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# ANNEXES – THE ISLAMIC REPUBLIC OF PAKISTAN

United Nations Development Programme  
Independent Evaluation Office

*Independent Country Programme Evaluation*

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# Annex 1. EVALUATION TERMS OF REFERENCE

## 1. INTRODUCTION

The Independent Evaluation Office (IEO) of the United Nations Development Programme (UNDP) conducts country evaluations called 'Assessments of Development Results (ADRs)' to capture and demonstrate evaluative evidence of UNDP's contributions to development results at the country level, as well as the effectiveness of UNDP's strategy in facilitating and leveraging national effort for achieving development results. The purpose of an ADR is to:

- Support the development of the next UNDP Country Programme Document
- Strengthen accountability of UNDP to national stakeholders
- Strengthen accountability of UNDP to the Executive Board

ADRs are independent evaluations carried out within the overall provisions contained in the UNDP Evaluation Policy.<sup>1</sup> The IEO is independent of UNDP management and is headed by a Director who reports to the UNDP Executive Board. The responsibility of the IEO is two-fold: (a) provide the Executive Board with valid and credible information from evaluations for corporate accountability, decision-making and improvement; and (b) enhance the independence, credibility and utility of the evaluation function, and its coherence, harmonization and alignment in support of United Nations reform and national ownership.

Based on the principle of national ownership, the IEO seeks to conduct ADRs in collaboration with the national authorities where the country programme is implemented.

The ADR for Pakistan will be conducted in 2016 as the UNDP Pakistan country programme ends in 2017. Results are expected to feed into the development of the new country programme.

## 2. NATIONAL CONTEXT

The Islamic Republic of Pakistan is the sixth most populous country in the world with a population of 185 million which grows annually at about 1.7 percent. The country consists of four provinces (Balochistan, Khyber Pakhtunkhwa (KP), Punjab and Sindh), one federal capital territory (Islamabad), and seven Federally Administered Tribal Areas (FATA). It also administers autonomous (Gilgit-Baltistan) and disputed territories (Azad Jammu and Kashmir, or AJK). The country borders Iran and Afghanistan in the west, India in the east, China in the northeast, and the Arabian Sea and the Gulf of Oman in the south.

Pakistan is a lower middle-income country with ambition to become an upper middle-income country by 2025. The country has a rich natural resource base and is geographically set at a strategic location.

While its strategic disposition and development opportunities are widely recognized, Pakistan's economic and social development has been hampered by its continuing volatile security environment (e.g. US-led 'war on terrorism,' militancy, sectarian and ethnic violence); a series of large-scale natural disasters (e.g. the 2005 earthquake resulting in 73,000 deaths and \$5 billion in losses; and massive floods in 2010 and

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<sup>1</sup> See UNDP Evaluation Policy <[www.undp.org/eo/documents/Evaluation-Policy.pdf](http://www.undp.org/eo/documents/Evaluation-Policy.pdf)>. The ADRs are conducted in adherence to the Norms and the Standards and the ethical Code of Conduct set by the United Nations Evaluation Group <[www.uneval.org](http://www.uneval.org)>.

2011 with \$10 billion and \$3.7 billion, respectively, in damage ); and man-made crisis (e.g. influx of Afghan refugees and internally displaced persons ).

Pakistan has a multiparty parliamentary system. Presidential elections are held every five years, and in its general elections held in May 2013, Pakistan had its first peaceful democratic political transfer of power. The 18th Amendment to the Constitution (2010) represented a key milestone of governance reform, where a number of federal ministries were abolished, and all functions were devolved to provincial governments. However, the devolution also brought challenges in terms of coordination between federal and provincial authorities; capacity at local level; and its linkage with revenues.

Pakistan's economy significantly fluctuated between 2000 and 2014 with an average of 4.1 percent annual GDP growth. The country saw a steady increase until the growth peaked at 7.7 percent in 2005. A number of internal crisis and external pressures (e.g. 2008 global financial crisis) thereafter, however, led to a significant downturn as the growth rate declined to 1.6 percent in 2010. Following wide-ranging economic reforms that begun in 2010, Pakistan's economy has been relatively stable in the last few years (4.7 percent growth in 2014). The GDP per capita increased from \$1,043 to \$1,316 between 2010 and 2014. The challenges remain in weak business climate and governance affecting the private sector development, and severe energy shortages.

Pakistan has made substantial progress in reducing poverty, with the proportion of people living with an income of less than \$1.25 a day more than halved between 1991 and 2011. However, poverty remains widespread in the country, particularly among women and in rural areas, as well as in some provinces compared to others (e.g. Balochistan vs. KP, Sindh and Punjab). With a Human Development Index (HDI) score of 0.538 (2014), Pakistan is in the low human development category, ranked at the 147th place out of 188 countries and territories. About 46 percent of the population are multidimensionally poor with an additional 14.9 percent living near multidimensional poverty. While some provinces (e.g. Punjab) have made progress in closing gaps between women and men, the overall gender gaps in the country is significant, e.g. in the labour force participation rate (24.6 vs. 82.9) and the proportion of people reaching at least a secondary level of education (19.3 vs. 46.1). About 20 percent of parliamentary seats are held by women.

In addition to its substantial natural resources (e.g. natural gas, hydropower, and minerals), Pakistan has a variety of natural habitats and rich biodiversity, supported by its unique terrain combined with diverse climatic conditions. The Himalayan, Karakorum and Hindu Kush mountain ranges in the country's north are the highest mountains in the world and home to the largest glacial ice mass outside the earth's polar region. However, climate change associated with increased frequency and intensity in extreme weather events (e.g. floods, hurricanes, and prolonged droughts) has posed a significant threat to food and water security and energy demand. The rapid population growth, pollution from urban and industrial waste, and deforestation are also among the major challenges that have contributed to environmental degradation.

Despite much of its efforts, Pakistan was reported as failing to achieve most of the Millennium Development Goals (MDGs) by the end of 2015, except one (MDG 7 on environment). The major challenges included natural disasters; man-made conflicts; institutional, administrative and political changes; fading support from development partners; and belated localization and ownership of the MDG agenda at subnational level.

### 3. UNDP PROGRAMME STRATEGY IN PAKISTAN

UNDP has been present in Pakistan since 1960 when the Standard Basic Framework Agreement was signed with the Government of Pakistan.<sup>2</sup> UNDP's country programme has changed significantly over the years. Between 2004 and 2010, as the country continued to deal with challenges posed by drought, influx of Afghan refugees and the 'September 11th' aftermath, UNDP focused on cooperation in institutional capacity-building and community development asset building for the poor, linked to 16 of 48 UNDAF outcomes.<sup>3</sup> Between 2011 and 2012, the country programme was reoriented to address the Government's emerging priorities, e.g. the humanitarian crisis in KP and FATA, as identified in the Pakistan Humanitarian Response Plan (PHRP 2010) and the Post-Crisis Needs Assessment.<sup>4</sup> The UN system in Pakistan used the One UN Programme 2009-2010/2012 (OP I) as a framework for cooperation.

UNDP's current programme is based on a common country programme document (CCPD) jointly developed with UNFPA and UNICEF for the period 2013-2017. Based on national priorities as defined in the Pakistan Framework for Economic Growth, the CCPD seeks to promote UN coherence, enhance joint programming, strengthen effective delivery of support to Pakistan and accelerate a joint UN approach to delivering as one UN.<sup>5</sup> It reflects the strategic priority areas, planned outcomes and key results as defined in the United Nations' One Programme 2013-2017 (OP II). The overall programme reflects significant changes from the previous ones, focusing on effective implementation of the 18<sup>th</sup> Constitutional Amendment, gender equality and capacity-building of duty-bearers.

During the period 2013-2017, UNDP focuses on a total of eight outcomes spread among four of the six OP II strategic priority areas.<sup>6</sup> Table 1 summarizes the target outcomes and outputs as defined in the common country programme action plan (CCPAP) for the period. Four programme units are responsible for them at UNDP Pakistan, i.e. Development Policy, Democratic Governance, Crisis Prevention and Recovery, and Environment and Climate Change. UNDP Pakistan also focuses its activities in three 'priority regions,' i.e. Balochistan, KP, and FATA, where development challenges are particularly prominent.

**Table 1. UNDP Country Programme Outcomes, Outputs and Indicative Resources  
2013-2017<sup>7</sup>**

CCPAP Outcome	CCPAP Output <sup>8</sup>	Thematic Unit	Thousands of USD
<b>Outcome 2.1 (Pak_Outcome40) OP II SPA #2</b>	Output 2.1.1: Planning and finance institutions and women's departments	Development Policy Unit	Regular: 4,400

<sup>2</sup> Special Fund Agreement between the United Nations Special Fund and the Government of Pakistan, 25 February 1960.

<sup>3</sup> Country Programme Action Plan 2004-2008, extended to 2010.

<sup>4</sup> UNDP Country Programme for Pakistan, 2011-2012.

<sup>5</sup> DP/DCCP/PAK/1, Common Country Programme Document for Pakistan, 30 July 2012.

<sup>6</sup> UNDP covers areas 2 (inclusive economic growth); 3 (increased resilience); 4 (governance); and 5 (gender, as cross cutting topic). UNFPA covers areas 1 (access to social services) and 2, whereas UNICEF covers 1, 3, 4, 5, and 6 (food and nutrition).

<sup>7</sup> The outcomes and indicative resources in the table are those defined in the results and resource framework of the Common Country Programme Action Plan (CCPAP) of Government of Islamic Republic of Pakistan and UNDP, UNFPA and UNICEF, 2013-2017, August 2013 CCPAP. The CCPD approved by the Executive Board contained additional two outcomes on gender (Outcomes 5.1 'Government and civil society are active and accountable in eliminating discrimination against women and girls;' and 5.2 'Political, economic, social and legal rights of all, and especially vulnerable groups, are respected, protected and fulfilled, including through institutional strengthening and capacity development of duty-bearers'), but these were excluded from the CCPAP.

<sup>8</sup> While the CCPAP "outcomes" come from the UN One Plan framework (i.e. UN-wide), the CCPAP "output" statements and targets were developed by the country office (UNDP-specific).

Creation of employment opportunities and decent work through industry, construction, services, vocational/skills training, agricultural and cultural development, as well as promoting youth employment and public-private partnerships	at federal and provincial levels are enabled to develop comprehensive development strategies, with a focus on MDGs acceleration, inclusive growth, gender equality and women's empowerment	Democratic Governance Unit	Other: 23,000
<b>Outcome 2.2 (Pak_Outcome41)</b> <b>OP II SPA #2</b> Industrial development, both urban and rural, emphasizing small and medium enterprises/small and medium industry development, women's participation, clean development and sustainable energy supply and use at affordable cost	Output 2.2.1: Poor people, especially women, have enhanced access to livelihood and economic opportunities, particularly in least developed areas	Crisis Prevention & Recovery Unit	Regular: 1,833 Other: 14,166
	Output 2.2.2: National and provincial governments undertake gender-sensitive policy reforms and develop targeted initiatives to promote low-cost sustainable energy options, particularly among poor/vulnerable population	Environment & Climate Change Unit	Regular: 1,833 Other: 14,167
	Output 2.2.3: Community groups, particularly women, sensitized and actively engaged in the sustainable management of critically threatened ecosystems		Regular: 1,834 Other: 14,167
<b>Outcome 3.1 (Pak_Outcome42)</b> <b>OP II SPA #3</b> National, provincial and district capacities to prevent, assess, reduce and manage risks are developed	Output 3.1.1: Disaster management institutions at federal, provincial, district and community levels are enabled to undertake gender-sensitive preventive and mitigation measures and disaster risk reduction (DRR) is mainstreamed in selected departments and ministries.	Crisis Prevention & Recovery Unit	Regular: 1,470 Other: 15,000
<b>Outcome 3.2 (Pak_Outcome43)</b> <b>OP II SPA #3</b> Vulnerable populations benefit from improved sustainable environmental management practices, including climate change mitigation and adaptation	Output 3.2.1: Gender-sensitive climate change adaptation and mitigation strategies and action plans developed and piloted at local level by federal and provincial governments, private sector, academia and civil society, including women's groups.	Environment & Climate Change Unit	Regular: 4,400 Other: 25,000
<b>Outcome 3.3 (Pak_Outcome44)</b> <b>OP II SPA #3</b> Vulnerable populations in crisis situations benefit from improved prevention, risk reduction and response	Output 3.3.1: Vulnerable communities, particularly women, affected by crises have access to training, entrepreneurship, livelihoods and community infrastructure.	Crisis Prevention & Recovery Unit	Regular: 5,870 Other: 44,500

(mitigation), and are assisted to reach development goals including MDG targets			
<b>Outcome 4.1 (Pak_Outcome45)</b> <b>OP II SPA #4</b> The capacity of institutions to be more democratic and accountable is strengthened, including, inter alia, the engagement of civil society organizations, media and academia	Output 4.1.1: The electoral administration, systems and processes of the Election Commission and its field offices are reformed and aligned with international standards and best practices, including in relation to mainstreaming gender equality.	Democratic Governance Unit	Regular: 0 Other: 15,000
	Output 4.1.2 Selected federal and provincial parliamentary committees and secretariats are better able to undertake improved legislative drafting based on gender analysis, and effective oversight of the executive.		Regular: 2,570 Other: 12,500
<b>Outcome 4.2 (Pak_Outcome46)</b> <b>OP II SPA #4</b> Rule of law and public security institutions strengthened to enhance public trust and social stability, and to provide improved safety and security, including measures to address transnational crime and trafficking	Output 4.2.1: Formal and alternative access to justice and rule of law mechanisms strengthened, with a focus on the rights of women and vulnerable populations.	Democratic Governance Unit	Regular: 2,930 Other: 20,000
<b>Outcome 4.4 (Pak_Outcome47)</b> <b>OP II SPA #4</b> Strengthened decentralized governance	Output 4.4.1: Aid effectiveness strategies and coordination mechanisms at federal and provincial levels strengthened in alignment with Paris Declaration, Busan High-Level Forum and national/provincial development goals/MDGs.	Democratic Governance Unit	Regular: 1,100 Other: 8,000
	Output 4.4.2: Capacities of provincial authorities strengthened to implement the 18 <sup>th</sup> Constitutional Amendment with focus on development planning, public finance, and local governance		Regular: 1,100 Other: 10,000
<b>Total</b>		Regular: \$29,340 Other: \$215,500 <b>Total: \$244,840</b>	

#### 4. SCOPE OF THE EVALUATION

ADRs are conducted in the penultimate year of the ongoing UNDP country programme to feed into the process of developing the new country programme. They typically cover two programme cycles. The ADR

Pakistan, however, will focus on a single programme cycle (i.e. the current period 2013-2017), reflecting the significant changes at the country office since the previous cycle (2011-2012) in terms of the direction of the country programme, and changes in the management structure and staff. The exercise will be forward-looking, drawing lessons from the existing programme structure and operations, as input to the formulation of the next country programme. The evaluation will include both active and completed projects in the period 2013-2017. It will ensure that mature projects running from the previous cycles will be included, so that the degree of their contribution will be assessed.

As UNDP's country-level evaluation, the ADR will examine the formal UNDP country programmes approved by the Executive Board, as defined in the CCPD and CCPAP. The scope of the ADR includes the entirety of UNDP's activities in the country and therefore covers interventions funded by all sources of finance, core UNDP resources, donor funds, government funds, etc. There may also be initiatives from the regional and global programmes that are included in the evaluation, as appropriate. The ADR will also include any efforts under 'non-project' activities, i.e. activities that may not have been defined in a specific project but may be crucial for the political and social agenda of the country.

Special efforts will be made to capture the role and contribution of the United Nations Volunteers (UNV) through undertaking joint work with UNDP. This information will be used to provide corporate-level evaluative evidence of performance of the associated fund and programme.

## 5. METHODOLOGY

The evaluation is guided by the ADR Manual (2011) and includes two assessment areas: (i) UNDP's contribution by thematic/programme area, and (ii) the quality of this contribution. The ADR will present its findings and assessment according to the set criteria provided below,<sup>9</sup> based on an analysis by CCPD/CCPAP outcome area.

**UNDP's contribution by programme area.** The ADR will assess UNDP's effectiveness in contributing to development results in Pakistan through its programme activities. Specific attention will be paid to the contribution related to UNDP's overall vision of supporting the country reduce poverty and inequalities, and its contribution to furthering gender equality and women's empowerment.<sup>10</sup>

**The quality of UNDP's contribution.** The ADR will assess the quality of UNDP's contribution based on the following criteria:

Relevance of UNDP's projects and outcomes to the country's needs and national priorities;  
Efficiency of UNDP's interventions in terms of use of human and financial resources; and  
Sustainability of the results to which UNDP contributed.

The ADR will also assess **UNDP's strategic positioning** from the perspective of the organization's mandate and the agreed and emergent development needs and priorities in the country. This will entail analysis of UNDP's position within the national development and policy space, as well as strategies used by UNDP to maximize its contribution. The issues covered in the assessment will include, e.g. UNDP's response to emerging issues; its comparative strengths and use of partnerships (vis-à-vis other UN

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<sup>9</sup> Further elaboration of the criteria can be found in ADR Manual 2011.

<sup>10</sup> Using the UN System-Wide Action Plan (UN SWAP) to improve gender equality and the empowerment of women across the UN system. <[www.unwomen.org/~media/Headquarters/Attachments/Sections/How%20We%20Work/UNSystemCoordination/UN-SWAP-Framework-Dec-2012.pdf](http://www.unwomen.org/~media/Headquarters/Attachments/Sections/How%20We%20Work/UNSystemCoordination/UN-SWAP-Framework-Dec-2012.pdf)>.



agencies, donors, and national partners) in moving important national development discussions forward; UN-level coordination; and prioritization of programme focus areas. The ADR will examine how managerial practices have influenced achievement of programmatic goals.<sup>11</sup>

The ADR will examine how specific factors explain UNDP's performance, namely the engagement principles and alignment parameters of the 2014-2017 UNDP Strategic Plan.<sup>12</sup> For example, in addition to assessing UNDP's contribution to gender equality and women's empowerment, the evaluation will assess gender mainstreaming as a factor of UNDP's performance for each country programme outcome.<sup>13</sup>

The evaluation will take into account a number of country-specific factors that may have impacted UNDP's performance, including:

- Complex, geopolitical landscape and volatile security environment;
- Successive, large-scale natural disasters and crisis;
- Unique features in priorities (different development context) among the provinces and regions;
- Newly instituted devolution of power from the central to provincial authorities;
- Rapid economic growth and government commitment to the Sustainable Development Goals (SDGs);
- UN Delivering as One pilot country; and
- Government cost-sharing practices (e.g. provincial level) to development projects.

The programme assessment is conducted at the outcome level. An outcome analysis paper will be developed for each outcome noted in Table 1, which examines the programme's progress towards the respective outcome. A theory of change (ToC)<sup>14</sup> approach will be applied in consultation with UNDP and national stakeholders, where appropriate. Discussions of the ToC will focus on mapping the assumptions made about a programme's desired change and causal linkages expected and these will form a basis for the data collection approach that will verify the theories behind the changes found. Each outcome paper will be prepared according to a standard template provided by the IEO, which will facilitate synthesis and the formulation of conclusions and recommendations in the ADR report.

## 6. DATA COLLECTION

**Assessment of data collection constraints and existing data.** An assessment was carried for each outcome to ascertain the available information, identify data constraints, to determine the data collection needs and method. It outlined the level of evaluable data that is available. For Pakistan, the evaluability of the outcomes is likely to be limited due to various challenges, including: i) limited or no access to some parts of the priority regions (e.g. KP, FATA and Balochistan) and other areas due to

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<sup>11</sup> This information is extracted from analysis of the goals inputted in the Enhanced RBM platform, the financial results in the Executive Snapshot, the results in the Global Staff Survey, and interviews at the management/ operations in the country office.

<sup>12</sup> The Strategic Plan 2014-2017 engagement principles include: national ownership and capacity; human rights-based approach; sustainable human development; gender equality and women's empowerment; voice and participation; South-South and triangular cooperation; active role as global citizens; and universality.

<sup>13</sup> Using inter alia the Gender Marker data and the Gender Seal parameters based on UNDP/UNEG methods.

<sup>14</sup> Theory of change is an outcome-based approach which applies critical thinking to the design, implementation and evaluation of initiatives and programmes intended to support change in their contexts. At a critical minimum, theory of change is considered to encompass discussion of the following elements: (1) context for the initiative, including social, political and environmental conditions; long-term change that the initiative seeks to support and for whose ultimate benefit; process/sequence of change anticipated to lead to the desired long-term outcome; and (2) assumptions about how these changes might happen, as a check on whether the activities and outputs are appropriate for influencing change in the desired direction in this context; diagram and narrative summary that captures the outcome of the discussion. Source: Vogel, Isabel, "Review of the use of 'Theory of Change' in International Development", DFID, April 2012.

continuing security concerns; ii) high staff turnovers reported at UNDP, other UN offices, and donors, given that Pakistan is classified as a category D/E hardship country; iii) frequent changes in government personnel; iv) limited availability of past evaluation reports;<sup>15</sup> and v) limited availability of data tracking outcome/output indicators.

**Data collection methods.** Data collection will be conducted as described in Section 8 (Evaluation Process). The evaluation will use data from primary and secondary sources, including the following:

- Desk reviews: The IEO and the country office have identified an initial list of background and programme-related material which is posted on the ADR SharePoint portal. They include: country programme documents; project documents; annual work plans (AWPs); self-assessments, e.g. the results-oriented annual reports (ROARs); past evaluation reports (internal and external); country office publications; and reports available from the Government, UN agencies and other partners.
- Interviews with stakeholders: Face-to-face and/or telephone interviews will be conducted with relevant stakeholders, including government representatives, civil society organizations, private sector, UN agencies and donors and other partners, and beneficiaries. Focus groups will be conducted as appropriate.
- Field visits: The team will undertake field visits to select project sites to observe the projects and activities first-hand.

A list of projects for in-depth reviews will be developed based on a purposive sampling. The criteria for selection include: programme coverage (a balanced coverage of key issues under each outcome); maturity; budgetary and geographical considerations.

The ADR will collaborate with any UN agencies planning a similar evaluation in Pakistan in 2016 to facilitate information sharing and reduce evaluation fatigue among national partners.

**Validation.** The evaluation will triangulate data collected from different sources and/or by different methods to facilitate the validation of information.

**Stakeholder involvement.** Each outcome paper will include a stakeholder analysis to identify all relevant UNDP partners, as well as those who may not work with UNDP but play a key role in the outcome to which UNDP contributes.

## 7. MANAGEMENT ARRANGEMENTS

**Independent Evaluation Office of UNDP:** The UNDP IEO will conduct the ADR in consultation with the UNDP Pakistan country office, the Regional Bureau for Asia and the Pacific and the Government of Pakistan. The IEO evaluation manager will lead the evaluation and coordinate the evaluation team. The IEO will meet all costs directly related to the conduct of the ADR.

**Government of Pakistan:** The Economic Affairs Division<sup>16</sup> and other key government counterparts of UNDP in Pakistan will facilitate the conduct of ADR by: providing necessary access to information sources within the Government; safeguarding the independence of the evaluation; and jointly organizing the final

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<sup>15</sup> For the period 2013-2017, there are two outcome evaluations completed (out of possible eight) and five project evaluations. Some outcomes (Outcome #42 and #45) have neither project nor outcome evaluations.

<sup>16</sup> Ministry of Finance.

stakeholder meeting with the IEO, as appropriate, for the discussion of preliminary findings and results of the evaluation. Additionally, they will be responsible within the Government for the use and dissemination of the final outputs of the ADR process.

**UNDP Country Office in Pakistan:** The country office will support the evaluation team to liaise with key partners and other stakeholders, make available to the team all necessary information and access regarding UNDP's programmes, projects and activities in the country. Following the preparation of a draft report, the country office will provide factual verifications of the report on a timely basis. The country office will provide the evaluation team support in kind (e.g. arranging meetings with project staff, stakeholders and beneficiaries; and assistance for the project site visits). The country office staff will not participate in interviews and meetings with external partners during data collection. The country office will prepare a management response, in collaboration with the Regional Bureau, for inclusion in the final ADR report.

**UNDP Regional Bureau for Asia and the Pacific:** The UNDP Regional Bureau for Asia and the Pacific will support the evaluation through information sharing and will also participate in discussions on emerging conclusions and recommendations.

**Reference Group (optional):** A reference group will be established comprising representatives of the Government, development partners, donor community, civil society, and UNDP. The group will be responsible for reviewing the TOR and the draft ADR report.

**Evaluation Team:** The IEO will constitute an evaluation team to undertake the ADR. The IEO will ensure gender balance in the team which will include the following members:

- **Evaluation Manager (EM):** IEO staff member with overall responsibility for developing the design, including the TOR; managing the conduct of the ADR, and preparing/finalizing the final report; and organizing the stakeholder workshop, as appropriate, with the country office.
- **Associate Evaluation Manager (AEM):** IEO staff member with the general responsibility to support the EM, including the preparation and conduct of the ADR and the finalization of the report. Together with the EM, the AEM will help backstop the work of other team members.
- **Consultants:** External, independent consultants (preferably national, but regional/international, as needed) will be recruited in the four thematic programme areas. Under the guidance of EM/AEM, they will be responsible for conducting programme outcome analysis and drafting the outcome papers, and contribute to the preparation of a synthesis report. External adviser(s) with international development expertise may be hired to complement the team's work.
- **Research Assistant:** A research assistant based in the IEO will provide background research and documentation.

The roles of the different members of the evaluation team can be summarized in Table 2.

Table 2. Data Collection Responsibilities by Outcome	
Outcome 2.1	Development policy specialist (backstopped by EM/AEM)
Outcome 2.2/Output 2.2.1	Crisis prevention and recovery specialist (EM/AEM)
Outcome 2.2/Outputs 2.2.2-2.2.3	Environment and climate change specialist (EM/AEM)

Outcomes 3.1 and 3.3	Crisis prevention and recovery specialist (EM/AEM)
Outcome 3.2	Environment and climate change specialist (EM/AEM)
Outcomes 4.1, 4.2, 4.3	Governance specialist (EM/AEM)
Strategic positioning issues	EM
Operations and management issues	EM

## 8. EVALUATION PROCESS

The evaluation will be conducted according to the approved IEO process as outlined in the 'ADR Methodology Manual'. The following represents a summary of key elements of the process.

**Phase 1: Preparation.** The IEO prepares the ToR and the evaluation design, following a preparatory mission to UNDP Pakistan office by the EM. The preparatory mission includes the following objectives: i) ensure that key stakeholders understand the evaluation objectives, process and methodology; ii) obtain stakeholders' perspective of any key issues to be considered in the evaluation; and iii) determine the evaluation time-frame and scope, terms of engagement with the Government, and parameters for the selection of evaluation team. Following the completion of the ToR, the IEO will recruit external team members.

**Phase 2: Data collection and analysis.** The phase will commence in July 2016 with desk review of material, followed by fieldwork in August. An evaluation matrix will be developed to guide data collection. Given the potential access limitation to project sites, the ADR will pay particular attention to the assessment of existing internal and external reports and documents both before and after the data collection mission. The following process will be undertaken:

- Pre-mission research and document reviews: All team members will review relevant reference material available on the SharePoint, which include both internal (UNDP) and external documents and reports (e.g. government and donors). For each of the assigned outcomes, the individual members will review the outcome analysis paper format, and complete the necessary data to the extent possible based on the desk review of material. This process includes the development of the outcome theory of change and identification of any gaps and issues that will require validation during the field-based phase of data collection. The members will identify required stakeholders to engage during the field-based data collection phase and develop an interview/site visit plan to ensure timely completion of all required data collection activities within the phase. Potential limitations in site/information access should be carefully taken into consideration the proposed plan.
- Data collection: The field-based work will be split into two phases:
  - 1) Data collection mission: A three-week mission will be conducted by the entire team where all team members gather in the country and engage in interviews, site visits, and other data collection activities. The mission is planned to commence in early August 2016. By the end of the three-week mission, additional data requirements will be identified and planned.
  - 2) Follow-up data collection: Following the team's three-week joint field work, individual members will continue with any pending data collection activities (e.g. additional interviews), as required.
- Analysis: The team will prepare individual reports in accordance with the instructions from EM/AEM.

**Phase 3: Synthesis, report writing and review.** Once all outcome reports are prepared, the EM/AEM will undertake a synthesis of process, participated by the team members. The first ADR draft report will be prepared and sent to the country office and the UNDP Regional Bureau for factual corrections, following the quality control process and clearance by the IEO. The revised draft, which takes into account the corrections, will be shared with national stakeholders for review.

The draft report will then be shared at stakeholder workshop where the results of the evaluation are presented to key national stakeholders and the ways forward (including the draft management response) are discussed as input to the preparation of the new country programme by the country office. Taking into account the discussion at the stakeholder workshops, the final evaluation report will be prepared. The country office will prepare the final management response to the ADR, under the oversight of the Regional Bureau.

**Phase 4: Production, dissemination and follow-up.** The ADR report will be widely distributed in both hard and electronic versions. The report will be made available to the UNDP Executive Board by the time of approving a new Country Programme Document. The country office and the Government of Pakistan will ensure the dissemination of the report to national stakeholders. The report and the management response will be published on the UNDP website<sup>17</sup> and in the Evaluation Resource Centre. The Regional Bureau will be responsible for monitoring and overseeing the implementation of follow-up actions in the Evaluation Resource Centre.<sup>18</sup>

## 9. TIME FRAME FOR THE ADR PROCESS

The time-frame and responsibilities for the evaluation process are tentatively<sup>19</sup> as follows:

<b>Table 3. Tentative Time-frame for the ADR Process</b>		
<b>Activity</b>	<b>Responsible party</b>	<b>Proposed time-frame</b>
<b>Phase 1: Preparation</b>		
Preparatory mission	IEO/EM	4-8 April 2016
ToR – approval by the Independent Evaluation Office	IEO/EM	May-June
Selection of other evaluation team members	IEO/EM/AEMs	June
<b>Phase 2: Data collection and analysis</b>		
Preliminary analysis of programme data and context	ADR team	July
Data collection mission	ADR team	3-26 August
Follow-up data collection activities	ADR team	By 9 September
Analysis and finalization of outcome reports	ADR team	Mid-Sept
<b>Phase 3: Synthesis and report writing</b>		
Synthesis	ADR team	By end of Sept
Zero draft ADR for clearance by IEO	EM	By end of Oct
First draft ADR for CO/RB review	EM	By mid-Nov

<sup>17</sup> <[web.undp.org/evaluation](http://web.undp.org/evaluation)>

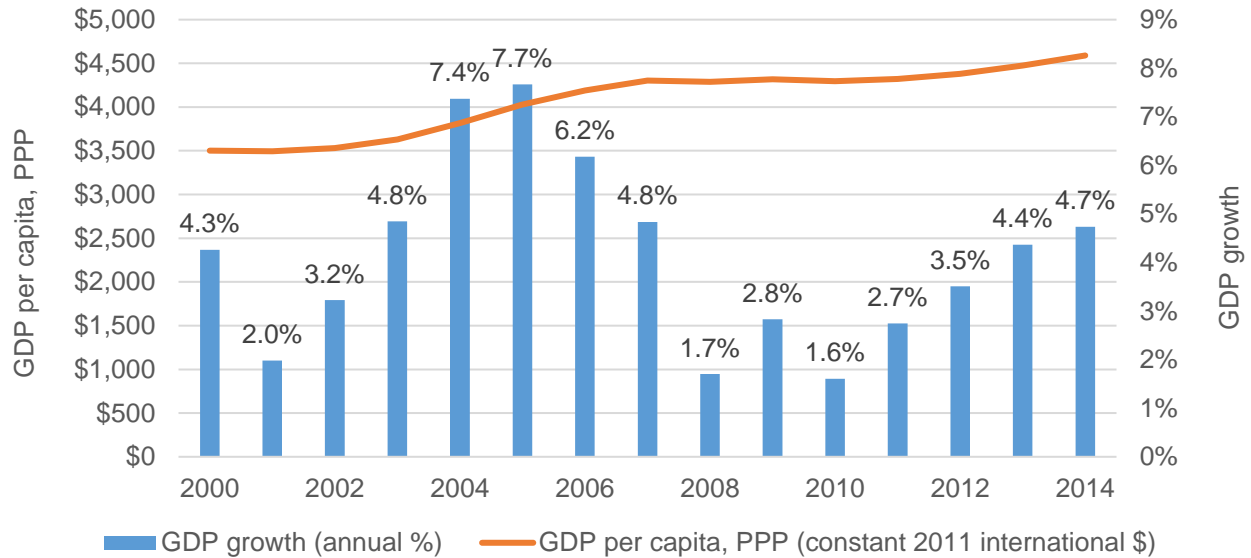
<sup>18</sup> <[erc.undp.org](http://erc.undp.org)>

<sup>19</sup> The time-frame is indicative of the process and deadlines, and does not imply full-time engagement of the evaluation team during the period.

Revision/second draft for national reference group review	EM	By mid-Dec
Draft management response	CO/RBAP	Dec
Stakeholder workshop (TBD)	IEO/CO/ RBAP	TBD (Jan or earlier?)
<b>Phase 4: Production and Follow-up</b>		
Editing and formatting	IEO	February
Final report	IEO	March
Dissemination of the final report	IEO	April
Submission of the new country programme for approval by the Executive Board	CO/RBAP	Sept 2017

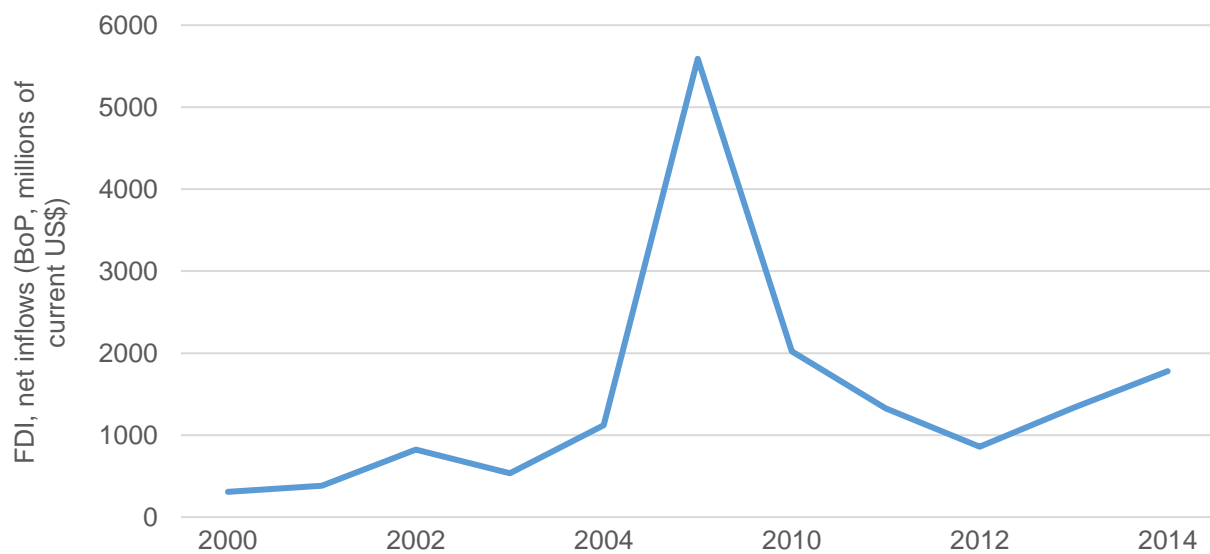
## Annex 2. COUNTRY AT A GLANCE

Real change in GDP, 2000-2014



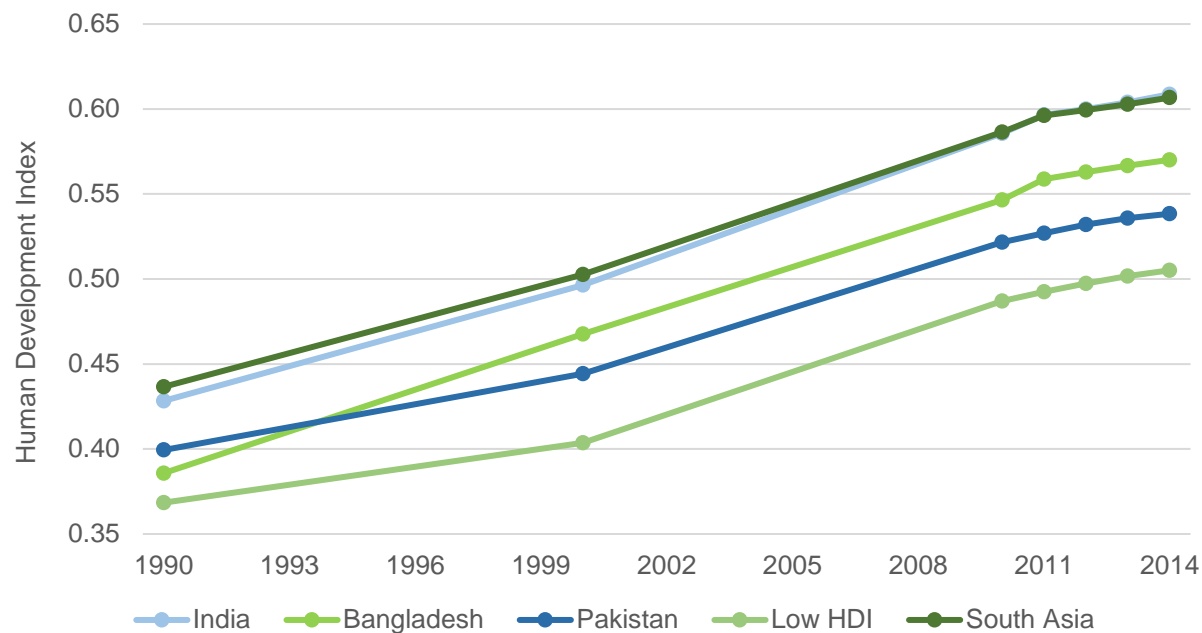
Source: World Bank, WDI (2016)

FDI inflows, 2000-2014



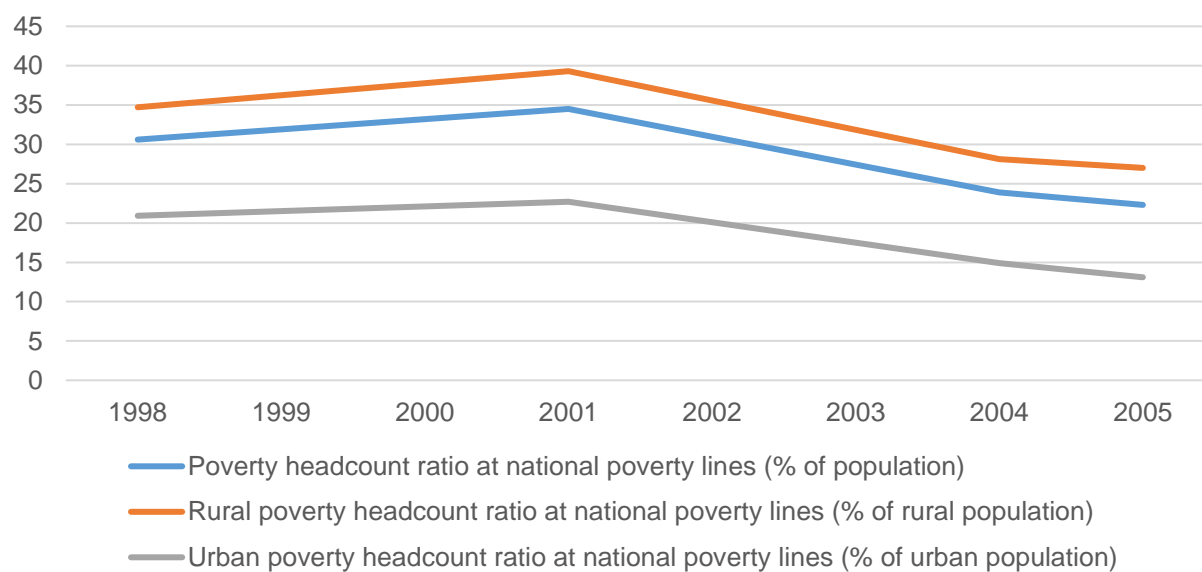
Source: World Bank, WDI (2016)

## Human Development Index trends, 1990-2014



Source: UNDP Human Development Report Office (2015)

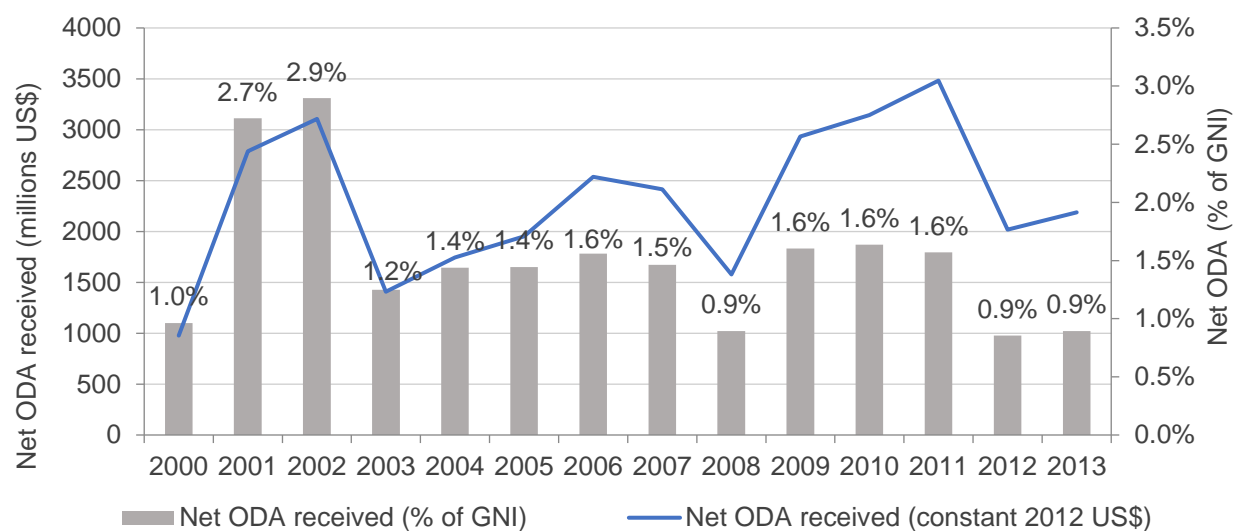
## Evolution of poverty at national poverty lines, 1998-2005



Source: WDI (2016)

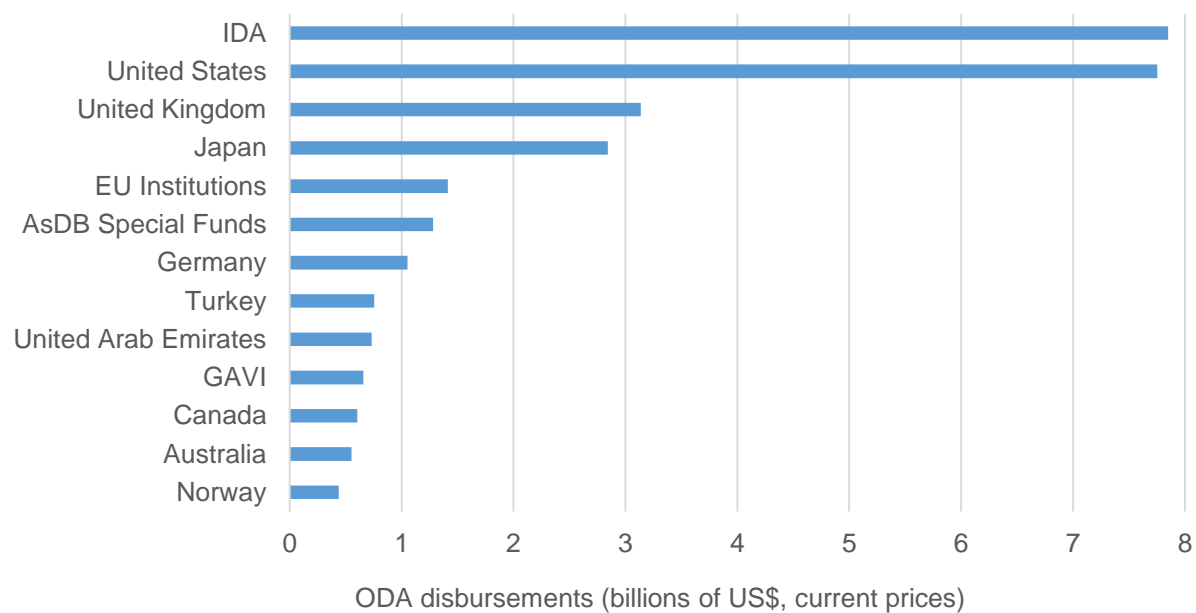


## ODA trends, 2000-2013



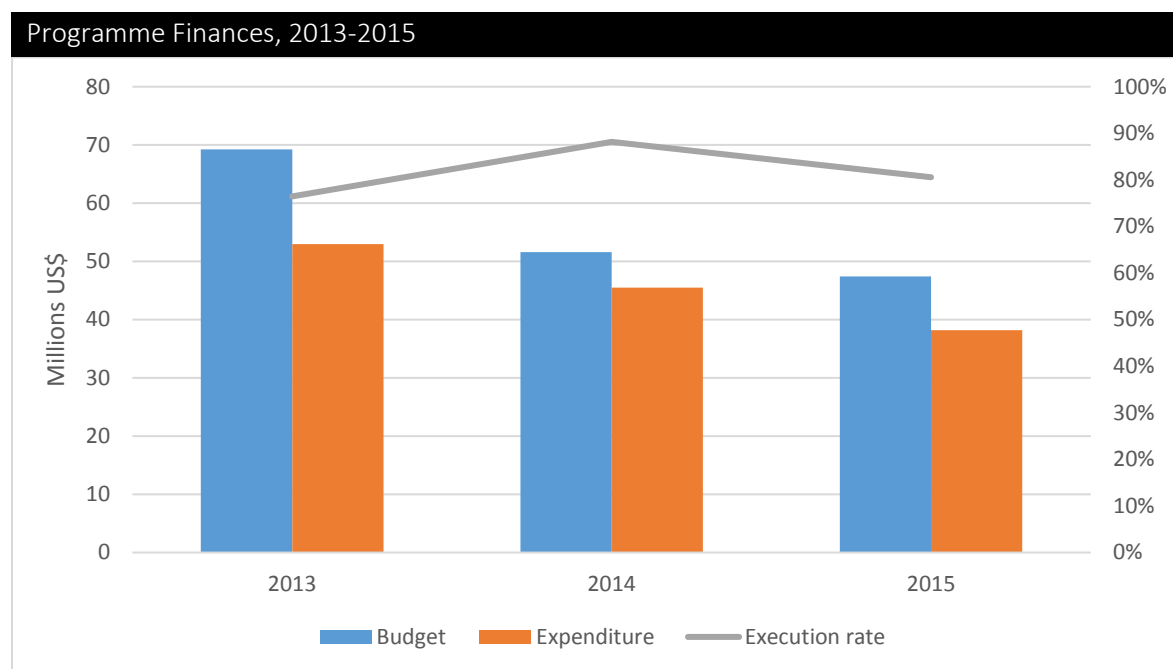
Source: World Bank, WDI (2016)

## ODA Disbursements, 2001-2014

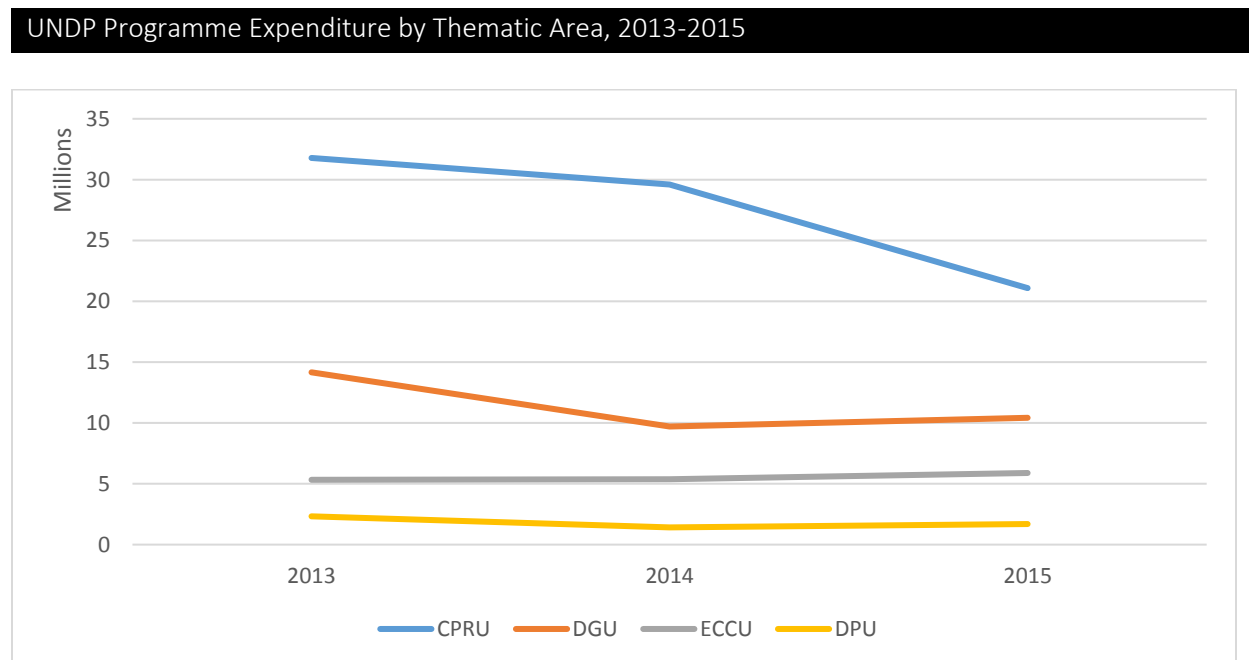


Source: OECD, QWIDS (2016)

## Annex 3. COUNTRY OFFICE AT A GLANCE

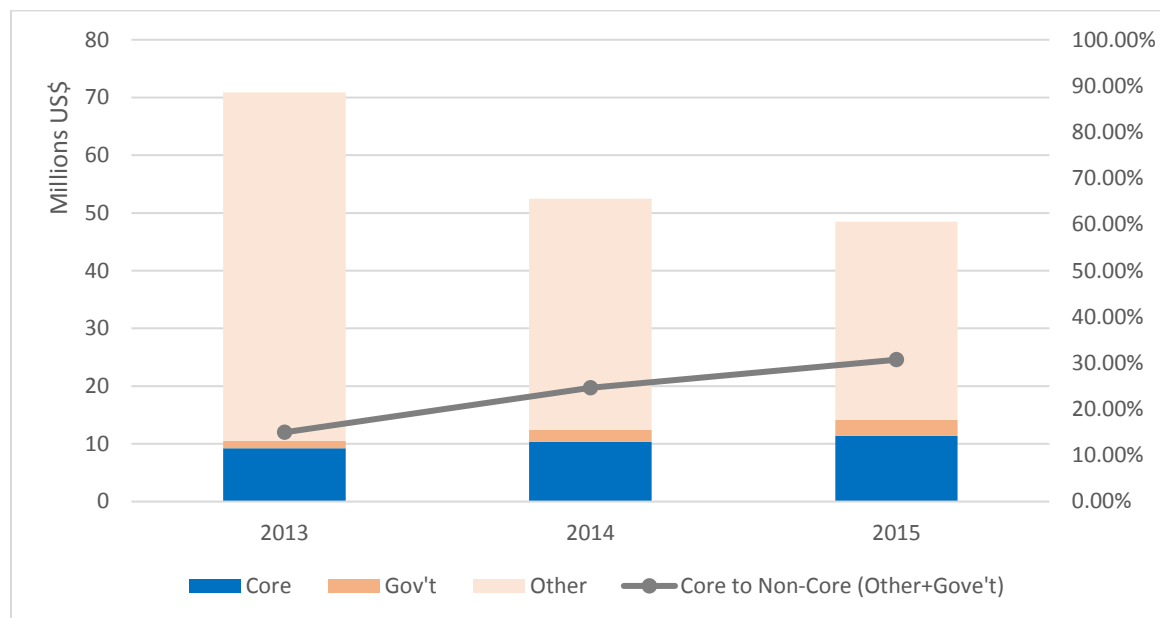


Source: Atlas and UNDP Pakistan (List of projects prepared for ADR) (2016)



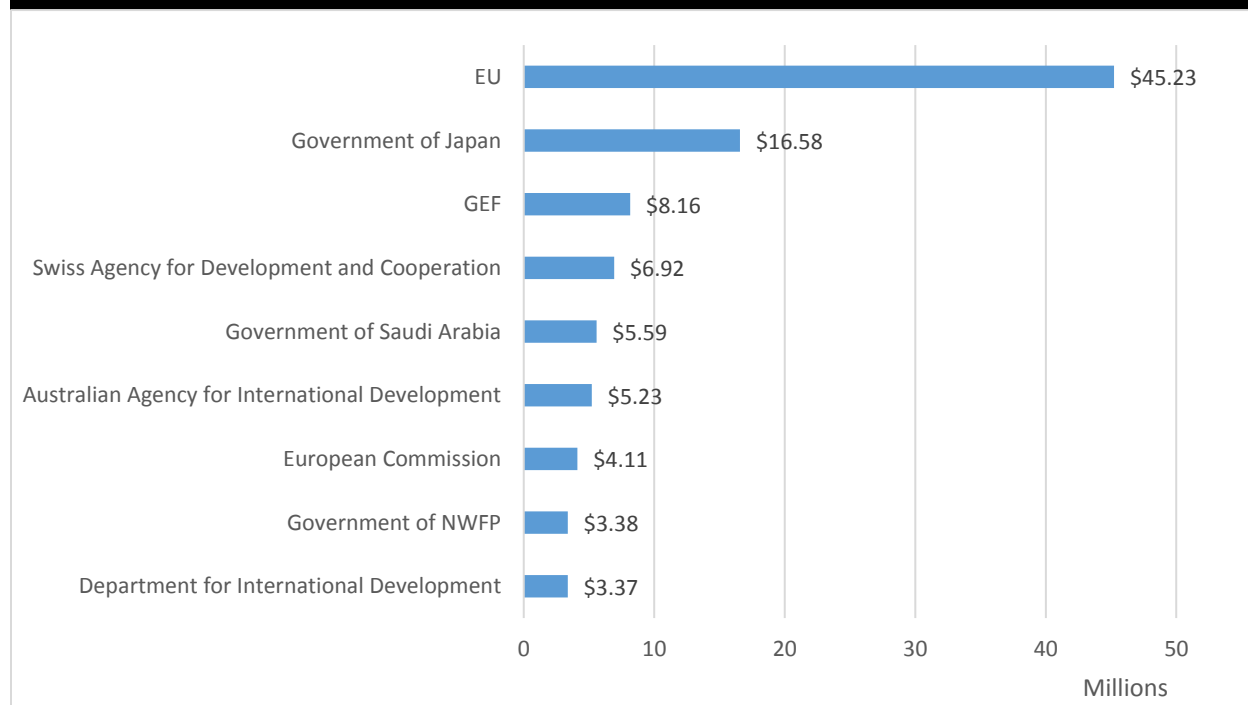
Source: UNDP Pakistan, SMU (2016)

### Programme Expenditure by Fund Source, 2013-2015

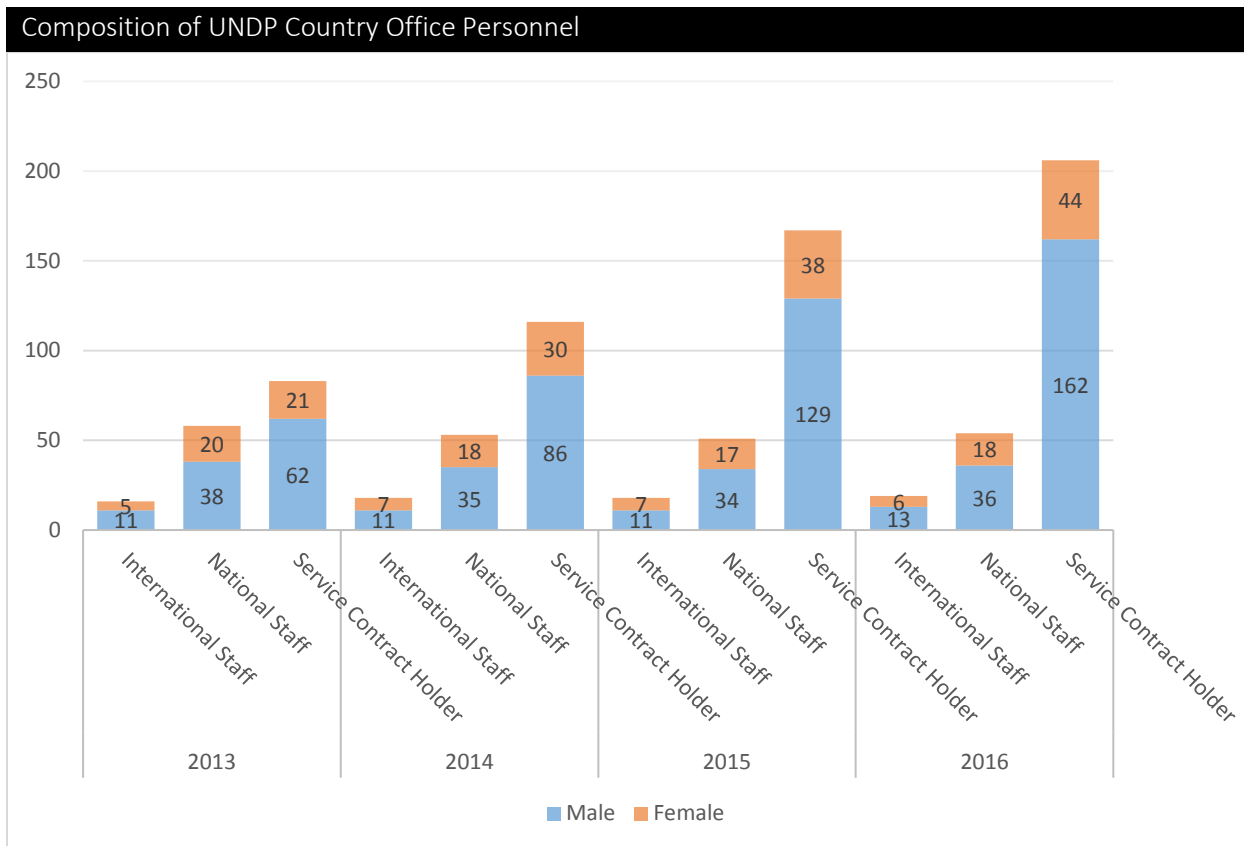


Source: UNDP Pakistan, SMU (2016)

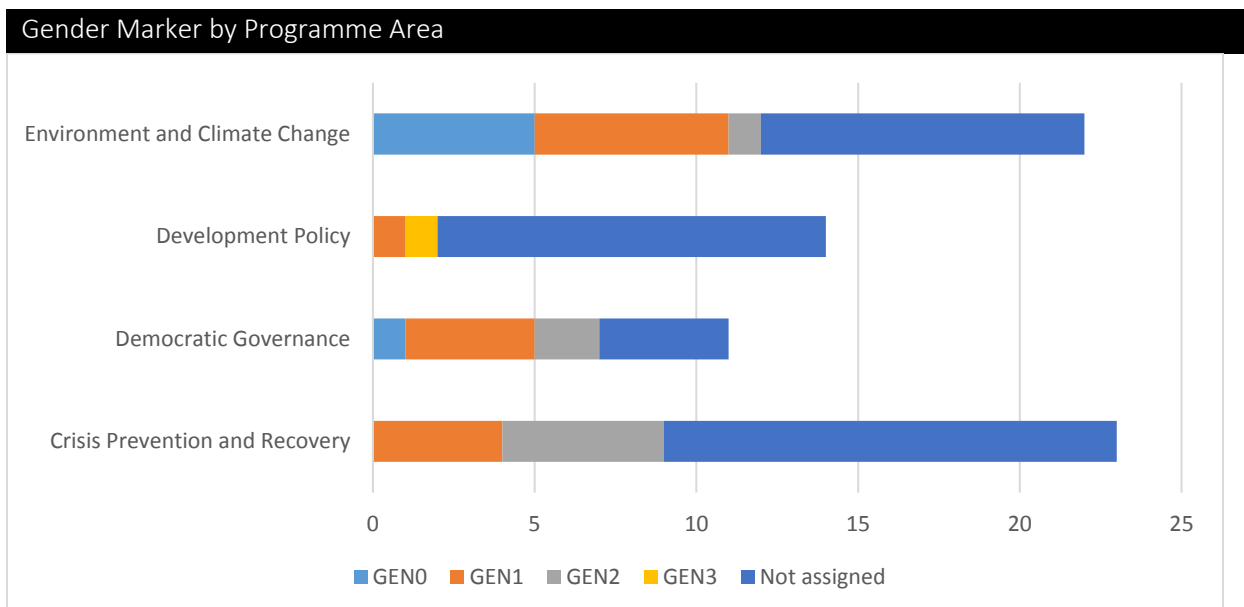
### Programme Expenditure by Major Contributing Partners, 2013-2015



Source: OBIEE (2016); filtered by expenditure over US\$3,000,000



Source: UNDP Pakistan (2016)



Source: UNDP Pakistan (List of projects prepared for ADR) (2016)

## Annex 4. LIST OF PROJECTS FOR IN-DEPTH REVIEW

Projects with \* were included in the evaluation.

Award ID	Award Title	Project ID	Project Title	Start Date	End Date	Unit	Gender Marker	NIM/ DIM	Cumulative Expenditure
<b>Outcome 2.1 (Pak_Outcome40)/OP II SPA #2</b>									
Creation of employment opportunities and decent work through industry, construction, services, vocational/skills training, agricultural and cultural development, as well as promoting youth employment and public-private partnerships									
14127*	Gender Support Programme	84624	Gender Support Programme-MDTF	1/2/2008	12/31/2013	DP	-	NIM	140,828
48060*	MDG-Driven Poverty Policy Package	84623	Strengthen PRS Monitoring II	1/1/2008	6/30/2013	DP	-	NIM	526,490
		79960	PRU-Support to Pak. Census	7/1/2011	12/31/2013	DP	-	NIM	23,519
		58047	Centre for Poverty (CPRSPD)	1/1/2008	9/30/2013	DP	-	NIM	373,755
		58061	Strengthening PRS Monitoring	1/1/2008	12/31/2013	DP	-	NIM	2,651,301
56506*	NHDR on Human Security Project	69166	NHDR Human Security Project	1/7/2009	12/31/2013	DP	-	NIM	139,347
74907*	Policy Support Programme	87069	Policy Support Programme	7/1/2013	12/31/2017	DP	GEN1	DIM	2,295,053
86908	Reforms and Innovation in Government for High Performance	94073	Reforms and Innovation in Govt	1/1/2015	12/31/2018	DG	GEN2	DIM	337,349
									<b>6,487,642</b>
<b>Outcome 2.2 (Pak_Outcome41) / OP II SPA #2</b>									
Industrial development, both urban and rural, emphasizing small and medium enterprises/small and medium industry development, women's participation, clean development and sustainable energy supply and use at affordable cost									
14127*	Gender Support Programme	53174	Gender Promotion in Garment	8/25/2006	12/31/2013	DP	-	NIM	813,583
43630	Wind Energy Project	51009	Wind Energy Project	1/1/2006	6/30/2013	DP	-	NIM	837,464
45028*	Area Development Programme Balochistan	53126	Area Development Programme Balochistan	7/1/2006	12/31/2013	DP	-	NIM	2,617,063
48996	Promotion of Energy Efficient Cooking & Housing (PEECH)	59469	Promotion of Energy Efficient Cooking & Housing	1/1/2009	10/31/2013		-	NIM	961,040
57016*	Institutional Mechanism for Integrated Environment Management	74456	MDI Elimination Project	1/1/2010	12/31/2016	ECC	GEN0	NIM	71,949
		72988	Support to Ozone Cell for MP	1/1/2009	12/31/2016	ECC	GEN1	NIM	691,889
		79571	Management of Natural Resource	7/1/2011	12/31/2013	ECC	-	NIM	3,256,483
57747	Productive Use of Renewable Energy (PURE)	71448	Productive Use of RE	5/21/2009	10/31/2013		-	NIM	378,946
58072	Barrier Removal to Energy Efficiency Standard & Labelling	71989	Energy Efficiency Standards	1/1/2009	12/31/2014		GEN0	NIM	638,559
58561*	Pakistan Sustainable Transport Project	72773	Pakistan Sustainable Transport	10/1/2010	6/30/2016	ECC	GEN0	NIM	3,829,551

60848*	Mountain & Markets: Biodiversity & Business in Northern Pak	76779	Mountain & Markets	9/3/2012	12/31/2017	ECC	GEN1	NIM	1,349,447
68851*	Promoting Employment & Productivity in Garment Industry	89238	PEPGI-2	1/1/2013	12/31/2014	DP		DIM	150,000
		83778	Women's Employment in Garment	8/1/2012	12/31/2017	DP	GEN3	NIM	610,793
		89239	PEPGI-3	1/1/2013	12/31/2014	CPR	-	DIM	106,184
		93588	Youth Employment Project	1/1/2015	12/31/2017	CPR	GEN2	DIM	939,910
73250	Pakistan-NAP Alignment & Strengthening National Rep Process	86155	Pakistan-NAP Alignment & Strength	7/1/2014	6/30/2016		GEN1	NIM	78,377
78453	Balochistan Economic Development	88713	Balochistan Economic Development	12/30/2013	12/31/2017		GEN1	DIM	1,313,868
79866	Sustainable Forest Management	89731	Sustainable Forest Management	6/15/2014	12/31/2015		GEN0	DIM	106,673
									<b>18,751,780</b>
<b>Outcome 3.1 (Pak_Outcome42)/OP II SPA #3</b>									
National, provincial and district capacities to prevent, assess, reduce and manage risks are developed									
47974*	One UN Disaster Risk Management Programme	80536	UNV Support to UNDP's Flood Res	12/8/2011	10/31/2013	CPR	-	DIM	403,650
		57915	One UN DRM Programme	8/30/2007	6/30/2013	CPR	-	NIM	2,661,822
72484*	Disaster Risk Reduction in Pak	85568	Disaster Risk Reduction in Pak	2/12/2013	12/31/2017	CPR	GEN1	DIM	2,281,972
									<b>5,347,444</b>
<b>Outcome 3.2 (Pak_Outcome43)/OP II SPA #3</b>									
Vulnerable populations benefit from improved sustainable environmental management practices, including climate change mitigation and adaptation									
33645	Conservation of Habitats & Species	35060	ECC-Habitats & Species	1/1/2004	10/31/2013		-	NIM	343,809
38569	Pakistan Wetlands Project	42992	Pakistan Wetlands Project	1/1/2005	6/30/2013		-	NIM	2,029,154
41720	Juniper Forest Ecosystem	47688	ECC-Juniper Forest Ecosystem	10/9/2006	10/31/2013		-	NIM	565,767
44979	Sustainable Land Management to Combat Desertification	53047	Sustainable Land Management	2/1/2008	12/31/2013		-	NIM	1,827,180
45256*	Rehabilitation of Saline and Waterlogged Land (Bio-Saline)	53425	Bio-Saline-II	10/1/2006	12/31/2013	DP	-	NIM	3,271,238
57016	Institutional Mechanism for Integrated Env. Mgt	72719	Environmental Info System	1/1/2010	12/31/2013		-	NIM	1,085,580
61318*	Reducing risks from Glacial Lake Outburst Floods (GLOF)	77650	Reducing risks from GLOFs	3/1/2011	11/30/2015	ECC	GEN0	NIM	4,284,018
62085*	GEF SGP Pakistan - Phase V	79343	GEF SGP Pak	7/1/2011	12/31/2015	ECC	GEN2	UNOPS	3,217,897
67608	Reduction of Persistent Organic Pollutants Pakistan	83293	Persistent Organic Pollutants	6/1/2012	12/31/2017			DIM	66,889
75411*	Support to Climate Change Adaptation & Mitigation	87334	Climate Change Adapt & Mitigation	8/1/2013	12/31/2017	ECC	GEN1	DIM	1,674,199
75848	Sustainable Land Management to Combat Desertification-II	87529	Sustainable Land Management to Combat Desertification	4/1/2015	3/31/2020		GEN1	NIM	174,069

76609	Global Environmental Benefit from Improved Decision Making	87913	Generating Global Env	11/1/2013	10/31/2014		-	DIM	29,522
81936	Comprehensive Reduction and Elimination of POPs	91045	Comprehensive Reduction and Elimination of POPs	1/1/2015	12/31/2019		GEN1	NIM	192,258
									<b>18,761,580</b>
<b>Outcome 3.3 (Pak_Outcome44)/OP II SPA #3</b>									
Vulnerable populations in crisis situations benefit from improved prevention, risk reduction and response (mitigation), and are assisted to reach development goals including MDG targets									
14120	Support to Devolution Trust for Community Empowerment	14120	Community Empowerment	1/1/1901	12/31/2013		-	NIM	12,107,893
43956	Community Based Livelihoods Recovery Programme	51497	Livelihoods Recovery Programme	4/26/2006	10/31/2013		-	DIM	-292,128
46362	Environmental Recovery Project	55157	Environmental Recovery Programme	2/5/2007	5/31/2013		-	DIM	317,143
57622*	Refugee Affected & Hosting Areas Programme	71269	Community Resilience FATA	1/1/2009	12/31/2017	CPR	GEN2	NIM	38,554,404
		79629	Refugee Affected & Hosting Area	7/25/2011	12/31/2017	CPR	GEN1	NIM	53,269,920
58104*	Community Resilience in Malakand	83038	Community Resilience in Malakand	1/1/2012	12/31/2017	CPR	GEN2	DIM	7,673,006
		72030	Peace & Development in KPK	8/13/2009	12/31/2014	CPR		DIM	4,577,119
		74261	Peace & Development in KPK	1/1/2010	10/31/2013	CPR	-	DIM	8,485,623
60551	Early Recovery (ER) & Restoration in Pakistan	77286	ER Community Infrastructure	1/1/2011	6/30/2013			DIM	45,850,042
60750	Technical Assistance for the Management of EQE Recovery	76635	Management Earthquake Recovery	3/1/2010	6/30/2013			NIM	1,400,009
61843*	Early Recovery (ER) & Restoration in Pakistan	81824	ERP-CPR-Re-equipping & Reissuance	1/1/2012	5/31/2014	CPR	-	DIM	620,209
		79081	Mainstreaming Disaster Risk	6/6/2011	12/31/2013	CPR	-	DIM	2,737,871
		78834	Support to Small Businesses	3/1/2011	12/31/2013	CPR	-	DIM	3,063,182
		78939	Restore Flooded Communities	3/1/2011	12/31/2013	CPR	-	DIM	4,758,397
		79054	Rehabilitation Govt Building	6/3/2011	3/31/2014	CPR	-	DIM	6,875,066
62782*	Peace & Development in FATA	80195	Peace and Development in FATA	7/1/2011	12/31/2017	CPR	-	DIM	936,041
75389	Early Recovery Preparedness and Response Project	87315	Early Recovery Prep. & Response	7/26/2013	12/31/2017		GEN1	DIM	4,188,695
86132*	Youth and Social Cohesion project	93478	Youth & Social Cohesion	1/1/2015	12/31/2017	CPR	GEN2	DIM	1,236,997
88875*	Return & Rehabilitation Support to FATA	95343	Return & Rehabilitation Support	5/13/2015	12/31/2017	CPR	GEN2	DIM	1,650,405
									<b>198,009,894</b>
<b>Outcome 4.1 (Pak_Outcome45)/OP II SPA #4</b>									
The capacity of institutions to be more democratic and accountable is strengthened, including, inter alia, the engagement of civil society organizations, media and academia									
58412*	Parliamentary Development	72565	Parliamentary Development	10/1/2009	9/30/2013	DG	-	NIM	2,477,005
62980*	Election Cycle Support to the Election Commission of Pak	80286	Election Cycle Support Prg	11/14/2011	3/31/2013	DG		DIM	128,265
		81893	Election Cycle Support to ECP	1/1/2012	12/31/2017	DG	GEN1	DIM	18,494,710

76330*	Parliamentary Support in Pakistan	87782	Parliamentary Support Pakistan	10/1/2013	12/31/2017	DG	GEN1	DIM	1,482,653
									22,582,632
Outcome 4.2 (Pak_Outcome46)/OP II SPA #4									
Rule of law and public security institutions strengthened to enhance public trust and social stability, and to provide improved safety and security, including measures to address transnational crime and trafficking									
14127*	Gender Support Programme	56077	Gender Justice & Protect	3/21/2007	12/31/2013	DP	-	UNOPS	1,710,133
		40337	Gender Justice (GJTMA)	11/1/2004	12/31/2013	DP	-	NIM	1,465,402
60311*	Pro-Poor Governance for Legal Empowerment of Poor	75887	Legal Empowerment of Poor-Biz	8/1/2010	7/31/2013	DG	-	DIM	446,252
		75886	Legal Empowerment of Poor-Just	8/1/2010	7/31/2013	DG	-	DIM	1,749,408
61652*	Strengthening Rule of Law, Khyber Pakhtunkhwa	85653	Adal-O-Insaf Khyber Pakhtunkhwa	4/1/2013	12/31/2017	DG	GEN1	DIM	1,232,213
		94018	Strengthening Rule of Law-EU	1/1/2015	12/31/2017	DG	GEN2	DIM	1,934,357
		78193	Rule of Law in Malakand	4/7/2011	12/31/2017	DG	GEN0	DIM	11,838,434
									20,376,200
Outcome 4.4 (Pak_Outcome47)OP II SPA #4									
Strengthened decentralized governance									
70684*	Decentralization and Local Governance	84531	Decentralization & Local Gov.	11/1/2012	12/31/2017	DG	GEN1	DIM	2,612,142
									2,612,142
									292,929,314



## Annex 5. CPD RESULTS FRAMEWORK AND INDICATOR STATUS

**Table of outcome Indicators and their status as reported by the country office<sup>20</sup> and UNDP-specific output indicators and their status as assessed by the ADR<sup>21</sup>**

Outcome	Indicator	Baseline	Target	Self-Reported Status/Progress on Outcome <sup>22</sup>		
				2013	2014	2015
Outcome 2.1 (#40)						
Creation of employment opportunities and decent work through industry, construction, services, vocational/skills training, agricultural and cultural development, as well as promoting youth employment and public-private partnerships	Number of evidence-based policies and strategies formulated and implementation supported with federal and provincial governments	Government’s Economic Growth Framework highlights policy and capacity gaps that limit the achievement of inclusive growth and MDGs	At least three provincial/regional governments formulate comprehensive development strategies that include MDG acceleration (including MDG 3) through a consultative process (2013)	One strategy and three draft MDG Acceleration Frameworks at provincial level	See detailed comment <sup>23</sup>	Data: 2
			Two (2014-2015)	Some progress	Significant progress	Some progress
<b>UNDP Output 2.1.1.</b> Planning and finance institutions and women’s departments at federal and provincial levels are enabled to develop comprehensive development strategies, with a focus on MDGs acceleration, inclusive growth, gender equality and women’s empowerment <b>Indicator:</b> Number of evidence-based policies and strategies formulated and implementation supported with federal and provincial governments <b>Baseline:</b> Government’s Economic Growth Framework highlights policy and capacity gaps that limit the achievement of inclusive growth and MDGs <b>Target:</b> See detailed comment <sup>24</sup>						

<sup>20</sup> "Outcomes" are defined in the CCPD/CCPAP 2013-2015. "Indicator," "Baseline," and "Target" reflect those used and reported in the 2013 ROAR. "Target" was updated in the 2014-2015 ROARs.

<sup>21</sup> Outputs, indicators, baselines and targets were defined by the UNDP Pakistan as part of the results framework for the CCPD/CCPAP.

<sup>22</sup> "Status and progress" info was extracted from the 2013 ROAR for 2013. For 2014 and 2015, where there was no reporting in the ROAR, the information was extracted from the UNDP Corporate Planning System ([intranet.undp.org/sites/PAK/sitepages/programmeplanmonitor.aspx?year=2016](http://intranet.undp.org/sites/PAK/sitepages/programmeplanmonitor.aspx?year=2016)). Term "Data" for 2014 and 2015 indicates 'quantity.'

<sup>23</sup> Data: 0; Comment: With UNDP's advocacy and technical support, the Planning Commission (PC) of Pakistan undertook the policy decision to test and adopt the Multi-Dimensional Poverty Index (MPI) as an official poverty measure. A tripartite agreement between the PC, UNDP and Oxford Poverty and Human Development Initiative (OPHI) was signed for technical cooperation and exchange of knowledge and best practices. The MPI has already been incorporated in the Pakistan Vision 2025 as a baseline to measure government performance. Pakistan for the first time adopted the MAF approach for increasing enrolments and quality of primary education. The MAF was presented to the UN Chief Executive Board (CEB) meeting in November 2014 chaired by the UN SG. In support to the UN process of developing the post 2015 development agenda, UNDP, on behalf of the UN RC, successfully led the 2nd round of consultations that gathered feedback from diverse stakeholders on role and importance of "capacities and institutions" for the achievement of SDGs. UNDP initiated process of National HDR on youth. With the Federal Minister for planning being the chair of the NHDR advisory council, the report is expected to influence and inform the national youth policies to enable transform this asset into youth dividend.

<sup>24</sup> At least three provincial/regional governments formulate comprehensive development strategies that include MDG acceleration (including MDG 3) through a consultative

**ADR: Progress/Current Status**

2013 The following outputs were achieved: i) Balochistan Comprehensive Development Strategy developed; ii) MDGs acceleration framework developed in Punjab, KP, Balochistan; iii) MDG report finalized and launched; iv) Post 2015 development agenda Key Messages report

2014 The following outputs were NOT achieved (or not implemented by the Unit): i) Provincial growth strategies developed for each province. (UNDP primarily facilitated Balochistan Comprehensive Strategy, and participated in KP Strategy workshops. The Poverty Reduction/DP Unit has been the lead facilitator to the Government/MoPDR for the Vision 2025 as well as for the earlier Framework for Economic Growth (FEG) strategies); and ii) RBM introduced in the Planning Commission and other line departments.

2015 The following outputs were achieved: i) Assessment of report on MDGs achievements – federal and provincial; and ii) Post 2015 development agenda initiated at national and provincial level. The following was not achieved: i) RBM introduced in two provinces.

2016 Achieved: i) Federal and provincial government assisted in implementation of post-2015 development agenda. Not achieved: i) Implementation of provincial growth strategies supported. (\*Note: FEG strategy of previous government no longer applies. The earlier targets for Inclusive Growth Centres also no longer apply. Instead, DPU has made cost-sharing agreements with the federal and provincial governments to help establish SDG Units).

**Outcome 2.2 (#41)**

Industrial development, both urban and rural, emphasizing small and medium enterprises/small and medium industry development, women's participation, clean development and sustainable energy supply and use at affordable cost	Number of disadvantaged people (sex disaggregated) with enhanced income through economic opportunities	Increase in poverty and inequality, especially in remote areas – women labour force participation at 21%	At least 0.5 million poor (50% youth; 70% women) provided livelihood and income-enhancement opportunities (2013)	26,000 households	No data	Data: 1366 Comment: Women 1036, Men 330
			1,825 (women 913, men 912) (2014-2015)	Some progress	No change	Some progress
	Number of poor, vulnerable households,	5.6% of total energy consumption is from renewable sources	At least two gender-sensitive policy reforms to promote use of renewable energy by	Process initiated to promote renewable energy by men and	See detailed comment <sup>25</sup>	No data

process

Target 2013: Balochistan Comprehensive Development Strategy developed; MDG Acceleration Framework developed in Punjab, KP and Balochistan; Inclusive Growth Centre operationalized; Sindh MDG report finalized and launched; Post 2015 Development Agenda Key Messages Report

Target 2014: Provincial growth strategies developed for each province; result-based management introduced in the Planning Commission and other line departments

Target 2015: Assessment and report on MDGs achievements – federal/provincial; Post 2015 development agenda initiated at national and provincial level; result-based management introduced in at least two provinces

Target 2016: Implementation of provincial growth strategies supported; Federal and provincial governments assisted in implementation of post 2015 development agenda

Target 2017: Impact assessment of provincial growth strategies; Strategic experience sharing and learning; Evaluation of the capacities of the federal and provincial government

<sup>25</sup> Data: 0; Comment: The Ministry of Water and Power has put forward Pakistan Energy Efficiency Bill (PEEC) for approval to Parliament. UNDP has played a major role in perusing the formulation of this bill through extensive stakeholder consultations. UNDP initiated this activity by raising awareness among the relevant stakeholders about the significance of this energy efficiency and the impact of energy conservation measures especially through electrical appliances on the overall saving of energy the country. The sensitization of government officials has been a major factor towards development and approval of PEEC. Energy Efficiency Standards and Labelling (ES&L) summary was also developed and

	particularly female headed households, with access to renewable energy	(hydel); renewable energy is not afforded by the poor	women and men; at least three gender- sensitive provincial/regional renewable energy initiatives implemented; 20% poor/female-headed households with access to renewable energy in target areas (2013)	women; demonstrated in parallel.		
			0 (2014-2015)	Some progress	Some progress	No change
	Number of critically threatened ecosystems sustainably managed by women and men in communities	Limited community-based ecosystem management with weak capacities	At least 10 critically threatened ecosystems sustainably managed. (2013)	15 sites of critically threatened ecosystems in 5 provinces and AJK sustainably managed.	See detailed comment <sup>26</sup>	Data: 1
			1 (2014-2015)	Significant progress	Some progress	Some progress
<p><b>UNDP Output 2.2.1.</b> Poor people, especially women, have enhanced access to livelihood and economic opportunities, particularly in least developed areas</p> <p><b>Indicator:</b> Number of disadvantaged people (sex disaggregated) with enhanced income through economic opportunities</p> <p><b>Baseline:</b> Increase in poverty and inequality, especially in remote areas – women labour force participation at 21%</p> <p><b>Target:</b> See detailed comment<sup>27</sup></p> <p><b>ADR: Progress/Current Status</b></p> <p>The projects reviewed (implemented under the former Poverty Reduction and Gender programme) were closed by the end of 2013, with limited documentation and institutional memory at UNDP. The reported results<sup>28</sup> from select projects aiming at enhancing access to livelihood and economic activity were as follows: (1) The GEN-PROM project (2007-</p>						

submitted for approval by Federal Cabinet. This summary is related to the subsidies and rebates that the manufacturers of the standardized products would obtain for manufacturing the standardized products. A voluntary regime for enforcement of the standards was introduced for ES&L in May 2014 for selected products. The fan manufacturing sector is the first one to adopt the standards and labelling of fans voluntarily. The implementing partner has received the requests from at least three manufacturers for specialized ENERCON labels.

<sup>26</sup> Data: 0; Comment: The collaboration with two major buyers of Non-Timber Forest Products (NTFPs) was initiated in 2014 for inclusion of certified NTFP in their CSR policies. Establishment of National Business and Biodiversity Round Table (BBRT) was initiated which will involve private sector, community producers, conservation actors and other key stakeholders to improve business opportunities for certified NTFP.

<sup>27</sup> At least 0.5 million poor (50% youth; 70% women) provided livelihood and income-enhancement opportunities

Target	2013:	5,000	poor	women	and	men,	including	youth.
Target	2014:	45,000	poor	women	and	men,	including	youth.
Target	2015:	150,000	poor	women	and	men,	including	youth.
Target	2016:	150,000	poor	women	and	men,	including	youth

Target 2017: 150,000 poor women and men, including youth

<sup>28</sup> Not independently verified as projects closed by 2013.

2012) Impact Assessment reports that 15,448 Operators were trained (which included 10,000 females) and 689 Master Trainers, besides Merchandizers etc. It estimates that as a result of the project the total monthly salaries received by Operators would be PKR 155million and by the Master Trainers PRs 25 million. It estimates that 68,000 livelihoods would be improved as a result of the project. (2) The Bio-Saline-2 (2006-2012) Terminal Report shows that 26,000 households joined the organized community organizations. During the course of the project, the community members contributed PKR 298 million in cash as their contribution, 45% of the total development activity expenditure. As a result of project activities, 71,000 acres of degraded land was rehabilitated – with a projected PRs 1 million per acre raise in value. Some 14,000 households benefited from the much higher agricultural productivity as result of the land reclamation, an estimated PRs 1 million more earnings per year per household. And (3) The ADP-Balochistan (2006-2013), Impact Assessment (Khan, M Asif, 2012), calculates that due to the project some 50,000 additional jobs were created. Approximately 171,000 rural poor – including 35,900 youth and 58,000 women were provided livelihood and income enhancement opportunities. And 1,400 acres of additional land were brought under cultivation. The Impact Assessment estimates annual monetary impacts of interventions at project end as follows: Due to water-related activities, PRs 155 million; due to Livestock related, PRs 16 million; due to other activities emanating from the project, PRs 26 million.

**UNDP Output 2.2.2.** National and provincial governments undertake gender-sensitive policy reforms and develop targeted initiatives to promote low-cost sustainable energy options, particularly among poor/vulnerable population

Indicator: Number of poor, vulnerable households, particularly female-headed households, with access to renewable energy

Baseline: 5.6% of total energy consumption is from renewable sources (hydel); renewable energy is not afforded by the poor

Target: See detailed comment<sup>29</sup>

#### **ADR: Progress/Current Status**

The initial years of implementation have been challenging, as reported in the ROARs, due to extremely volatile security situation, floods and unprecedented climate events. A shift from PCOM to NIM modality also caused delays. The process took longer than expected and affected the on-ground implementation of several NIM projects and pipelines. Another external factor was reformation of ministry of environment to ministry of climate change (and that too in two steps of reforms). In later years also however not much progress could take place against the indicators. In terms of Programming the following progress was made which contributes to the accomplishment of some targets and indicators:

- 2 NIM projects were initiated and completed: Pakistan Sustainable Transport Project with IUCN and Punjab/Sindh governments completed; and, BRESL with Ministry of Water & Power and provincial governments of Sindh and Punjab.
- One DIM project, Sustainable Energy for All, with Ministry of Water & Power and provincial governments of Sindh and Punjab was also initiated.

**The targets including:** At least two gender-sensitive policy reforms to promote use of renewable energy by women and men; At least three gender-sensitive provincial/regional renewable energy initiatives implemented; and 20% poor/female-headed households with access to renewable energy in target areas haven't been achieved and not reported by ROARs.

**UNDP Output 2.2.3.** Community groups, particularly women, sensitized and actively engaged in the sustainable management of critically threatened ecosystems.

**Indicator:** Number of critically threatened ecosystems sustainably managed by women and men in communities.

<sup>29</sup> At least two gender-sensitive policy reforms to promote use of renewable energy by women and men; at least three gender-sensitive provincial/regional renewable energy initiatives implemented; 20 percent poor/female-headed households with access to renewable energy in target areas  
Target 2013: GHG emissions reduced by promotion of sustainable and improved transportation in at least one region;  
Target 2014: At least one renewable energy project each initiated in Sindh and Punjab; one Renewable Energy Policy approved by the government; GHG emission reduced by improvement in one local manufacturing industry;  
Target 2015: Climate Change mitigation by introducing sustainable transport measures in two regions; 2 models of sustainable energy promoted in parts of Sindh and Punjab.  
Target 2016: At least two small and medium enterprises in renewable energy resources developed in Sindh and Punjab.  
Target 2017: Programmatic assessment and lesson learning exercise conducted; Capacity-building of two regional public sector institutions completed.

**Baseline:** Limited community-based ecosystem management with weak capacities

**Target:** See detailed comment<sup>30</sup>

**ADR: Progress/Current Status**

Like in the case of output 2.2.2, the initial years of implementation have been challenging in this case too, due to extremely volatile security situation, floods and unprecedented climate events and reported in the ROARs. Another external factor was the reform process under the 18<sup>th</sup> Constitutional amendment in which the Ministry of Environment became the Ministry of Climate Change in two reform steps. A shift from PCOM to NIM modality also caused delays. The process of this shift took longer than expected and affected the pipelines. Even recruitment process took a long time. In later years also however some progress was made against the indicators. In terms of programming, the following progress was made which contributes to the accomplishment of some targets and indicators:

- 4 NIM projects initiated with Ministry of Climate Change and provincial governments: (i) Mountains and Markets; (ii) Sustainable Land Management; (iii) Sustainable Forest Management, International Waters; and (iv) Montreal Protocol and Removal of Persistent Organic Pollutants (POPS)

Of these however, SLM and SFM still wait to be initiated but hopefully soon. As oppose to the target of 10 critically threatened eco-systems, different mountain areas have been recognized by M&M for their fragility but also richness in terms of biodiversity resources. This project also potentially satisfies the gender dimension of the targets. Marine and desert eco-systems have not yet been brought in the implementation but are included in the programming. Enhancing management capacities and disposal of Persistent Organic Pollutants (POPs) in Pakistan has been achieved with the government as an implementing partner and regulator.

Both the outputs 2.2.2 and 2.2.3 have been financially achieved as follows:

Planned regular funding: \$1,833,000

Regular funding achieved: \$1,734,514

Planned other investments: \$14,166,000

Achieved other investments: \$4,090,635

This shows that mobilization of other investments has been far from achieved due to delays in the pipeline projects.

**Outcome 3.1 (#42)**

National, provincial and district capacities to prevent,	Number of federal, provincial, and district DMAs with	DMAs recently established and have	Federal, provincial DMAs and at least one third of DDMA's with improved, gender-	Support to 48 national and provincial DMAs who	See detailed comment <sup>31</sup>	Data: 9
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<sup>30</sup> At least 10 critically threatened ecosystems sustainably managed.  
 Target 2013: - Two critically threatened eco-systems of KP and GB conserved through sustainable use of resources under two community based initiatives;  
 Target 2014: Conservation of one marine eco-system; arid lands rejuvenated through community involvement in two eco-regions; hazardous substances threatening the stability of ecosystems reduced in two locations.  
 Target 2015: - Ecosystems of global significance conserved through two community-based initiatives; The elimination of hazardous substances carried out in two locations through involvement of key stakeholders.  
 Target 2016: Combating land desertification up-scaled in two regions; two marine and land eco-systems of global significance conserved through community participation.  
 Target 2017: - Impact assessment and lesson learning exercise conducted; knowledge management and sharing with at least three government counterpart agencies.

<sup>31</sup> Data: 0; Comment: With UNDP support, NDMP Implementation Unit has been established which is enabling the National Disaster Management Authority (NDMA) to build its capacity to monitor progress on government's 10-year National Disaster Management Plan (NDMP). The National Institute for Disaster Management (NIDM) was also supported to sustain its activities and extend its outreach to the provinces. It is now successfully catering to the training needs of the provincial and district government departments in DRR/DRM. The communities prone to floods are now able to take precautionary measures in advance. This is due to improved capacity of the Pakistan Meteorological Department

assess, reduce and manage risks are developed	strengthened capacities, including in relation to mainstreaming gender equality	limited capacities and community engagement	sensitive early warning and response systems and community engagement. (2013)  9 (2014-2015)	demonstrated well-coordinated response to floods and earthquake without any external assistance.		
				Significant progress	Some progress	Some progress
<p><b>UNDP Output 3.1.1.</b> Disaster management institutions at federal, provincial, district and community levels are enabled to undertake gender-sensitive preventive and mitigation measures and disaster risk reduction (DRR) is mainstreamed in selected departments and ministries.</p> <p><b>Indicator:</b> Number of federal, provincial and district DMAs with strengthened capacities, including in relation to mainstreaming gender equality.</p> <p><b>Baseline:</b> DMAs recently established and have limited capacities and community engagement</p> <p><b>Target:</b> See detailed comment<sup>32</sup></p> <p><b>ADR: Progress/Current Status</b></p> <ul style="list-style-type: none"> <li>Support to the establishment of National Disaster Management Plan Implementation Unit (<b>NDMPIU</b>) through the provision of technical staff</li> <li>Support to NDMA in designing an early recovery framework for the 2014 floods in <b>Punjab and AJK</b>;</li> <li>Support to <b>NIDM</b> for activities such as development of trainee database and assessment of suitability and cost effectiveness of different training methods, TNA of sub-national DMAs (7 DDMA's), and delivery of training programs;</li> <li>LOA with Pakistan <b>Meteorological Department (PMD)</b> to develop and field-test flood and drought early warning messages.</li> </ul>						

(PMD) for dissemination of early warning messages through SMS and radio. With the technical and financial support of UNDP, the PMD developed and field-tested dissemination of flood early warning messages and disseminated more than six million flood alerts during the monsoon period. The floods, in 2014, once again hit a major part of the country in Kashmir and Punjab Province. UNDP supported the government in carrying out flood damage assessment and formulation of early recovery framework. Men and women from 30 high risk village communities, after going through intensive Community-Based Disaster Risk Management (CBDRM) awareness workshops, are now better informed on preparedness and risk mitigation. This enhanced awareness is evident through community risk mitigation plans developed by the trained community members. The model of CBDRM (a component of National Disaster Management Plan) was piloted in these 30 communities and it can now be replicated on a wider scale.

<sup>32</sup> Federal, provincial DMAs and at least one third of DDMA's with improved, gender-sensitive early warning and response systems and community engagement.

Target 2013: - NDMA and 2 PDMA's strengthened to be better prepared for disasters with an effective DRR plan ready for implementation; Number of vulnerable communities enabled to cope with disasters and disaster response; Disaster preparedness toolkit available with information on best practices to adopt for community level preparedness.

Target 2014: PDMA/PAARSA crisis sensitive recovery programming capacity enhanced; Rehabilitation of community infrastructure and DRR promoted at local level; Peace building and livelihood opportunities for women and youth to enhance economic returns for the crisis affected communities; Crisis/disaster-affected persons supported through targeted demand driven early recovery initiatives.

Target 2015: DRR policy advocacy for approval and implementation; Multi-hazard risk mitigation plans of 10 high risk districts completed; Communities and community institutions in high risk regions with improved disaster resilience e.g. slope stabilization, watershed management; Advocacy for approval of DRR policy.

Target 2016: Community based disaster risk management team addressing DRR measures in high-risk districts; Gender-sensitive case studies on implementation experiences of reducing natural hazards; Gender-sensitive village based DRR plans prepared and implemented; Communities and community institutions in high risk regions with improved disaster resilience; Gender sensitive DRR mainstreamed in planning processes at federal level and in two provinces.

Target 2017: Gender sensitive village based DRR plans influence government DRR planning; Linkages with service delivery department and local DRR coordination mechanism has a gender equity policy that supports women's full and equal participation in DRR planning and leadership opportunities; Families of bomb blast victims registered and rehabilitated through different livelihood opportunities to enhance their resilience to disasters.

- Assistance to various **PDMA**s, including drafting provincial DRM Act for PDMA Balochistan, undertaking a Drought Risk Assessment exercise in Baluchistan, and handing over of rehabilitated Tsunami EWS in Gwadar District to district-level Met Department; and support to PDMA KP for Early Recovery assessments of 2015 floods in Chitral and earthquake in Malakand districts.
- Implemented CBDRM in 30 communities across 5 districts (Chitral, Lower Dir, Ziarat, Jaffarabad, and Tharparker) of three provinces (KP, Balochistan, and Sindh); and
- Initiation of partnership with Chambers of Commerce in Sindh and KP for tapping the private sector for CSR funding to support CBDRM (2016)

#### Outcome 3.2 (#43)

Vulnerable populations benefit from improved sustainable environmental management practices, including climate change mitigation and adaptation	Number of gender-sensitive provincial climate change adaptation and mitigation action plans developed and implementation supported	National Climate Change Policy developed	At least four gender-sensitive provincial climate change action plans developed, including ecosystem vulnerability mapping, and implementation supported; enhanced global resources for climate change adaptation and mitigation; Reducing Emissions from Deforestation and Forest Degradation (REDD) mechanism established and appropriate mitigation actions for four selected forest types demonstrated. (2013)	Provincial action plans for climate change drafted. Gender sensitive REDD Readiness Preparation Proposal (RPP) approved by FCPF of World Bank.	See detailed comment <sup>33</sup>	Data: 9
			1 (2014-2015)	Some progress	Some progress	No change
	Number of crisis-affected population (sex aggregated) with improved livelihoods, economic opportunities and	20 million affected by floods 2010; 5 million affected by floods 2011; 1.5 million affected by crisis in Federally	At least 20% of crisis-affected households, particularly female-headed households, in target areas are assisted to improve their livelihoods and	In KP, GB and Balochistan 9000 households benefited from integrated watershed management	See detailed comment <sup>34</sup>	No data

<sup>33</sup> Data: 0; Comment: UNDP has helped in improving the resilience among the local communities for disasters caused by the sudden outburst of glacial lakes and other climate induced disasters. In this context, 10 local level site specific interventions for climate change adaptation were completed during this year. This involve the construction of adaptation structures e.g. check dams, boundary walls etc. UNDP's success is to involve the community members and raising their awareness and responsiveness towards these disasters. The establishment of Early Warning System (EWS) is also one of the major component of disaster resilience. The emergency response cells for Gilgit and Chitral have also been strengthened. Similar emergency response cells at the valley level were also initiated. The National Disaster Management Act was also reviewed by technical experts. Amendment was done in the Fisheries Act 1980 by the Sindh government as a direct policy influence of UNDP. UNDP has also helped the government in meeting its obligations under the Montreal Protocol which aims at regulating the imports of HCFCs. The target for HCFC phase-out was also achieved.

<sup>34</sup> Data: 0; Comment: Awareness raising activities are carried out through establishment of community based organizations which spread the message to other members of the community. The community members also participate in mock drills and evacuation activities in case of disaster. Village community organizations were established in GB which will help in the implementation of project activities and raising the awareness of the villagers.

	community infrastructure	Administered Tribal Areas; 1.7 million refugees	socio-economic conditions (2013)	towards enhanced livelihoods and climate change adaptation.		
				Significant progress	Some progress	No data
<p><b>UNDP Output 3.2.1.</b> Climate change adaptation and mitigation strategies and action plans developed and piloted at local level by federal and provincial governments, private sector, academia and civil society, including women's groups.</p> <p><b>Indicator:</b> Number of gender-sensitive provincial climate change adaptation and mitigation action plans developed and implementation supported.</p> <p><b>Baseline:</b> National Climate Change Policy developed; Limited capacities at federal and provincial levels for policy implementation</p> <p><b>Target:</b> See detailed comment<sup>35</sup></p> <p><b>ADR: Progress/Current Status</b></p> <p>The ROARs in earlier years are explicit about several impediments including security situation, flood emergencies and internal issues such as shift from PCOM to NIM and delays in recruitment of staff. Another external factor was reformation of ministry of environment to ministry of climate change (and that too in two steps of reforms). This has enormously delayed implementation and materialization of pipeline projects. In this output however, good progress was made at least in the actions that could be initiated. Pakistan lacked a systematic environmental monitoring system, along with reliable baselines for various components of the environment. UNDP's National Environmental Information Management System Project enabled EPA to perform its environmental monitoring functions effectively. UNDP helped in improving the resilience among the local communities for disasters caused by GLOF with 10 local level site specific interventions including an early warning system. In terms of new programming targets:</p> <ol style="list-style-type: none"> <li>1. NIM (GLOF) was implemented and completed with Ministry of Climate Change</li> <li>2. DIM (Institutional Support to Climate Change adaptation) with Ministry of Climate Change</li> <li>3. NIM project (climate change adaptation in mountain, watershed and arid areas; and adaptation for DRM with provincial governments of KP and GB was initiated (not yet material, it is in the pipeline).</li> </ol> <p>Financial targets indicate that the planned investment was not fully mobilized:</p> <p>Planned regular funding: \$4,400,000</p> <p>Actual regular funding: \$2,075,335</p> <p>Total other investment: \$25,000,000</p> <p>Actual other investment: \$7,283,075</p>						

<sup>35</sup> At least four gender-sensitive provincial climate change action plans developed, including ecosystem vulnerability mapping, and implementation supported; enhanced global resources for climate change adaptation and mitigation; Reducing Emissions from Deforestation and Forest Degradation (REDD) mechanism established and appropriate mitigation actions for four selected forest types demonstrated.

Target 2013: Two mountain communities made more resilient to impacts of climate change; GHG emissions reduced by promotion of sustainable and improved transportation in at least one site.

Target 2014: Modern techniques introduced in order to adapt to climate change in two regions; GHG emission reduced by improvement in one local manufacture industries; Local community-based initiatives for adaptation to climate change promoted in two locations.

Target 2015: Climate change adaptation in watershed, arid and semi-arid areas through community involvement.

Target 2016: Capacity building of the at least two national institutions; Climate change adaptation in mountainous, arid and semi-arid ecosystem through community-based organizations.

Target 2017: Strategic assessment, lesson learning and knowledge sharing.



Outcome 3.3 (#44)						
Vulnerable populations in crisis situations benefit from improved prevention, risk reduction and response (mitigation), and are assisted to reach development goals including MDG targets	Number of crisis-affected population (sex aggregated) with improved livelihoods, economic opportunities and community infrastructure	20 million affected by floods 2010; 5 million affected by floods 2011; 1.5 million affected by crisis in Federally Administered Tribal Areas; 1.7 million refugees	At least 20% of crisis-affected households, particularly female-headed households, in target areas are assisted to improve their livelihoods and socio-economic conditions (2013)	The programme has so far benefited 13.6% population out of which 6.5% are women.	See detailed comment <sup>36</sup>	Data: 78102  Comment: Female = 38,379; Male = 39,723
			165,102 (Male = 88,433, Female = 76,669) (2014-2015)	Significant progress	Some progress	Some progress
<b>UNDP Output 3.3.1.</b> Vulnerable communities, particularly women, affected by crises have access to training, entrepreneurship, livelihoods and community infrastructure. <b>Indicator:</b> Number of crisis-affected population (sex disaggregated) with improved livelihoods, economic opportunities and community infrastructure. <b>Baseline:</b> 20 million affected by floods 2010; 5 million affected by floods 2011; 1.5 million affected by crisis in Federally Administered Tribal Areas; 1.7 million refugees <b>Target:</b> See detailed comment <sup>37</sup>						

<sup>36</sup> Data: 0; Comment: In 2014, UNDP worked extensively with communities in disaster and conflict affected areas to make them more resilient to disasters and address peace building and refugee hosting issues. The year was marked by the launch of military operations leading to the displacement of large number of men, women and children. In the IDPs hosting areas UNDP supported 30,000 with jobs, skills and improved basic services, particularly water and sanitation for all. Efforts in advancing participatory community development resulted in bringing together 518,175 individuals in more than 2,969 community organizations (COs), including 1,332 women organizations. The COs worked together on commonly prioritized projects. These include 700 projects of solar power, irrigation, street pavements and drainage and some 856 projects of water, sanitation, health and education. As estimated by the project staff during their interaction with beneficiary communities while designing these projects, around 394,701 individuals benefitted directly and 236,338 individuals indirectly through these projects. In order to help create jobs and boost local economies, communities were trained in marketable agricultural skills which gave a boost to local village economies and helped enhance the capacities of 4,210 individuals, with 51 percent women. Based on follow up with these trainees by project staff, at least half of these individuals are now involved in income-generating activities. More than 259,246 people including 127,683 women including 1,828 physically challenged people benefitted from restoration of 45 basic community infrastructure schemes in the Swat district which is recovering from the militancy and the military operation which was done to drive out militancy. This provided easy access to the main cities, farm markets, schools, hospitals and led to improved economic recovery and connected these communities to markets and other services. To spread the message of peace, an international Pashto Peace Poetry Festival brought together more than 55 renowned poets from Afghanistan, the UAE and across the country.

<sup>37</sup> At least 20 percent of crisis-affected households, particularly female-headed households, in target areas are assisted to improve their livelihoods and socioeconomic conditions  
Target 2013: Initiatives taken with respect to leadership, community management, conflict resolution; Employment creation and income generation for crisis/disaster-affected vulnerable groups i.e. persons with disabilities, women; Social protection study with recommendations on improvement on social protection measures launched with the government.

Target 2014: Community infrastructure schemes implemented for crisis-/conflict-affected villages; Participatory M&E system developed for affected communities; Employment creation and income generation for crisis/disaster-affected vulnerable groups i.e. persons with disabilities, women; Engagement of the private sector for contributing towards community schemes; Number of youth playing a proactive role in peace building.

Target 2015: Marketable trades identified and prioritized based on the needs assessments; Employment creation and income generation for crisis/disaster-affected vulnerable groups i.e. persons with disabilities, women; Persons, especially women, received rehabilitation and vocational training services through CSOs.

Target 2016: - Gender responsive community development projects implemented for women; Number of union councils where community actors, especially women and youth, have institutions to promote peace building and development processes. Employment creation and income generation for crisis/disaster-affected vulnerable groups i.e. persons with disabilities, women; Persons, especially women, received rehabilitation and vocational training services through CSOs.

Target 2017: GBV preventive initiatives undertaken by community men and women within the crisis/conflict affected communities; Number of union councils where community

**ADR: Progress/Current Status**

UNDP provided support to 30,000 displaced individuals (due to the military operations) in the IDP hosting areas through jobs, skills, and improved basic services, particularly water and sanitation for all. Moreover, 2,969 community organizations (including 1,332 women organizations) were formed to collectively prioritize and implement projects, including 700 projects of solar power, irrigation, street pavements and drainage and some 856 projects of water, sanitation, health and education. These projects benefited a total of 394,701 individuals directly and 236,338 indirectly. Moreover, 4,210 individuals (51% women) were trained in income-generating skills. A follow-up revealed that over 50% of these trainees continued to practice a trade. In addition, more than 259,246 people including 127,683 women and 1,828 physically challenged people benefited from restoration of 45 basic community infrastructure schemes, thereby providing easier access to main cities, farm markets, schools, hospitals, and sources of livelihoods, etc. in Swat district.

Within activities targeted at youth, under the YSC project, 34 community organizations (16 men and 18 women) were established in District D.I.Khan (KP), benefiting more than 33,000 people through the construction of three community centres and 17 infrastructure development schemes. Also, events such as sports and cultural festivals enabled approximately 50,000 people to engage in recreational and intellectual activities. Similarly, within the period under review, 1,062 trained youth have been linked to income-generating opportunities in the garment industry through placement and self-employment. The programme has enrolled an additional, 3,377 youth, and has a 60% rate of placement.

In addition, UNDP established an incident mapping platform in collaboration with the Peace and Conflict Studies Institute at the University of Peshawar. The platform has been lauded by various stakeholders, including the Government agencies responsible for fighting terrorism.

**Outcome 4.1 (#45)**

The capacity of institutions to be more democratic and accountable is strengthened, including, inter alia, the engagement of civil society organizations, media and academia	Number of Election Commission officials (female and male) with improved capacities and results management system to administer fair and transparent elections	Electoral processes, results management systems and communication materials to be updated and officials to be trained.	Electoral systems and processes updated and at least 80% of Election Commission of Pakistan female and male field officials trained; Enhanced participation of youth and women; Efficient and transparent management of election results. (2013)	90% of ECP female and male polling staff was trained	See detailed comment <sup>38</sup>	Data: 240  Comment: Female = 10; Male = 230
			200 (2014-2015)	Target reached or surpassed	Some progress	Some progress

actors, especially women and youth, have institutions to promote peace building and development processes. Employment creation and income generation for crisis/disaster-affected vulnerable groups i.e.

persons with disabilities, women; Persons received rehabilitation and vocational training services through CSOs.

<sup>38</sup> Data: 0; Comment: In 2014, UNDP Pakistan contributed to the improvement of the Election Commission of Pakistan's (ECP) internal governance standards and operational performance. With the technical advisory provided by UNDP Pakistan, the ECP developed its second 5-year Strategic Plan (2014-2019). For the first time in the history, ECP included the goal on gender mainstreaming in the strategic plan. It is hoped that this public commitment will lead to increase in the number of female officials across all levels of the ECP as well as modification to existing laws to promote the role of women in the electoral process. UNDP provided infrastructure support for the Federal Election Academy (FEA) for the next two years, and developed a comprehensive capacity-building plan to structure the activities of the FEA on a sustainable basis. UNDP Pakistan engaged multiple stakeholders across country on dialogue for key electoral reforms. A comprehensive civic and voter education program was developed and implemented, reaching out to a total of 50,014 persons (20,099 youth)

	Number of federal and provincial parliamentary committees that undertake legislative changes and administrative reviews based on gender and evidence-based analysis (policy/issue papers)	Initial engagement with parliamentary committees	At least five federal and 12 provincial parliamentary committees, such as those related to social sectors, devolution and women’s caucuses, using training and high-quality analytical assistance. (2013)	Capacity of selected committees to oversight, legislate, and hold public hearings; linkages with CSO; and women role in parliament have improved.	See detailed comment <sup>39</sup>	Data: 3
			1 (2014-2015)	Significant progress	Some progress	Some progress
<b>UNDP Output 4.1.1.</b> The electoral administration, systems and processes of the Election Commission and its field offices are reformed and aligned with international standards and best practices, including in relation to mainstreaming gender equality. <b>Indicator:</b> Number of Election Commission officials (female and male) with improved capacities and results management systems to administer fair and transparent elections <b>Baseline:</b> Electoral processes, results management systems and communication materials to be updated and officials to be trained <b>Target:</b> See detailed comment <sup>40</sup>						
<b>ADR: Progress/Current Status</b> <ul style="list-style-type: none"><li>630,000 polling officials are trained with UNDP materials. More than 330,000 polling staff trained in essential skills for general elections, 17,000 security personnel trained on mitigating electoral violence and 222 district and regional election officers were trained and provided with voter awareness materials for their communities. 90% of ECP female and male polling staff was trained. (Very Good Progress - <b>Directly</b> linked to the target and output Indicator. Stakeholder consultations suggested that figures are from UNDP’s own sources and UNDP did not have any control/contribution in gender composition of trainees so UNDP cannot claim credit about gender related figures)</li><li>UNDP Pakistan contributed to the improvement of the Election Commission of Pakistan’s (ECP) internal governance standards and operational performance. With the technical advisory provided by UNDP Pakistan, the ECP developed its second five-year Strategic Plan (2014-2019). Developed election results management system, used in 2013 elections. (Good Progress directly linked to the target and output Indicator and validated by field visit)</li><li>For the first time in the history, the ECP included the goal on gender mainstreaming in the strategic plan (UN Women did it through UNDP).</li></ul>						

<sup>39</sup> Data: 0; Comment: Through UNDP support and counsel, Women Parliamentary Caucuses (WPCs) have been established in each provincial assembly post the 18th Constitutional Amendment. Subsequent capacity building efforts for women MPs have already yielded significant gains. For example, a Bill against child marriage has already become an Act of the Sindh Assembly; and in Balochistan, the Bill against domestic violence has now become a law. UNDP, in June, held a National Parliamentary Conference on MDGs. The purpose of the conference was to discuss how to strengthen parliamentary oversight towards achieving targets under each MDG. To add ballast to this, UNDP assisted with the creation of MDG Task Forces in each province.

<sup>40</sup> Electoral systems and processes updated and at least 80% of Election Commission of Pakistan female and male field officials trained; Enhanced participation of youth and women; Efficient and transparent management of election results. Target 2013: 360,000 polling staff trained for the general elections; 18,000 police officers trained in election security; 500 returning officers and 1,200 data entry operators equipped and trained for transparent elections results management; 50 million voters reached through a voter education campaign, with emphasis on women and youth; 63% voter turnout for the general elections; 230 Election Commission of Pakistan district officers trained to carry out voter education. Target 2014: 1,000 Election Commission of Pakistan officers trained; At least 10 electoral administrators' workshops held; 100,000 citizens reached through a civic education campaign.

Target 2015: Review of lessons learnt from the national and provincial elections; Support to formulation of Election Commission of Pakistan's medium-term strategy.

- UNDP provided infrastructure support for the Federal Election Academy (FEA) for the next two years, and developed a comprehensive capacity-building plan to structure the activities of the FEA. UNDP Pakistan engaged multiple stakeholders across country on dialogue for key electoral reforms. (Progress Indirectly linked to the target and output Indicator)
- A comprehensive civic and voter education programme was developed and implemented, reaching out to a total of 50,014 persons (20,099 youth).
- Approximately 40 million people reached through voter awareness campaign (Mechanism of measurement of this figure could not be validated rather stakeholders claimed it as an extremely exaggerated figure. But they agreed that UNDP has shown Good Progress directly linked to the target and output Indicator)

**UNDP Output 4.1.2.** Selected federal and provincial parliamentary committees and secretariats are better able to undertake improved legislative drafting based on gender analysis, and effective oversight of the executive.

**Indicator:** Number of federal and provincial parliamentary committees that undertake legislative changes and administrative reviews based on gender- and evidence-based analysis (policy/issue papers)

**Target:** New parliamentary members and committees have limited experience and require orientation and research assistance

See detailed comment<sup>41</sup>

#### **ADR: Progress/Current Status**

The target and related indicator is underachieved in terms of number of federal and provincial committees

- Only one women caucus in KP Parliament is supported by UNDP and it has shown very good results. UNDP's claim about establishing women caucuses in all parliaments could not be validated. (Good Progress in KP **directly** linked to the target and output Indicator. Negligible intervention elsewhere)
- UNDP held a National Parliamentary Conference on MDGs. The purpose of the conference was to discuss how to strengthen parliamentary oversight towards achieving targets under each MDG. UNDP assisted with the creation of MDG Task Forces in each province. (One-time activity with no significant impact on the target and output Indicator)

#### **Outcome 4.2 (#46)**

Rule of law and public security institutions strengthened to enhance	Number of duty-bearers enabled with strengthened	Post-Crisis Needs Assessment identifies access to justice as a	At least 5,000 officials (police, prosecutors, lawyers and community members, a	Over 500 duty-bearers trained and	See detailed comment <sup>42</sup>	Data: 323 Comment:
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<sup>41</sup> At least five federal and 12 provincial parliamentary committees, such as those related to social sectors, devolution and women's caucuses, using training and high-quality analytical assistance.

Target 2013: Two federal parliamentary committees capacitated to use high-quality analytical skills for legislative changes; Capacity of national assembly, senate and provincial assembly staff enhanced to provide quality research and analysis support to standing committees; Civil society provided the knowledge and skills to effectively articulate the concerns of citizens to parliamentarians.

Target 2014: Five federal and 10 provincial standing committees capacitated to use high-quality analytical skills for legislative changes; Capacity of national assembly, senate and provincial assembly staff enhanced to provide quality research and analysis support to standing committees.

Target 2015-2017: Ten federal and 10 provincial standing committees capacitated to use high quality analytical skills for legislative changes; Capacity of national assembly, senate and provincial assembly staff enhanced to provide quality research and analysis support to standing committees; Civil society provided the knowledge and skills to effectively articulate the concerns of citizens to parliamentarians.

<sup>42</sup> Data: 0; Comment: UNDP provided free legal awareness and legal aid services to the vulnerable population giving special attention to female population due to lower representation and lack of access to formal and informal justice system. This year, 31,169 citizens including 47 percent of women benefitted from legal aid clinics and awareness sessions, and hence, a 32 percent increase in participation was recorded as compared to 2013. Similarly, 555 needy and deserving litigants were provided free legal aid which includes 43 percent women litigants. UNDP also provided internship opportunity to 32 female lawyers and six of them are practicing now as compared to no female lawyers

public trust and social stability, and to provide improved safety and security, including measures to address transnational crime and trafficking	systems and capacities (sex disaggregated)	constraint to development	significant proportion of whom are women) trained in Malakand, Khyber Pakhtunkhwa; Informal dispute resolution mechanisms established, focusing on women's cases; 20% increase in the number of poor, particularly women, accessing legal aid. (2013)	20,000 citizens benefited		Including 59 women
			964 (2014-2015)	Significant progress	Some progress	Some progress
<p><b>UNDP Output 4.2.1.</b> Formal and alternative access to justice and rule of law mechanisms strengthened, with a focus on the rights of women and vulnerable populations.</p> <p><b>Indicator:</b> Number of duty-bearers enabled with strengthened systems and capacities (sex disaggregated)</p> <p><b>Baseline:</b> Post-Crisis Needs Assessment identifies access to justice as a constraint to development</p> <p><b>Target:</b> See detailed comment<sup>43</sup></p> <p><b>ADR: Progress/Current Status</b></p> <ul style="list-style-type: none"> <li>Khyber Pakhtunkhwa Judicial Academy, Peshawar was strengthened through provision of technical and financial support 205 judges trained on court and case management and 233 on substantive and procedural laws, 73 judges and 38 lawyers trained on mediation skills, 319 court staff trained on office and case</li> </ul>						

present in any of the seven districts of Malakand; with 80 percent cases related to female litigants. UNDP also worked on improving the existing physical infrastructure in district court houses of Malakand division and refurbished a number of facilities to improve working environment. Khyber Pakhtunkhwa Judicial Academy, Peshawar was strengthened through provision of technical and financial support and enabled to conduct 23 training events benefiting 528 judicial officers, including 66 female judicial officers. In addition, UNDP in collaboration with the police department established a Regional Training Centre for Police at Swat. The RTC has state-of-the-art facilities, training labs and crime scene centre. This facility capacitated the Police Department to organize training for police officials from Malakand division. This year the RTC successfully conducted four training events on Communication and Supervisory skills and Criminal Investigation. Pre- and post-evaluation reports indicate 21.1 percent improvement in these skills. The Prosecutor Department's capacity was strengthened through imparting trainings to prosecutors and management, refurbishment and equipping seven DPP offices of Malakand division with law books, furniture, and IT equipment. The ground-breaking ceremony of Forensic Science Laboratory at Swat was held in 2014 and efforts are being made to complete the first phase of FSL by the mid of 2015. FSL Swat will support police and prosecution to conduct investigation on scientific basis.

<sup>43</sup> At least 5,000 officials (police, prosecutors, lawyers and community members, a significant proportion of whom are women) trained in Malakand, Khyber Pakhtunkhwa; Informal dispute resolution mechanisms established, focusing on women's cases; 20 percent increase in the number of poor, particularly women, accessing legal aid. Target 2013: 120 male and female lawyers trained on legal aid; 125 members of community trained on legal aid work; 800 participants from justice sector trained on contemporary law; 340 Additional judges benefitted from the main stream training; 132 Musalihat jirgah members/practitioners trained on ADR; 240 male and female Police investigators were trained; 200 community members trained on paralegal services; 500 justice officials trained, targeting a 7 percent increase in the number of poor, particularly women, accessing legal aid. Target 2014: 60 male and female lawyers trained on legal aid; 400 participants from justice sector trained on contemporary law; 150 additional judges benefitted from the mainstream training; 100 Musalihat Jirgah members/practitioners trained on ADR; 180 male and female police investigators trained; 200 community members trained on legal aid work and paralegal services; 1,000 justice officials trained, targeting a 10 percent increase in the number of poor, particularly women, accessing legal aid. Target 2015-2017: 500 male and female lawyers trained on legal aid; 2,000 participants from justice sector trained on contemporary law; 500 additional judges benefitted from the mainstream training; 200 Musalihat Jirgah members/practitioners trained on ADR; 500 male and female police investigators trained; 1,000 community members trained on paralegal services; 1,000 justice officials trained, targeting a 20 percent increase in the number of poor, particularly women, accessing legal aid.

management, database and analysis software developed to evaluate trainings at Judicial Academy, Research & Mediation centre established at Judicial Academy KP (Good Progress directly linked to the target and output Indicator)

- In addition, UNDP in collaboration with the police department established a Regional Training Centre for Police at Swat and 18 Model Police Stations established in KP, 109 prosecution officers trained in case management, joint investigation and forensics, 23 community policing forums established and 345 people trained on community policing, Data Analysis centre established at central police station, Forensics Lab established in Swat (Good Progress directly linked to the target and output Indicator)
- Internship opportunity provided to 56 female lawyers and 6 of them are practicing now as compared to no female lawyers present in any of the seven districts of Malakand; with 80% cases related to female litigants (Good Progress directly linked to the target and output Indicator)
- Forensic Science Laboratory at Swat was open in 2014 and efforts are being made to complete the first phase of FSL by the mid of 2015 (partial progress as lab is not still functional and some efficiency issues. indirectly linked to the target and output Indicator).
- On the target of establishing; Informal dispute resolution mechanisms in KP. (No direct progress is observed)
- On the target of 20% increase in the number of poor, particularly women, accessing legal aid, 1,534 legal aid desk and clinics were established, 55 women received law scholarships, and 264000 people availed 1534 legal aid desks and clinics, 347 lawyers trained on legal aid, human rights, professional ethics and technical skills. As a result, 108 cases litigated and 406 are referred through legal aid services for women so far. (Good Progress directly linked to the target and output Indicator)

#### Outcome 4.4 (#47)

Strengthened decentralized governance	Number of aid coordination mechanisms established for effective inter-donor	Draft national aid policy and foreign assistance report prepared; foreign assistance lacking thematic and geographical coordination	National aid policy formulated and donor coordination groups vitalized at federal and provincial levels; timely national reporting on international development	0 - the project will start in 2014	See detailed comment <sup>44</sup>	No data
				No change	Some progress	No data

<sup>44</sup> Data: 0; Comment: To enhance the capacity of provincial governments, UNDP supported key line departments in order to strengthen their institutional structures. The following key results were realized in 2014. In order to assist Government of Balochistan to consolidate the provincial budget, UNDP Pakistan undertook a pre-budget consultation between political party representatives, civil society, government officials and academia. The consultation generated 15 recommendations out of which nine were included in the provincial budget of Balochistan. Some of the recommendations include: creation of 3,925 jobs in different Government Departments, allocation of PKR 1.7 billion for law and order, 5 billion was allocated for infrastructure development, PKR 750 million was allocated for education sector particularly focusing on primary and middle schools, allocation of PKR 15 billion for health sector, PKR 400 million was earmarked for tapping alternate energy, PKR 1 billion will be given for mines and minerals sector. On request from the Government of Gilgit Baltistan UNDP supported the select committee to draft the local government legislation in accordance with the constitutional provisions, provincial perspectives and regional best practices. After several exhaustive meetings and stakeholder consultations the committee was able to pass the GB Local Government Act 2014 which maximizes benefits of self-governance to the citizens at the lowest tier, introduces local participatory and democratic decision-making processes, encourages women participation in local governments, and ensures effective transfer of power from the regional to the local government. Following the passage of the Local Government Act the GB Government would work with Election Commission of Gilgit-Baltistan to map out the process of conducting the local government elections to transfer power at the lowest tiers of governance. To support the Law Department of Balochistan, lists of legislation post-18th Amendment was prepared and out of these 18 laws were passed by the Balochistan Assembly. Eleven laws are awaiting approval. All these laws were required to be amended after the passage of 18th Constitutional Amendment. UNDP also assisted the development and finalization of the institutional structure for the Local Government Department Balochistan and provided training of trainers to 25 district level front managers on Balochistan Local Government Act, 2010. To enhance the capacity of provincial governments UNDP assisted key line departments in preparing position papers on State of Public Finance in Balochistan, Balochistan Debt to Revenue Ratio and State of School Education in Balochistan. The proposed position papers will support Line Departments, Cabinet Ministers, Assembly Members, Government Officials, Aid Policy Makers, for planning their interventions and prioritizing sectors in the upcoming years. UNDP also assisted with the Council of Common Interest Secretariat in order to document and streamline the devolution process through a Devolution Management Information System (DMIS).

	and inter-sectoral coordination		goals; Relevant federal and provincial officials trained in policy analysis, project appraisal and coordination. (2013-2015)			
	Number of gender-sensitive legislative reforms and capacity-building initiatives that facilitate implementation of the 18th Amendment	18th Amendment passed in 2010 and provinces to pass necessary legislation and reorganization to complete the process	Capacity assessment and reorganization of selected provincial departments supported; Research and advocacy for administrative and fiscal decentralization to local governments. (2013)  0 Gender-sensitive legislative reforms; three capacity-building initiatives (2014-2015)	Training for provincial bureaucracy conducted on transition and devolution management; Chief Minister Policy Reform Unit established in Balochistan	No data	Data: 3  Comment: 0 gender-sensitive legislative reforms and 3 capacity-building
				Significant progress	No change	Some progress
<p><b>UNDP Output 4.4.1.</b> Aid effectiveness strategies and coordination mechanisms at federal and provincial levels strengthened in alignment with Paris Declaration, Busan High-Level Forum and national/provincial development goals/MDGs.</p> <p><b>Indicator:</b> Number of aid coordination mechanisms established for effective inter-donor and inter-sectoral coordination</p> <p><b>Baseline:</b> Draft national aid policy and foreign assistance report prepared; foreign assistance lacking thematic and geographical coordination</p> <p><b>Target:</b> See detailed comment<sup>45</sup></p> <p><b>ADR: Progress/Current Status</b></p> <ul style="list-style-type: none"> <li>No evidence of any progress made on this output indicator found.</li> </ul> <p><b>UNDP Output 4.4.2.</b> Capacities of provincial authorities strengthened to implement the 18th Constitutional Amendment with focus on development planning, public finance, and local governance.</p> <p><b>Indicator:</b> Number of gender-sensitive legislative reforms and capacity-building initiatives that facilitate implementation of the 18th Constitutional Amendment</p>						

<sup>45</sup> National aid policy formulated and donor coordination groups vitalized at federal and provincial levels; timely national reporting on international development goals; Relevant federal and provincial officials trained in policy analysis, project appraisal and coordination. Target 2013: National ownership and use of national capacities in foreign aid projects strengthened; High quality analytical reports prepared; capacities for result-based management, monitoring and evaluation and strategic communication strengthened evaluations and reviews undertaken; strategic communication and resource mobilisation activities in high priority areas. Target 2014: Donor coordination groups established and meet regularly; policy papers on aid effectiveness and impact analysis; Pakistan Foreign Assistance Policy Framework finalized and approved by the cabinet; Enhanced result-based management, M&E and communication systems established. Target 2015: Development assistance management information system strengthened to include resources and progress indicators and targets; Training of implementing partners in results monitoring and aid coordination to roll out enhanced result-based management, M&E and communication systems. Target 2016 and 2017: High-quality analytical reports on aid assistance, effectiveness and coordination prepared; Periodic reports based on result-based management system and key performance indicators prepared and disseminated.

**Baseline:** 18th Constitutional Amendment passed in 2010 and provinces to pass necessary legislation and reorganization to complete the process

**Target:** See detailed comment<sup>46</sup>

**ADR: Progress/Current Status**

- **No direct or obvious evidence on 'gender sensitive' reforms was found**
- **However, the following key progress has some direct impact on output indicator of capacity-building initiatives to facilitate 18<sup>th</sup> Amendment:**
  - i) Assistance of provincial government of GB to develop and pass the GB Local Government Act that resulted in first ever local government elections (Major Progress)
  - ii) Chief Minister Policy Reform Unit established in Balochistan. elections (Major Progress in the beginning but no activity after early 2015)
  - iii) Pre-budget consultation between political party representatives, civil society, government officials and academia. The consultation generated 15 recommendations out of which 9 were included in the provincial budget of Balochistan; supporting the Law department of Balochistan in amending the 29 laws, 18 laws were passed by the Balochistan Assembly. Eleven laws are awaiting approval. All these laws were required to be amended after the passage of 18th Constitutional Amendment. Major Progress in the beginning and no further follow up or activities);
  - iv) UNDP also assisted the development and finalization of the institutional structure for the Local Government Department Balochistan and provided training of trainers to 25 district level front managers on Balochistan Local Government Act, 2010 (One time activity with no sustainability);
  - v) It is claimed by UNDP that it also assisted with the Council of Common Interest Secretariat in order to document and streamline the devolution process through a Devolution Management Information System (DMIS). However, the existence of any such DMIS could not be validated. Rather UNDP's own next steps for year 2016-17 indicated that it is a future plan;
  - vi) First International Conference on Participatory Federalism and Decentralization organized with representation from political parties, federal and provincial bureaucracies, civil society, academia and development partners' and it was a one-off activity with no follow-up.
  - vii) First high-level dialogue organized on Operationalization of Joint and Equal Ownership of Natural Resources.
  - viii) Fellowships on Federalism awarded to 12 M.Phil. students - two in FATA; two each in Balochistan, KP, Punjab and Sindh; one in Gilgit-Baltistan/Kashmir and one in Islamabad

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<sup>46</sup> Capacity assessment and reorganization of selected provincial departments supported; Research and advocacy for administrative and fiscal decentralization to local governments.

Target 2013: Streamlined reporting procedures for national reporting on global commitments; Policy advocacy to ensure representative and participative local government; Strengthen democratic foundations by involving university students in areas of constitutional literacy, federalism and decentralization; Raise awareness about issues of federalism and decentralization among CSO through establishment of advocacy network(s).

Target 2014: Providing technical expertise to CCI Secretariat and IPC Departments for options on effective inter-governmental relations (IGR) based on international best practices; Conduct review of five provincial laws in each province to ensure compliance with the provisions of constitution, International agreements and best practices; Ensure understanding of and issues emerging from federalism and decentralization by reaching out to 300 media persons; Support provincial governments in framing transparent election laws for local governments.

Target 2015: Training government officials in IGR (Negotiations, reporting, coordination skills) and best practices on inter-governmental structures; Training of 500 mid and senior level government officials at National School of Public Policy & National Institutes of Management; Piloting and show casing models of effective service delivery through Local Government Competitive Fund in five districts; Promoting citizen Right to Information by assisting provincial governments in developing Right to Information laws and related procedures.

Target 2016 and 2017: Training of 500 mid and senior level government officials at National School of Public Policy & National Institutes of Management; Strengthen democratic foundation by involving 1,000 university students in areas of constitutional literacy, federalism and decentralization.



## Annex 6. PEOPLE CONSULTED

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## Annex 7. DOCUMENTS CONSULTED

*In addition to the documents named below, the evaluation reviewed available programme/project documents, annual work plans, briefs, and other material related to the programmes/projects under review. Many related organizations' websites were also searched, including those of UN organizations, Pakistani governmental departments, project management offices and others.*

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