



GEMMO ANNUAL REPORT 2018



GRANTS EVALUATION MANAGEMENT AND MONITORING ORGANIZATION (GEMMO)

Mission Statement

GEMMO's mission is to improve and contribute towards better living standards of the identified displaced and underprivileged communities through interventions in thematic areas of third party monitoring, surveys and research studies, education, health, women empowerment, vocational & skills training, protection and socio-economic development initiatives.

Our Vision

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

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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
FR	Frontier Regions
GEMMO	Grants Evaluation Management and Monitoring Organization
GBV	Gender Based Violence
GEP	Gender Equity Program
GoP	Government of Pakistan
ILO	International Labor Organization
IOM	International Organization for Migration
IP	Implementing Partner
IMU	Independent Monitoring Units
IRD	International Relief and Development
KP	Khyber Pakhtunkhwa
MSI	Management Systems International
OTI	Office of Transition Initiatives
PTI	Pakistan Transition Initiative
PSU	Primary Sampling Units
POC	Project Oversight Committee
PRM	Bureau of Population, Refugees and Migration
TAF	The Asia Foundation
TOT	Training of Trainers
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

MESSAGE FROM THE CHIEF EXECUTIVE



It gives me immense pleasure to present Grants Evaluation Management and Monitoring Organization (GEMMO) Annual report for the year 2018. The report judiciously reflects the progress made by GEMMO since its inception. It elaborates the efforts of GEMMO team and its existing development strategy that revolves around institutional development and capacity-building components.

During the reporting year, GEMMO extended its outreach across the four provinces of Pakistan i.e. Khyber Pakhtunkhwa, Punjab, Sindh and Baluchistan and successfully implemented tasks in the realm of third party monitoring as well as surveys / research studies. While implementing these tasks, our staff ensured the participation of communities at the grass roots level so as to effectively gauge the efficacy of various developmental / socio economic schemes implemented by government departments as well as different non - governmental organizations. For this, I would like to commend GEMMO team for their professionalism and ability to achieve given targets in difficult circumstances and hard to access areas like erstwhile FATA.

The tasks undertaken by GEMMO would not have been possible without the generous assistance of our donors. For this support, I express my heartfelt gratitude to our donors / development partners whose unflinching faith in our abilities has been a key driving force behind our success. Without their support, we would not have been able to make inroads in our commitment to serve the masses.

Our vision for the coming years is to continue with our services by realizing partnerships with developmental partners and to look for innovative and cost effective ways to assist the grass roots communities for a brighter future. Moreover, GEMMO also remains committed to the advancement of the principles of equality, solidarity, non-discrimination and the promotion and respect of fundamental human rights all across Pakistan.

I am confident that the progress and review of results that GEMMO has documented in this report will be useful for development practitioners, government line departments and other development support agencies working in Pakistan in general and Khyber Pakhtunkhwa in particular.



Chief Executive

CHAPTER 1

THANKS TO OUR DONORS / PARTNERS IN 2018

GEMMO owe its gratitude to the donors, development partners and government stakeholders for their support and faith in our work during the year 2018. Indeed, the assistance of donors and government played a pivotal role in smooth implementation of project activities during the reporting year.

As the year 2018 witnessed the spread of our work across the four provinces of Pakistan, we renew our appeal to our international and local partners to continue to support us in our cause of helping the needy communities. It is only through strengthening of this relationship that we would be able to uplift the impoverished masses out of the vicious circles of poverty, ignorance and employment.



CHAPTER 2

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 and KP (including erstwhile 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, 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.

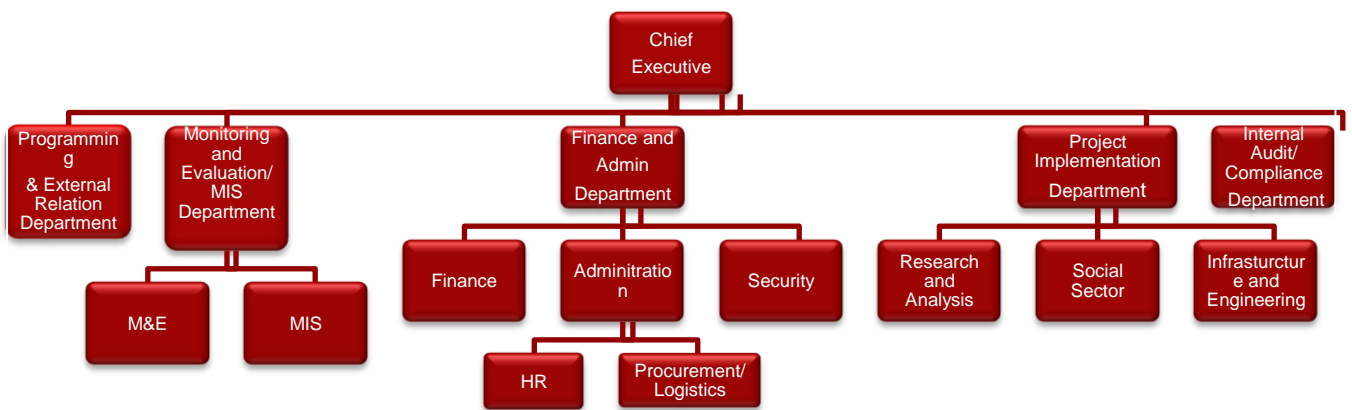
The management structure of GEMMO is headed by the Chief Executive (CE) under whose directives, firms' activities are implemented. The CE remains informed about activities of different departments who operate within the defined parameters and are individually accountable to the Chief Executive for the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

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 financial management of the firm's 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.



Organizational Structure of GEMMO

GEMMO programs are spread across all the provinces. These 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.

GEMMO 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.

CHAPTER 3

PROJECTS UNDERTAKEN BY GEMMO IN 2018

1. GENDER EQUITY PROGRAM HOUSEHOLD SURVEY:

In the year 2018, GEMMO team successfully completed a Management Systems International (MSI) awarded project i.e GEP household survey in all the four provinces of the country as well as in Gilgit Baltistan. The goal of the survey was to assess the impact the Gender Equity Program (GEP) had in changing attitudes and behaviors towards gender equity. By comparing the responses to those from a baseline survey conducted in 2012, the survey determined whether attitudes and behaviors of the targeted population have transformed in five years between the surveys or not. Under the survey, GEMMO team targeted a total of 6,048 households across 28 districts of Pakistan. The survey exercise also focused on demographic and socio economic characteristics of respondents like gender, geography, income, exposure to GEP program etc. The following sub sections highlight main features of the intervention.

1.1 Survey Targets:

The survey was conducted in twenty eight districts across Punjab, Sindh, Khyber Pakhtunkhwa, Balochistan and Gilgit Baltistan (GB). The sample was equally distributed by gender across these selected districts in each province/region. The lists of clusters or Primary Sampling Units (PSUs) were provided by MSI. Within these selected clusters, right hand/right shoulder rule was applied. Male and female respondents were picked for interviews using the method of Kish Grid.

The provincial distribution of caseload is as under;

Total caseload in KPK, Sindh, Baluchistan provinces= 3,888 respondents (1,296 per province)

Total caseload in Punjab province = 1,944 respondents

Total caseload in Gilgit Baltistan = 216 respondents

Total caseload in all areas = 6,048 respondents

1.2 Staff Trainings:

Training of Data Collection teams:

A comprehensive eight days training was arranged for the recruited staff at Hill View Hotel Islamabad. The core purpose of the training was to impart thorough knowledge regarding the household survey and its objectives to the teams of enumerators and supervisors. The total number of trainees in the training was 100 including 1 senior manager, 2 field managers, 9 survey supervisors, 56



Group discussion during staff training

enumerators, 4 backup supervisors and 28 backup enumerators. The training was delivered by trainers of GEMMO and MSI and was organized on the basis of the following three ingredients:

- i. Presentation regarding the theoretical concepts, background and rationale of the assessment and other key points relevant to the task.
- ii. Detailed explanation of each question of the questionnaire, explanation of the key terms, skips and data recording guidelines in different sections of the questionnaire.
- iii. Interactive discussions, group activities and team tasks among the participants to give complete understanding of the questionnaire through in-house hands-on practice.
- iv. Field pretest and real-time data collection to give opportunity to the participants to apply the skills learnt during training and discuss the strengths and challenges they faced in the field. Feedback from technical teams and supervisors on the pretest to refine the learning of the participants.



GEMMO team staff training in Islamabad

Field Pre test:

For a real field experience and to gauge the capacities of staff, a comprehensive field pretest exercise was organized. All participants were divided in to groups under the supervision of their respective supervisors. Two venues were selected in the outskirts of Rawalpindi for this pretest. Each team under supervision of their respective



Project Staff conducting Pre-test activity

supervisor applied the rules of landmark selection, right hand rule, skip interval for household selection and used Kish Grid to select respondent within household in the identified communities. Each team member conducted two full interviews from the selected households. Supervisors performed their supervisory responsibilities throughout this activity and assisted teams technically and administratively. Senior project manager along with MSI technical team observed the whole data collection activity in the field and noted down all relevant points for feedback. All the participants handed over the filled questionnaires to their supervisors for review. A detailed feedback session was also conducted after the pretest. Gaps and shortcomings observed and identified during the pilot activity were discussed with the field teams.

Training of data entry staff:

A team of sixteen data entry operators and two data entry supervisors were separately trained in one day training at GEMMO main office, Peshawar. The training was delivered by GEMMO trainer. Primary focus of the training was on the following:

1. Introduction and background of the task
2. Overview of the questionnaire
3. Detailed presentation on data entry & validation software and its use.

MSI staff attended the training as observer and provided feedback on data entry software and the data entry mechanism. Suggested changes were incorporated in the software immediately and a mock exercise/pretest was conducted the same day.



A view of data entry staff training

Field Activities:

Preparation of work plan/ Calendar:

A work plan was devised as per provided Primary Sample Units (PSU) list at the end of training (last day of training) by each team under supervision of their respective supervisor.

Field Plan:

A standard field plan template was provided to field teams during the training. Each team after mutual discussion on the assigned PSUs prepared field plans. All such individual plans were consolidated in to one final field plan and the field activities were carried out as per this agreed upon field plan. The plan was also shared with MSI prior to the data collection activities for their concurrence.

Progress Monitoring:

A progress monitoring dashboard was developed to track field progress against the field plan. Updates received from the field were daily entered and feedback was shared with field teams. Following information was regularly analyzed:

1. Number of interviews conducted by each team member
2. Number of days utilized for each data point
3. Villages marked "complete" or "incomplete"
4. Day wise, team wise, region wise and overall progress

Data Collection progress monitoring tracking sheet

Sl.	Districts	7-Apr-2018		9-Apr-2018		10-Apr-2018		11-Apr-2018		12-Apr-2018		13-Apr-2018		14-Apr-2018		Balance			
		Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female		
16	KP	Bannu	6	6	6	6	6	6	6	6	6	6	6	6	6	6	0	0	
18		D.I.Khan	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	0	0
17	Sindh	Buner	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
18		Hyderabad	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	0	0
19		Khairpur	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	0	0
20		Sangar	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
21		Larkana	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	0	0
22		Badin	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	0	0
23	Balochistan	Jacobabad	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
24		Quetta	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	0	0
25		Panjgur	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	0	0
26		Chaght	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
27	Gilgit Baltistan	Ladkela	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	0	0
28		Loralai	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	0	0
29	Balochistan	Naseerabad	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
30		Gilgit Baltistan	Gilgit	6	6	6	6	6	6	6	6	6	6	6	6	6	6	0	0
31	Total		168	168	168	168	168	168	168	168	168	168	168	168	168	168	0	0	

Quality control and field supervision:

For quality control and supervision during field activities, the following measures were taken:

- i. Field supervisors accompanied the field teams on daily basis and monitored the possible number of interviews.
- ii. Daily report and feedback was compulsory for every supervisor. Field feedback/questions related to technical aspects of the survey were shared with MSI colleagues and response was shared back with field teams.
- iii. Error/Inaccuracy list was obtained from all supervisors stating the common mistakes done by enumerators. Complete feedback was provided to eliminate all issues of understanding or mistakes done during filling of questionnaires. Updates on these issues were obtained after every three field days and it was ensured that all such mistakes are not repeated.
- iv. For those areas where interviews were conducted in the absence of field supervisor (due to engagement with other teams), field supervisors were sent for back-checks after data collection to ensure the quality of data.
- v. Review of the questionnaire by the enumerator at the end of the interview was instructed to the field teams.
- vi. A regular on-field data validation exercised was assigned to field supervisors. All questionnaires submitted on the same day by enumerators were reviewed by their respective supervisors. It was ensured that all the questionnaires submitted to the field supervisors are complete and accurate.
- vii. Regular phone calls were made to field staff and information obtained from different members of the same field team was cross checked for quality assurance.

In addition to above, a final review of the questionnaires was also made by the supervisors before its submission to the head office to ensure that all questionnaires are completely received and there are no issues like missing /



Field supervisor carrying out back checks

left out / blank pages or questions / questionnaires in the final package.

Household survey contact status:

GEMMO teams collected household data from 28 districts across Pakistan in a total of 18 days. The teams visited all targeted areas including urban and rural locations within specified timelines. A total of 8,219 households were visited amongst which data was collected from 6,048 respondents from both male and female respondents.

Household contact status:

Total Number of household	Number of female respondents visited	Number of Male respondents visited	Number of House locked	No one open the door	Non-residential building	Refuse to participate in the survey	Members of age 18 is not present	Person Selected for interview	Other Specify
8,219	3,966	4,253	541	285	54	377	692	6,176	59



A view of enumerator conducting the interview during survey

Results of Spot checks and back checks:

During the implementation of survey, all field teams were monitored by supervisors through random visits and back checks of the questionnaires. All these checks were recorded in excel sheets. Results of spot checks and back checks are illustrated through the below table.

Supervisor	District	Number of back check	
		Total number of questioners	Total Number of back checks
Sohail Arshad	Multan	216	26
	Pakpattan	216	10
	Muzafargarh	216	15
Shehzad Ahmed	Lahore	216	11
	Jhang	216	13
	Faisalabad	216	39
	Sheikhupura	216	9
Ali Muhammad	Gilgit	216	40
	Khushab	216	40
	Rawalpindi	216	36
Ibrahim Banuri	Mardan	216	14
	Bonair	216	24
	Abbottabad	216	22
Mohsin Ul-Haq	Peshawar	216	18
	Bannu	216	19
	D.I.Khan	216	20
Wajid Ali Abro	Larkana	216	46
	Khairpur	216	40
	Jacobabad	216	40
Manzoor Ahmed Bhutto	Badin	216	41
	Sanghar	216	67
	Hyderabad	216	36
Qari Moenudin	Panjgor	216	14
	Lasbela	216	13
	Nasserabad	216	21
Sabira Ghilzai	Quetta	216	28
	Loralai	216	21
	Chaghi	216	26
Total		6,048	749

The above table shows that out of 6,048 questionnaires, 749 questionnaires were back checked during the survey and were found to be accurate.

Software development:

A Software was developed by GEMMO team for data entry of the filled questionnaires. The software was tested by MSI and few changes were recommended which were carried out by GEMMO technical team members as per MSI recommendations.

Data entry and validation:

Data entry staff was trained prior to the completion of field work.

Team Composition:

- Sixteen data entry operators
- Two data entry supervisors
- One MIS specialist

Team Structure:

- Each team comprised of two data entry operators.
- Eight teams were supervised by one data entry supervisor.
- There were two groups in total which were supervised by one MIS specialist

Process Flow of Data entry:

- Step-1: Receiving of questionnaires from field supervisors at GEMMO office Peshawar.
- Step-2: Physical verification of questionnaires to ensure that required numbers of questionnaires are submitted and it does not contain blank questionnaires.
- Step-3: Random check of questionnaires to ensure that questionnaires are complete in all aspects before handing over to data entry operators.
- Step-4: Handing over of the questionnaires to data entry operators.
- Step-5: Double data entry of questionnaires.
- Step-6: Data validation by data supervisors. All mismatch entries flagged automatically by the software, are then checked manually with the questionnaire. The correct responses are identified and corrections are made.
- Step-7: Random check by MIS specialist on the server to ensure that all the information transmission between the systems is going well and that the data is properly saved on the server computer. Backups are taken at the end of each day

Mechanism of data entry application and quality control measures:

Double data entry system:

The data entry software was made in CS-Pro for front-end / back-end with a validation module. A process of double entry of the same questionnaire and

comparing the responses for variations / differences was utilized. According to it, differences in keyed data of the same questionnaire needed to be reconciled. A system of verification/validation can virtually assure that the information presented in the questionnaire is faithfully keyed. Validation can be dependent or independent; However, GEMMO adopted independent verification process. According to it, the process of keying to fully independent data files of the same questionnaire and comparing the two files was carried out. A report of inconsistencies was issued and the differences between the two data files was fully reconciled.

Validation mechanism:

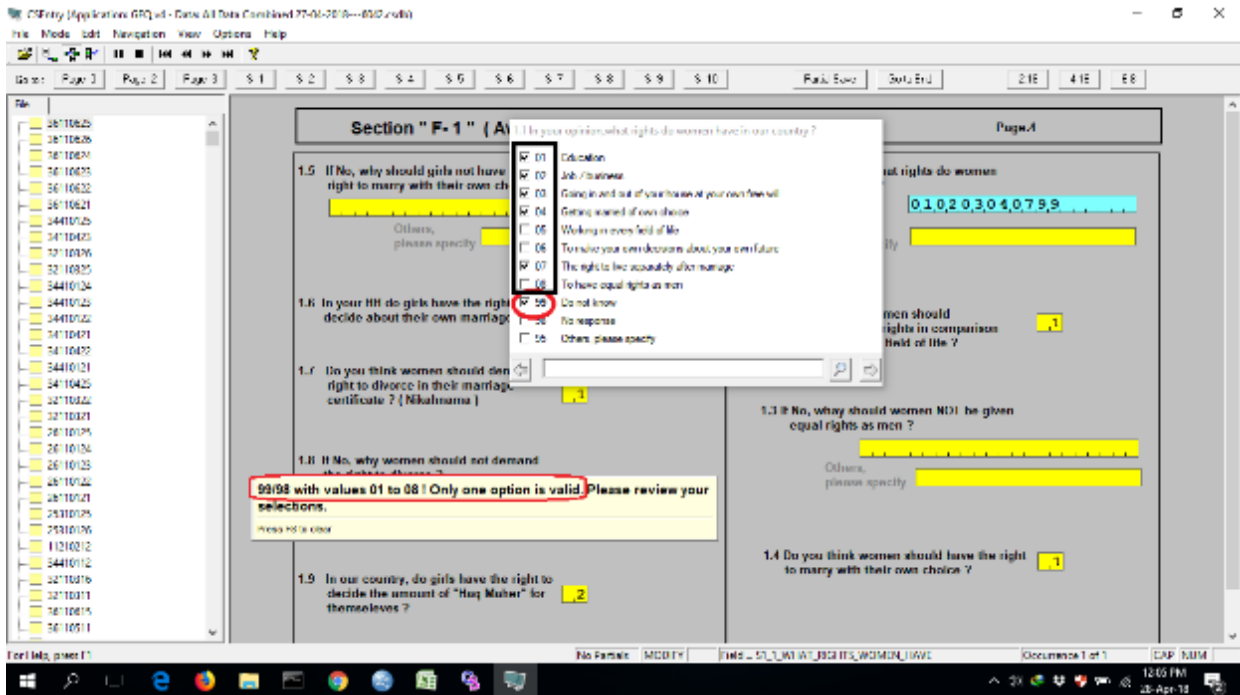
The data entry supervisors inspected all the collected data from the field for completeness and reasonableness so as to eliminate any ambiguous/erroneous values. A manual case-by-case decision was taken on what to do with the suspected values- retain them as valid, reject them as invalid or to replace them with valid values (if available). This part calls for judgment based on checking/tallying all the questions from the hard copy of the questionnaire with data entered by data entry officer 1 and data entry officer 2 for report generation.

Qualitative and logical checks:

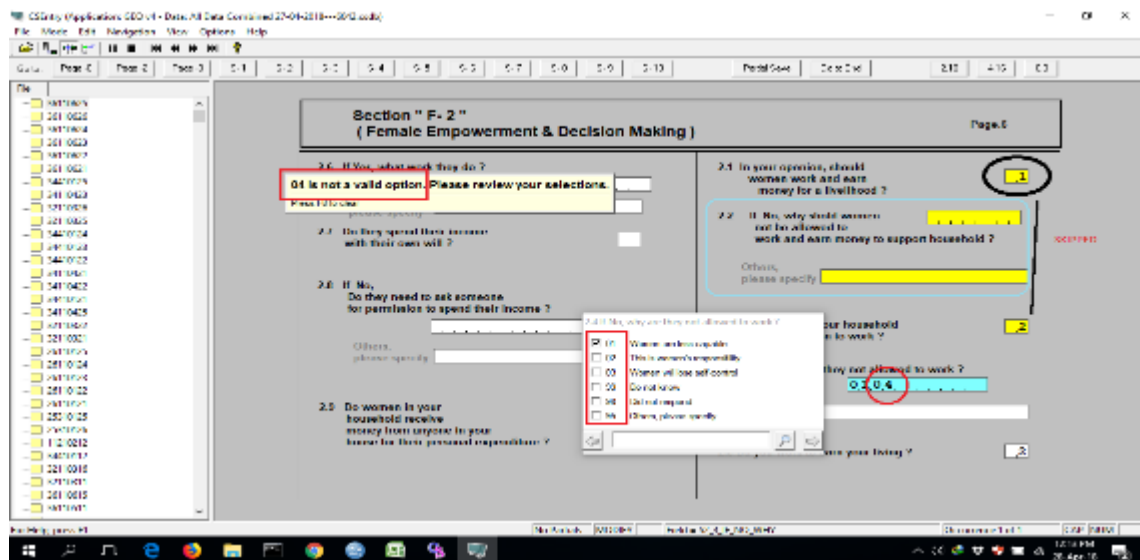
The following are some of main qualitative and logical checks implemented in the system:

1. Range checks for all numeric fields like in case of 1 or 2 only a valid response is acceptable; the user can only type 1 or 2 and any other character typed is not accepted by the system.

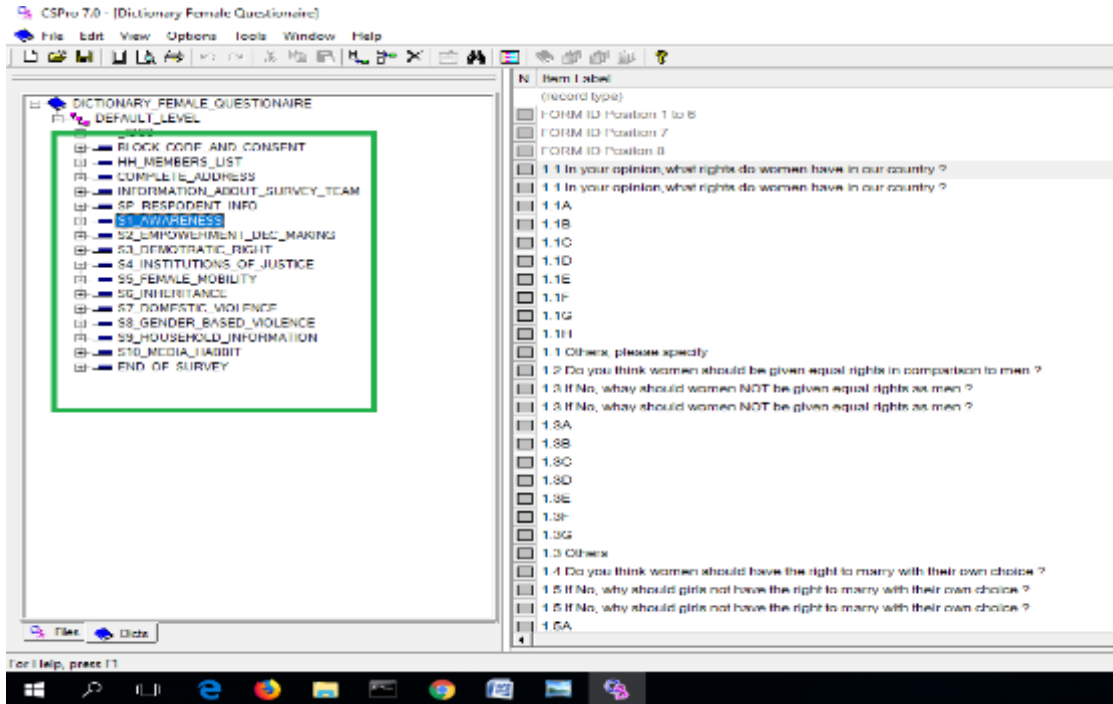




2. Logical skips to next questions based on IF-Analysis depending upon the length of the variable has been used



3. Inter-record and intra-record checks have been implemented to control the integrity of multiple records of one questionnaire.



4. A unique identification for every questionnaire is generated by the system and is called RECORD_NO in the system along with a SERIAL_NO, which manages the double entry mechanism in such a way that both the entries of the form will have the same SERIAL_NO but different RECORD_NO.

*Exported_6042 - Edited Syntax.sav [DataSet1] - IBM SPSS Statistics Data Editor

	RELATION_WITH HEAD	S1_10PT	S1_1A	S1_1B	S1_1C	S1_1D	S1_1E	S1_1F	S1_1G	S1_1H
1	Self	0	Education Job / busi...	0	Going in ...	Getting ...	Working i...	0	0	0
2	Wife	0	Education Job / busi...	0	Getting ...	Working i...	0	The right ...	To have e...	0
3	Self	0	Education Job / busi...	0	Going in ...	Getting ...	0	0	0	To have e...
4	Self	0	Education Job / busi...	0	Going in ...	Getting ...	Working i...	0	0	0
5	Son	0	Education Job / busi...	0	Going in ...	Getting ...	Working i...	To make ...	The right ...	0
6	Wife	0	Education Job / busi...	0	Going in ...	Getting ...	Working i...	To make ...	The right ...	To have e...
7	Daughter	0	Education Job / busi...	0	Going in ...	0	Working i...	To make ...	The right ...	To have e...
8	Self	0	Education Job / busi...	0	Getting ...	Working i...	To make ...	The right ...	To have e...	0
9	Wife	0	Education Job / busi...	0	Going in ...	Getting ...	Working i...	To make ...	The right ...	To have e...
10	Wife	0	Education Job / busi...	0	Going in ...	Getting ...	Working i...	To make ...	The right ...	To have e...
11	Self	0	Education Job / busi...	0	Going in ...	Getting ...	Working i...	0	0	To have e...
12	Self	0	Education Job / busi...	0	Going in ...	Getting ...	Working i...	0	0	0
13	Wife	0	Education Job / busi...	0	Going in ...	Getting ...	Working i...	0	The right ...	To have e...
14	Daughter	0	Education Job / busi...	0	Going in ...	0	Working i...	0	The right ...	To have e...
15	Wife	0	Education Job / busi...	0	Going in ...	Getting ...	Working i...	To make ...	The right ...	To have e...
16	Wife	0	Education Job / busi...	0	Going in ...	Getting ...	Working i...	To make ...	The right ...	To have e...
17	Wife	0	Education Job / busi...	0	Going in ...	Getting ...	Working i...	To make ...	The right ...	0
18	Wife	0	Education Job / busi...	0	Going in ...	Getting ...	Working i...	To make ...	The right ...	To have e...
19	Self	0	Education Job / busi...	0	Going in ...	0	Working i...	0	0	To have e...
20	Self	0	Education Job / busi...	0	Going in ...	Getting ...	0	0	0	To have e...
21	Self	0	Education Job / busi...	0	Going in ...	Getting ...	Working i...	0	0	To have e...
22	Self	0	Education Job / busi...	0	Going in ...	Getting ...	Working i...	0	0	0
23	Self	0	Education Job / busi...	0	Going in ...	Getting ...	Working i...	To make ...	0	0

5. The database is made operator friendly as per the following two points;
 - a. Screens/ forms for data entry have been made with judicious use of colors to facilitate screen views which may not distract the operators. Screens have been designed according to the flow of questionnaire and variable names appear on the screen
 - b. Pop-up messages appear for each quality check.

Reporting modules:

In order to track progress, identify errors and flag conflicts, different reporting applications were designed within the application. GEMMO senior manager and MIS Specialist were given access to these modules to track progress and identify inconsistencies if any.

3.6 Lesson learned and suggestions for future tasks:

Following are some of the main lessons learnt during the task:

• **Training:**

1. Strategy of increasing number of training days i.e. eight days of training worked well, it helped in technical clarification of survey tool.
2. Changes in questionnaire, based on feedback of the field staff, were carried out during training. All such changes needed to be carefully reviewed and approved by MSI. For this purpose, it is recommended that a staff member should be designated specifically to review and approve the final questionnaire in time.
3. Printing of thousands of pages of questionnaires is very time consuming process. It is recommended that the final questionnaire should be finalized and approved three days before the departure of the field staff.
4. Recreation activity was arranged for data collection team at Lake View Park, Islamabad. This helped them to keep themselves motivated and fresh during eight days of training. GEMMO team enjoyed this event profoundly. This event also helped in team building before real field.

• **Data collection and its transportation:**

Data collection should not be manual, it should be on tablets. It is more cost effective and would help in saving time of data cleaning, and is easy for supervisors to clean all data on the same day.

• **Field Work:**

1. In order to minimize cultural and language barriers in the field, local staff was hired. They all were aware of geographical aspects of their native districts and its culture.
2. Since most of the staff recruited had prior experience of working in their districts, field activities were planned on the basis of the input of field staff.
3. Charge and circles were identified with the help of local PBS offices, police stations and election commission's local office. MSI also had provided focal person's contact list which also helped in the identification of charge and circles.

4. Team has completed its target of data collection of 6,048 respondents within given time. During field work, teams faced a lot of challenges because of refusals and non-supportive behavior of urban community. But all challenges were dealt with professional approach.

- **Staff Security:**

Team was daily updated about security situation by GEMMO Security Manager which helped in building field team’s moral during field activities.

2. HOUSEHOLD SURVEY FOR PAKISTAN TRANSITION INITIATIVE (PTI) FINAL EVALUATION:

In another major intervention in the year 2018, GEMMO team undertook Final performance evaluation of the Pakistan Transition Initiative (PTI) program implemented by USAID/ Pakistan’s office of Transition Initiatives (OTI) in erstwhile Federally Administered Tribal Areas (FATA) and Khyber Pakhtunkhwa (KP) regions. The program supports the Government of Pakistan (GoP) by means of small and short term grants to improve infrastructure and service delivery in the education, health and economic growth sectors. Over its 11 year history, the program has implemented over 3,000 infrastructure and non-infrastructure activities in former FATA (Kurram, Khyber, Orakzai, North Waziristan and South Waziristan and Frontier Regions (FRs) of D.I.Khan, Tank and Bannu and KP (Bannu, D.I.Khan, Peshawar and Tank) districts.

GEMMO undertook the final evaluation of the program to (a) assess the extent to which the program successfully achieved its primary objectives, (b) identify which program components were most successful to achieving those objectives, and (c) document how the program objectives contributed to longer-term engagement between the GoP and communities. GEMMO team conducted a representative random survey of 4,194 households located in former FATA and KP. Approximately 70 percent (2,796) of the sample were men and 30 percent (1,398) were women.

Methodology for conducting the Household Survey:

Survey Targets:

GEMMO team conducted a quantitative survey of 4,194 adults (18 years and above) in FATA (Kurram, Khyber, Orakzai, Bajaur, North Waziristan and South Waziristan and Frontier Regions (FRs) of D.I.Khan, Tank, Bannu and KP (Bannu, D.I.Khan, Peshawar, Tank) districts. A total of 233 communities were targeted in these areas using random survey method.

Table 1: Targets per district

District / Agency	# of sample communities (places)	# of interviews per community (12 with men & 6 with women)	Total interviews per district/agency
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FATA	Bajaur Agency	22	18	396
	FR BANNU	7	18	126
	FR D.I. Khan	19	18	342
	FR Kohat	9	18	162
	FR Lakki Marwat	6	18	108
	FR Peshawar	11	18	198
	FR Tank	15	18	270
	Khyber Agency	18	18	324
	Kurram Agency	16	18	288
	Mohmand Agency	13	18	234
	North Waziristan Agency	3	18	54
	Orakzai Agency	12	18	216
	South Waziristan Agency	21	18	378
	KP	Bannu	8	18
D. I. Khan		5	18	90
Hangu		3	18	54
Lakki Marwat		1	18	18
Lower Dir		14	18	252
Malakand		5	18	90
Peshawar		4	18	72
Swat		1	18	18
Tank		6	18	108
Upper Dir		14	18	252
Grand Total			-	4,194
		233		

Interviews were conducted following right hand rule and Kish grid standard procedure for the selection of households and respondents. The interviews were conducted in person at respondent's residences and consisted of a mixture of close ended and open ended questions. Each interview approximately took 30 to 40 minutes.

Survey team structure:

GEMMO managed this survey exercise through a survey coordinator, survey supervisors, data quality validators, data entry operators and data entry supervisor. This team was overall managed by the senior manager who ensured compliance with all the deliverables.

Field Activities:

- **Field plans and strategies:**

Fields were planned considering geographical locations, security concerns and weather conditions. In order to minimize cultural and language barriers in the field, local staff was employed and field activities were planned on the basis of the input of field staff. During data collection, few communities were replaced due to security issues, duplication of the community and shifting of communities. Below table shows list of communities replaced during data collection.

Table: List of communities replaced during data collection

S.No	District	Village Name	Reason of replacement
1	Bajaur	Kotkal	Replaced due to duplication
2	Bajaur	Babara	Replaced due to security issues
3	Bajaur	Manogai Seri	Replaced due to security issues
4	FR Bannu	Sra Rogha	Replaced due to security issue
5	FR Lakki Marwat	Kotka Shah Jani	Replaced due to security issues
6	FR Lakki Marwat	Pa Khel	Replaced due to security issues
7	FR Lakki Marwat	Tati Palosa and Karim Khel	Replaced due to security issues
8	FR Lakki Marwat	Wateen Pa Khel	Replaced due to security issues
9	FR Peshawar	Shah Din Kalay	Replaced due to security issues
10	FR Peshawar	Rajmir Khel	Replaced due to duplication
11	FR Tank	Fareed Kach	Replaced due to community shift
12	FR Tank	Sher Ahmad Kach	Replaced due to security
13	FR Tank	End point of FR SpurNo2 TANI121	Replaced due to security issues
14	Khyber	Malik Nadir Shah Kali Tood Kamar Bazar	Replaced due to security issues
15	Khyber	Munshi Kili Soor Ghar	Replaced due to security
16	Khyber	Start Point of road KHY1223	Replaced due to security issues
17	Mohmand	Shaurai	Replaced due to security issues
18	Orakzai	Kaz Koroona	Replaced due to security issues
19	South Waziristan	Start point of FRW ISWAZ 1089	Replaced due to security

				issues			
20	South Waziristan	Start point pipe distribution network SWAZ 1089	Replaced duplication	due to			
21	South Waziristan	End point of FPW ISWAZ 103	Replaced duplication	due to			
22	South Waziristan	Start point of FPW1SWAZ 1089	Replaced duplication	due to			
23	South Waziristan	Start point pipe distribution network SWAZ1089	Replaced duplication	due to			
24	South Waziristan	End point of FPW ISWAZ 103	Replaced duplication	due to			
25	South Waziristan	Start point of irrigation channel SWAZ 107	Replaced duplication	due to			
26	South Waziristan	WAHA	Replaced duplication	due to			
27	South Waziristan	Start point of PCC road of DBAN 1019	Replaced duplication	due to			
28	Lakki Marwat	Rasool Khel	Replaced	due to security			
29	FR Peshawar	Labi Khel	Replaced	due duplication			
30	FR Peshawar	Walidad Khel	Replaced	due to security issues			

Throughout the data collection activities, the office of MSI was kept informed about field situation through online web sheets and other communication channels.

• **Selection of House Holds:**

Sampling and households selection was a key component for random sampling. It was mandatory for the team to follow selection criteria as per instructions provided during the training. It was time consuming and a hectic task but supervisors ensured that all protocols were followed. Following protocols were followed during data collection:

1. Identification of developmental schemes and beneficiary



- communities.
2. Confirming that the community has the minimum number of required households.
 3. Dividing the community in three segments.
 4. Identifying the last marriage household in each segments.
 5. Using Right Hand Rule.
 6. Use of skip interval and selection of household.
 7. Listing eligible household members.
 8. Use of Kish Grid and selection of respondents.
 9. Rules for call backs, rejection, respondent replacement and household replacement.

All these rules were followed during data collection and were monitored by supervisors and the survey coordinator.

- **Drawing the Community Maps:**

The residents of tribal areas do not allow anyone to draw a map of their community. So drawing maps in a community without being noticed was a challenging task for the supervisors but they did it successfully in a smooth manner.

- **Community Identification:**

The identification of communities was a challenging task. The names of the listed communities were different from the actual communities. Moreover, names provided was sometimes village name or far flung area rather than the actual community. To ensure selection of correct community, GEMMO team took the support of coordinates which were further confirmed with IMU team and data provided by IOM.



Supervisor identifying community with the help of coordinates and confirming from community members

- **Staff Security:**

GEMMO teams were assisted in the field by a security manager who regularly updated the field teams regarding security situation in the targeted areas.

- **Security issues during task and its solutions:**

It was a challenging task to complete given targets in sensitive areas like FR and FATA which had once been the epicenter of violence. In view of this volatile situation, field activities were planned in such a way that emergency situations can easily be handled. The office of MSI was timely informed about the changes in field locations, if any that occurred during the survey.

- **Motivation of team during task:**

Team was kept motivated during data collection by providing them daily security updates, changes in field location due to security threats and by frequent visits conducted by the survey coordinator. WhatsApp group of data collection team members was also formed where all supervisors shared their best practices, issues, experiences during field and helped each other by providing them different solutions, contact information and even helped in stay at different locations. Data validators and survey coordinator also updated field staff about common errors found during cleaning of forms.

- **Monitoring visits to ensure quality of the survey:**

Survey coordinator did multiple monitoring field visits and did back checking of few forms during her monitoring visits. Senior manager also did back checks and verified survey questionnaires from time to time.



Supervisors observing interviews in the field

Lesson learnt and suggestions for future tasks:

- **Contact List of POC's:**

Prior to the commencement of field activities, the list of contacts of relevant communities must be updated. This will ease the process and ensure accurate selection of listed community.

- **Local staff:**

Hiring of local staff for the field worked very well during field data collection. All staff was local and was very familiar with local languages, traditions, culture, area and

geographical locations. In most of areas in FATA, non locals were not allowed to move without special permission. They were familiar with alternative routes as well and they kept changing their traveling routes during field days to ensure security.

- **Provision of coordinates:**

List of coordinates was shared by MSI

which helped in finding exact location of the community.



Team of local staff during data collection in FR D. I .Khan

- **Replacement of field areas:**

Sometimes provided schemes were found in the same community. To eliminate chances of duplication of community, replacement was provided by the survey coordinator from the reserve sample with the permission of MSI. These replacements were timely reported to MSI as well. Few communities were replaced due to sensitivity of the location or considering staff security as well. It must however be said that availability of replacement sample remained extremely useful.

- **Data validation:**

Data validators helped in cleaning and coding of forms and made timely completion of data entry possible and also helped in synchronizing of data.

- **Division of community into segments:**

After reaching the exact location it was the responsibility of the supervisor to draw a map of the community and divided it into three segments. Each enumerator was allocated one segment. At times it remained a challenge specifically in tribal districts where it was difficult to locate enumerators in wide spread areas as in most of the areas mobile signals were not working. It is suggested to avoid division of community into segments in future specially in former FATA because of communication and security challenges.

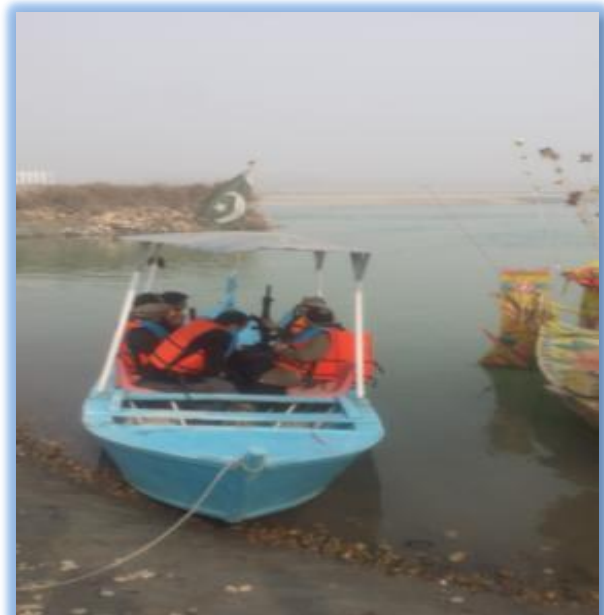


A view of GEMMO survey staff visiting Schemes in the area

CHAPTER 4 Recreational Activities

GEMMO also regularly takes its employees on refresher tours to cultivate stronger team spirit among them. These tours encompass multi nature activities which takes place in a friendly atmosphere. In May 2018, GEMMO team visited Naran – a historical tourist spot in KP province – so that the team members hailing from different provinces could relax and get a chance to interact with one another. A total of fifty five staff members from Peshawar and sub-offices across the country participated in different interactive activities and thoroughly enjoyed their time together.

GEMMO team participating in different recreational activities





CHAPTER 5

GEMMO OFFICES IN PAKISTAN

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