Annex I:

Terms of Reference of the MTE

1.0 BACKGROUND AND PURPOSE

1.1 Background

UNDP initiatives in the area of gender span a period of two decades. During the early 90s, projects like women in media and women in mobility, focused on generating awareness on the role of women in society. The Gender Equality Umbrella Project in the late 90s, worked toward policy implementation of national priorities. Two key initiatives under this umbrella, the women’s political participation project that trained over 27,000 women councillors and the Social Audit on Abuse Against Women, provided policy inputs for designing programs to address the poverty, governance and gender nexus.

These initiatives and the results accomplished have served as the foundation for the design of UNDP-Pakistan’s Gender Support Programme. Planned in 2002 and approved in June 2003, GSP aims to “contribute towards poverty reduction in Pakistan through gender-responsive governance and a rights-based approach to sustainable human development.”

The programme thus stands on the three pillars of:

- Political Empowerment
- Socio-Economic Development
- Institutional Strengthening

Under these three pillars GSP has embarked on seven different initiatives to support gender equality. These include: Women’s Political School, Gender Mainstreaming through the Planning and Development Division and Departments, Gender Responsive Budgeting, Gender Justice Through Musalihat Anjuman, Strengthening the National Commission on the Status of Women, Gender and Poverty, and Women’s Access to Capital and Technology.

The UNDP Gender Unit assisted by the GSP Programme Management Support Unit (GSP-PMSU) is responsible for results-based management and administration of the programme. The Unit is working closely with Economic Affairs Division (EAD), Ministry of Women Development, Ministry of Finance, Ministry of Local Government, Planning & Development Division, NCSW, private sector, relevant provincial government departments, donors, civil society and research organizations to support gender equality measures.

\(^{14}\)In the mission’s original TORs, the reference is to a mid-term review (MTR).
The Governments of Norway and Switzerland provide basket funding to GSP. The Canadian and Swiss governments have earmarked support to some dedicated GSP projects.

1.2 Purpose

The mid-term review aims to:

- assess GSP progress towards achievement of objectives;
- identify potential implementation and coordination issues at the programme level;
- document lessons learned; and
- make recommendations regarding specific actions to improve the implementation and management efficiency of the programme.

2.0 KEY ACTIVITIES

2.1 At the Programme Level

(a) Assess the overall performance of the Programme with regard to its strategy, objectives, the quantitative and qualitative targets defined by the Programme document.

(b) Review coordination mechanisms in place, and their effectiveness in avoiding effort duplication, at the level of both the projects and programmes.

(c) Success of the programme in resource mobilization and recommend innovative ways to improve RM efforts.

(d) Record the significant lessons that can be drawn from the experience of the programme and its results, in particular, anything that worked well and that can be potentially applied to other programmes.

2.2 At the Project Level

(a) Assess the implementation arrangements, identify major management and operational issues, and analyze the support of different government departments and institutions/civil society/donors envisaged under the programme implementation methodology in facilitating the programme and its project to achieve its objectives.

(b) Assess the potential of the projects for replication or upscaling.

(c) Consider preliminary indications of the degree to which the project results are likely to be sustainable beyond the programme’s lifetime, and provide recommendations for strengthening sustainability.
2.3 Recommendations

Based on the above findings:

- formulate a set of specific recommendations for any strengthening and re-orientation of the programme; and,

- identify the necessary actions required to be undertaken, who should undertake those and what the deadline should be;

in order to remove or minimize the problems identified, ensure efficient and effective implementation, and maximize programmatic impact.

3.0 SCOPE OF WORK

3.1 Methodology

(a) Review of documents. The key documents to be reviewed are: Country Programme Action Plan (CPAP - 2004-08), Multi-Year Funding Framework (MYFF), GSP programme document, UNDP guidelines for monitoring and evaluation, progress reports related to the programme, all the Annual Work Plans for the previous years, including budget and financial reports and agreements for sub-contract(s).

(b) Self-assessment. All Federal and Provincial PMUs that are engaged in the GSP will undertake a self-assessment prior to the commencement of the MTR mission. The self-assessment will be prepared in line with the methodological framework introduced below and submitted to the Gender Unit no later than 10 May 2006.

(c) Project review meetings and workshop. The mission will meet all relevant PMUs, most of them where they are located and some in Islamabad, for in-depth discussion of the self-assessment as well as other aspects of the MTR. For this purpose, one or two mission members will meet officials from each PMU for about half a day and prepare a project review note (PRN) based on the self-assessment and the meeting. Prior to submitting its Draft Final Report, the mission will present its findings and recommendations at a workshop for UNDP and project representatives.

(d) Meetings and workshop with other stakeholders. The mission will also meet relevant donors, key stakeholders and government officials to review relevant aspects of the GSP. After preparing its Draft Final Report, the mission will present its findings and recommendations at a workshop for the GSP cost sharing donors and Programme Steering Committee members.

3.2 Methodological Framework for Assessment of Results

The self-assessments as well as the MTR will be guided by the framework outlined in Appendix
A of the TORs. This framework provides a methodology that is in line with international evaluation principles and practice, and has been adapted for use by the MTR mission and the projects. It enables the projects and the mission to follow a consistent approach to the assessment of results (that is, project performance and impact).

4.0 OUTPUTS

Each (Federal and Provincial) PMU will prepare a self-assessment that will be forwarded to the mission o/a 10 May 2006.

Each mission member will prepare:

- PRNs for the projects for which they are responsible for conducting project review meetings; and,

- A complete draft report on the three or four of the seven projects assigned to the individual team member. This contribution will have almost the same table of contents as the mission’s draft final report.

The Team Leader will prepare a comprehensive mission report including assessment of programme concept and design, progress achieved to-date (identification of causes of slow progress, if any, and suggestion of remedial measures), lessons learned, and recommendations for its smooth execution/implementation.

The Mission’s findings and recommendations will be thoroughly discussed with the UNDP Country Office/UNOPS, project management and the EAD.

The Mission will complete and submit a draft final report in both hard and soft copy at the end of the mission.

5.0 THE MISSION

The Mission will be headed by an Institutional Development Expert of international and national repute who has had extensive experience with multi donor, multi-sectoral gender and development projects. Two senior professionals with experience in the field of poverty, gender and good governance will contribute and support the team leader. The GoP may designate a representative to join the mission for the whole or part of the MTR.

6.0 DURATION

The mission will assemble in UNDP, Islamabad office where it will be briefed about the tasks to be performed. The duration of the mission is 19 working days.\(^{15}\) The Mission Leader will finalize the report in the light of comments/suggestions of stakeholders.

\(^{15}\)This was extended subsequently by three-to-four days.
7.0 DOCUMENTS TO BE CONSULTED

- UN Development Assistance Framework
- Common Country Assessment
- Multi-Year Funding Framework (MYFF)
- Annual Progress Reports
- Budget
- Annual Work Plans
- Quarterly Progress Reports
- UN Gender Statement
- GEUP Evaluation Reports
- GEUP Project document
- GSP Programme Document
- Sub Project documents and Concept Notes
- Steering Committee Minutes
- NPA/NPDEW/ GRAP/CEDWA – gender issues
- Other published and unpublished information and documents relating to the project