection for consistency and completion. For each day the supervisors devised monitoring plan depending upon the strengths and weaknesses of teams. Teams with weaknesses were visited early in the morning sometimes before arrival of team in

schools to check coordination of QCOs with head teacher, sampling methodology of enumerators, sitting arrangement as well as protocols being followed while conducting interviews. Overall, MSI QCO's visited the teams almost every day in schools to ensure that the activities are on right track and to provide immediate facilitation and support.

Regional coordinator supervised all the activities especially data collection by conducting spot checks on the Enumerators as well as Supervisors. He visited teams in schools to ensure the achievement of agreed task. He also participated in daily debriefing sessions at the end of the day along with Supervisors to discuss achievements and challenges.

Project Manager supervised overall activities of the project and insured timely solution of all challenges faced during project activities. She kept a close liaison between GEMMO team and MSI management. She kept on motivating the teams during all field activities. She insured team performance as per MSI standards within agreed timelines.



MSI and GEMMO team during an activity in school



### RECREATIONAL ACTIVITIES

#### Annual meeting/team building event for staff:-

GEMMO team, as a tradition, regularly takes its employees on refresher tours to cultivate stronger bonds among them. These tours encompass multi nature activities which takes place in a friendly atmosphere. This year GEMMO team building event was held at Hotel Elites, Nathiagali from 13-15 May, 2017. The trip was about building the

team, to appreciate staff performances and to take a sigh of relief from the hectic work schedules. A total of sixty staff members from Peshawar and sub-offices across the country participated in the annual gathering. GEMMO staff members including the management team participated in different interactive activities along with staff members during the event and thoroughly enjoyed the trip.



GEMMO team members participating in recreational activities



Group photo of GEMMO team during the trip to Hotel Elites

## **GEMMO OFFICES IN PAKISTAN**

### **GEMMO Main Office (Peshawar)**

House # 13, 14, Street 1,  
Tatara Road, Rahatabad, Peshawar  
Phone: (+92) 91-5610316, 5610317,  
Fax: (+92) 91-5610319

### **GEMMO Country Office (Islamabad)**

4th Floor Hotel Grand  
Ambassador G-5/2, Islamabad  
Phone: (+92) 51-8433371

### **GEMMO Regional Office (Karachi)**

House # 129/P, Block 2,  
P.E.C.H.S, Karachi  
Phone: (+92) 213-4300157

### **GEMMO Regional Office (Multan)**

House # 12, Sabzazaar Colony,  
Near Souk Store, Iqbal Park,  
Bosan Road, Multan  
Phone: (+92) 61-622387

### **GEMMO Regional Office (Lahore)**

House # 164 A, Aurangzaib  
Block New Garden Town, Lahore  
Phone: (+92) 423-5952254

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