***Evaluation Report***

***Mid Term Evaluation of UNDP’s Decentralization,*** ***Human Rights and Local Governance (DHL) Project***

***November 2021***

**Project evaluation information**

*Table 1: Project evaluation Information*

|  |
| --- |
| **Evaluation information** |
| **Evaluation type (project/****outcome/thematic/country programme, etc.)** | Decentralization Human Rights and Local Governance |
| **Final/midterm review/ other** | Mid Term Evaluation |
| **Period under evaluation** | **Start** | **End** |
| 2019 | 2021 |
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| **Evaluation dates** | **Start** | **Completion** |
|  | July 2021 | November 2021 |

**Project and outcome information**

*Table 2: Project and outcome Information*

|  |  |
| --- | --- |
| Project/outcome Information |  |
| Project/outcome title | Decentralization Human Rights and Local Governance |
| Atlas ID |  00070684 |
| Corporate outcome and output | Output 9.1: Democratic government of state institutions, including Parliament, Provincial assemblies, local governments and electoral management bodies, strengthened to be responsive to citizens and accountability, for improved service delivery. |
| Country | Pakistan |
| Region | Asia Pacific Region |
| Date project document signed | July 18, 2019 |
| Project dates | **Start** | **Planned end** |
|  | July 18, 2019 | Dec 31, 2022 |
| Project budget | 7,795,440 USD |
| Project expenditure at the time of evaluation | 5,264,245USD from 2019 till 2021 (in anticipated cost till end 2021)) |
| Funding source | GMFA, UKaid, Government of Australia, SDC, GIZ, UNDP |
| Implementing party | UNDP Pakistan |

*Source: Project documents*

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# Abbreviations and Acronyms

|  |  |
| --- | --- |
| ARR | Assistant Resident Representative  |
| BHR | Business and Human Rights |
| BI | Behavior Insight |
| BISP | Benazir Income Support Programme |
| CAT | Convention against Torture |
| CEDAW | Convention on the Elimination of All Forms of Discrimination against Women |
|  COVID-19 | Corona Virus Disease of 2019 |
| CRC | Convention on the Rights of the Child |
| CSOs | Civil Society Organizations |
| DGU | Democratic Governance Unit  |
| DHL | Decentralization, Human Rights and Local Governance |
| DRR | Deputy Resident Representative  |
| FATA | Federally Administered Tribal Areas |
| GBV | Gender-Based Violence |
| GD | Gender Desks |
| GE | Gender Equality |
| GIZ | Deutsche Gesellschaft für Internationale Zusammenarbeit  |
| GRB | Gender Responsive Budgeting |
| GSP+ | Global Scheme of Preferences |
| HR | Human Rights |
| HRC | Human Rights Council |
| HRIMS | Human Rights Information Management Systems |
| HRTF | Human Rights Task Force |
| ICCPR | International Covenant on Civil and Political Rights |
| ICESCR | International Covenant on Economic, Social and Cultural Rights |
| ISGs | Integrated Support Groups |
| KP | Khyber Pakhtunkhwa |
| KPVP | Khyber Pakhtunkhwa Virtual Platform |
| LDDR | Local Level Disengagement and Rehabilitation |
| LGS | Local Government School |
| LNOB | Leave No One Behind |
| MoHR | Ministry of Human Rights |
| MSU | Management Support Unit |
| NACTA | National Counter Terrorism Authority |
| NAP | National Action Plan |
| NBA | National Baseline Assessment |
| NRTD | National Recommendation Tracking Database |
| OHCHR | Office of the United Nations High Commissioner for Human Rights |
| PRB | Project Review Board |
| RCO | Resident Coordinator Office  |
| SDGs | Sustainable Development Goals |
| SPCU | Social Policy Coordination Unit |
| SPPC | Strategic Policy Planning Cell |
| SWD | Social Welfare Department |
| SWD KP | Social Welfare Department of Khyber Pakhtunkhwa |
| TIC | Treaty Implementation Cells |
| TMAs | Tehsil Municipal Administration |
| UN | United Nations |
| UNDP | United Nations Development Programme |
| UNFPA | United Nations Population Fund |
| UNEG | United Nations Evaluation Group |
| UNGP | UN Guiding Principles on Business and Human Rights |
| UNHRC | United Nations Human Rights Council |
| UNSDF | United Nations Sustainable Development Framework |
| UPR | Universal Periodic Review |
| VE | Violent Extremism |
| WAG | Women Advisory Group |

# Executive Summary

UNDP’s Decentralization, Human Rights and Local Governance (DHL) is a multi-sector project to strengthen federal, provincial, and local governance mechanisms. The project focuses on providing capacity development and technical assistance to a range of governmental, non-governmental, and private sector stakeholders responsible for protecting and promoting rights to strengthen the human rights ecosystem at provincial and federal levels.

The core objective of the project is to ensure inclusive service delivery in all four provinces of Pakistan by providing capacity development support to relevant federal ministries and provincial line departments with an aim towards creating an enabling environment for effective local governance and rights-based development.

UNDP DHL has three main components; Community Stabilization, Human Rights, and Social Inclusion and Protection.

The evaluation strives to compile lessons learned and provide recommendations to guide programmatic priorities and interventions for improved project design. The evaluation is based on the part of assessment criteria defined by the United Nations Evaluation Group (UNEG), i.e., efficiency, effectiveness, relevance, and sustainability, in addition, to cross-cutting themes such as human rights and gender equality.

The the scope of work includes evaluation of selected project interventions and resources falling under three components under DHL, from 2019 till Dec 2020.

Interviews were conducted virtually mostly; however, some in-depth interviews were conducted face to face in Peshawar.

The evaluation of the DHL Project has 15 evaluation questions that cover the UNEG criteria of Relevance, Effectiveness, Efficiency, and Sustainability. The evaluation also combined cross-cutting themes such as Gender Equality and Human Rights along with the UNEG criteria.

On the criteria of relevance, the DHL Project has been largelyin line with federal and provincial development priorities. Starting from protection and promotion of human rights to countering violent extremism and counter-terrorism, in addition to inclusive service delivery for women, transgender, and other marginalized groups, the DHL Project has been helping the federal and provincial governments in Pakistan to meet their objectives in the above-mentioned areas of national and provincial importance.

Furthermore, UNDP DHL project activities have been in line with the country program’s outcome 9 and its parts such as 9.1, 9.3, and 6 and outputs such as 6.1 in addition to linkage with SDG Goals 5 (Gender Equality),16 (Peace Justice and Strong Institutions), 10 (Reduce Inequalities and LNOB), and 17 (Strengthen Global Partnership). Similarly, the evaluation found project initiatives such as awareness raising campaigns, capacity building initiatives, and public outreach products were relevant to the needs of partners and stakeholders.

Furthermore, the project activities also had a strong component related to gender equality and social inclusion, empowerment of women, and other economically and socially marginalized groups including at- risk, persons with disabilities, women, transgender and other disadvantaged and marginalized groups, contributing to leaving no one behind(LNOB) and human rights-based approach. Perhaps gender equality/mainstreaming is a cross-cutting theme across all DHL components. Similarly, the DHL implementation strategy has also been responsive to the emerging needs and priorities of various departments and stakeholders such as MoHR and other provincial line departments. DHL's planning and implementation strategy also involved the community and the various tiers of the government (local, provincial, and federal governments) during various phases.

Furthermore, the DHL project has been quite efficient in terms of economical use of financial and human resources, in addition to delivering projects mostly on time. The total project cost has since 2019 has been almost similar while there was a slight increase in programme operation cost from 2019 to 2020, but a decrease in programme output cost from 2019 and 2020 to anticipated cost in 2021 (Figure 4).

Regarding the quality of effectiveness of the DHL oversight of programme monitoring, evaluation, and reporting, unlike the pre-2019 period, the programme lacked rigorous and comprehensive monitoring, evaluation, and reporting. This, however, could be partially attributed to field problems related to COVID 19 and somewhat sensitivity around community stabilization projects; comprehensive monitoring, evaluation, and learning studies have been recommended to the project.

Regarding project sustainability, the evaluation results have been mixed. While some of the projects such as HRIMS have been taken over by the government, and hence making it quite sustainable, other projects such as small pilot projects conducted by Community Stabilization Component (CSC) may need ownership of the community stabilization model for scalability at a larger scale. Nevertheless, at the same time, community initiatives such as Gender Desks, ISGs, and Women Advisory Groups have great promise to sustain themselves with some support from UNDP and other donors as these projects are embedded within the community itself.

Achievement wise, Pakistan’s first provincial human rights policy, design and establishment of an integrated Human Rights Information Management System (HRIMS), along with successful piloting of KPVP in KP, Gender Desks, community-level organizations such as Integrated Support Groups(ISGs) and women committees along with women advisory boards, established by DHL, may be considered as very important achievements. Furthermore, Twinning in merged tribal districts of KP may also be regarded as an important innovation/achievement. Finally, DHL’s contribution to creating inter-provincial forums (on issues such as local governance and human rights) for coordination and knowledge sharing is also a considerable contribution.

With respect to challenges and vulnerable areas, according to Additional Secretary, Department of Law, Parliamentary Affairs and Human Rights, KPK, and Deputy Secretary, Social Welfare Department, Government of Balochistan, there was a general lack of awareness of rights-based approaches, human rights principles, and international human rights mechanisms amongst government counterparts in Pakistan, in addition to a lack of coordination and clarity on the mandates of government institutions working for the promotion and protection of rights in KP. Moreover, frequent staff changes and transfers in provincial line departments, data security, and sensitive issue around community stabilization projects, with their short duration time period, have been identified as major challenges.

Based on findings and conclusions, the evaluation recommends the following:

* Consider financial viability while awarding contracts or providing advance payment to the implementing partners.
* Collect more quantitative indicators for HRIMS with built-in disaggregation and action-oriented data-driven human rights policy analysis.
* Facilitate learning trips on HRIMS to KP and Sindh for implementation of HRIMS in Balochistan and regular HRIMS coordination and implementation meetings.
* Conduct regular awareness campaigns and sensitization sessions for government line departments on reporting human rights and training on formats to report on human rights, with reference to HRIMS
* Enforce and provide clarifications on human rights protection law where responsibilities and job description for each line department is not clear
* Engage non-traditional elements such as religious scholars to help with sensitization and advocacy of transgender rights and sensitization of various Rule of Law institutions on transgender rights
* Train targeted officials in line departments with less chance of inter departmental or inter-ministry transfers
* Continue in-person psycho-social support counseling after completion of the short-term programme. Extend the duration of Community Stabilization interventions, especially vocational training and in-person psycho social support
* Study and understand drivers of violent extremism in diverse environments for future Community Stabilization programming
* Restrict implementing partners to provide quality toolkits to program beneficiaries after vocational training
* Conduct a rigorous quantitative study using variation in the data on why women don’t approach Gender Desks, issues faced by them while approaching Gender Desks, and their satisfaction level with Gender Desk services.
* Conduct rigorous impact and process evaluations on various interventions to provide evidence of an impact or not and how an intervention or program impact may be maximized.
* Conduct regular monitoring spot checks for increased transparency and accountability and review meetings with implementing partners to understand implementing issues, gaps, and problems. Furthermore, improve methodology for Programme Quality Control Assessments
* Diversify future funding opportunities for project sustainability
* Make various DHL projects sustainable through a partnership with the government based on a similar model as of HRIMS

# Introduction and description of the intervention

UNDP Pakistan’s approach to leaving no-one behind through community stabilization, health governance, social inclusion, and rights-based development focuses on increased awareness of rights, access to basic social and protection services, as well as building capacities of state institutions to better implement their respective mandates. To achieve these short, medium, and long-term objectives, UNDP’s Decentralization, Human Rights and Local Governance Project (DHL) provides conceptual, technical, and capacity development support to national and sub-national governments, statutory bodies, civil-society and community-based organizations, as well as to community members themselves.[[1]](#footnote-1)

Developed in the post-devolution context, UNDP’s Decentralization, Human Rights and Local Governance (DHL) is a multi-sector project to strengthen federal, provincial, and local governance mechanisms. The project focuses on providing capacity development and technical assistance to a range of governmental, non-governmental, and private sector stakeholders responsible for protecting and promoting rights to strengthen the human rights ecosystem at provincial and federal levels.

The core objective of the project is to ensure inclusive service delivery in all four provinces of Pakistan by providing capacity development support to relevant federal ministries and provincial line departments with an aim towards creating an enabling environment for effective local governance and rights-based development

UNDP DHL has three main components; Community Stabilization, Human Rights, and Social Inclusion and Protection.

The Community Stabilization Component is based on interventions in Karachi, Multan, and Swat, where the project aimed to build resilience and create tolerance in the community among the segments of the population vulnerable to involvement in extremist activity as a result of sectarian, ethnic, and militancy based hit areas of Multan, Karachi, and Swat. The project aims to contribute to the challenge of growing extremist tendencies in Pakistan’s society through an individual focused disengagement component and a community-focused reintegration component through psychosocial support, livelihood training, basic education, employment support services at the individual level, and integrated support groups, local government support, Gender Desk, women advisory group, girls peer group, and training of local councilor, and teachers training on peace and violence, at the community level. The project design includes both individual and community level interventions because a vital goal of the program is to build resilience and create tolerance in the communities and segments of the population vulnerable to involvement in religious, ethnic, or sectarian extremist activities’. Later phases of the program have a disproportionately higher number of women beneficiaries as it has been found through earlier research on drivers of extremism in Swat that societal factors play an essential role in the development of extremist tendencies. Women may help indirectly mitigate extremist tendencies and may serve as agents of violent extremism as well.

To reach this goal, the project forms integration support groups of elected youth councilors, village elders, scholars, and teachers. With the support of UNDP and a local implementing partner, the integration support groups identify beneficiaries who receive psycho-social support sessions and livelihood skills training in addition to other individual and community-level interventions, as mentioned earlier, to address vulnerabilities arising in the post-conflict context.

The component establishes support groups in the communities and creates linkages to education, skills building, psycho-social counseling, and overall tolerance in the community.

A closely linked sub-component under the community stabilization program is dedicated helplines and psychosocial support services on domestic violence in Sindh and Balochistan.

For its Human Rights Component, from 2019-2020, UNDP Pakistan has developed and delivered an integrated package of human rights initiatives targeting human rights policy development and implementation, capacity building of key human rights institutions, strengthening human rights data collection, promoting responsible business practices, and empowering rights holders. The project also seeks to enhance the capacities of targeted institutions, including the Federal Ministry for Human Rights (MoHR), the National Commission for Human Rights (NCHR), the National Commission on the Status of Women, the Ombudsperson’s Office along with provincial government line departments and institutions.

Building on the expertise developed, UNDP Pakistan’s DHL Project intends to bring further service provision for marginalized populations, strengthen and harmonize legislation and policies and work directly within vulnerable communities for better access to services through its social inclusion component. UNDP’s proposed interventions will aim to ensure that marginalized communities – and particularly women and transgender persons – are protected by a coherent set of legislation, have access to the basic social services, and are included in local decision processes. This exhaustive approach is particularly necessary in the wake of the COVID-19 pandemic, as women and marginalized populations have been disproportionately affected by the virus and its economic and social consequences. The project helped certain marginalized communities affected disproportionally by COVID 19 by providing them food, psychosocial support, protection, etc., in Punjab and Sindh.

Moreover, under the leadership of MoHR, UNDP Pakistan supported the identification and use of human rights indicators reflecting the emerging human rights priority of measuring and preparedness and responsiveness to emergencies such as COVID 19 from a human rights perspective.

At the policy level, the project focuses on supporting provincial governments in preparing inclusive, rights-based policies, such as human rights policies in Sindh and Balochistan and the National Action Plan on Business and Human Rights. At the institutional level, DHL supports the digitization of existing government systems (Human Rights Information Management System – HRIMS) and, at a community level, works towards protecting and promoting the rights of vulnerable populations and marginalized groups, particularly women, transgender persons, in coordination with provincial, local government, and human rights departments.

In addition, UNDP’s DHL is building capacity for the Social Welfare Department (KP), Local Government School, and civil society stakeholders on digitization of process resulting in transparency accountability, inclusive governance, and women empowerment (e.g., Gender Desks), in newly merged areas targeting 500 women.

UNDP DHL Project is also working with OHCHR to leverage UNDP Pakistan’s pioneering experience and expertise of developing and operationalizing the HRIMS and developing contextualized human rights indicators in a complex and devolved federal system like Pakistan and OHCHR’s own National Recommendation Tracking (NRTD) System.

The project interventions result in target populations having a better understanding of their rights and of the services available with the objective of building a more informed and resilient society. To complement these initiatives, UNDP will also establish protection centers for vulnerable groups and create and link community-based structures with local government authorities to bridge the gap between rights holders and duty bearers.

One of the sub-components of the social inclusion project is to build the capacity of relevant provincial and district level social sector departments, the Social Welfare Department, and its devolved offices responsible for the ex. FATA merged tribal districts to enable them to improve and target public service delivery to deprived, marginalized, and vulnerable groups, to support the protection and rehabilitation of these groups through LGA 2013, which provided the legal framework to work through the devolved structures and reach the targeted communities.

Moreover, despite the passing of several progressive national pro-women and trans-persons’ laws (along with provincial laws and protection initiatives), their implementation remains largely absent, and the concerned populations are still largely unaware of their constitutional and legal rights – and how to claim them.

In conclusion, the UNDP DHL Project aims to create stronger democratic processes, institutions, and community-based structures at all levels so that they are more inclusive, responsive, and accountable to citizens, as well as effective in equitable service delivery, thereby accelerating access to rights-based development.

**1.1 Theory of Intervention**

The DHL Programme theory of change focuses on assisting the national, provincial, and local government stakeholders in Pakistan through interventions targeting policies, institutional strengthening, and community stabilization for improved access to rights-based development. Through its key components- including strengthening inclusive service delivery mechanisms, community stabilization, and enabling rights-based development initiatives, the project likely contributes towards creating an enabling environment for improved access to Rule of Law, human rights, and social inclusion in target areas.

Thus, along with its key government partners, the DHL program is likely contributing towards institutional digitization, service delivery mechanism, PVE, and creating an environment of social inclusion.

**Human Rights Component**

Analyzing theories of change for respective components of the DHL Project, the Human Rights component follows a theory of change, which links activities to outputs and outcomes very well. The project, planned by UNDP with its primary project partner, MoHRaims to achieve the Project Outcome of improved rights-based governance in Khyber Pakhtunkhwa and across Pakistan. The theory of change is structured on the evidence that this goal can be achieved by empowering both rights holders (individuals, civil society, etc.) and duty bearers (primarily states, as per international law). Thus, the project engaged a diverse set of stakeholders from both groups; however, the majority of project interventions focus on capacity building and empowerment of duty bearers at the local, provincial, and federal levels.[[2]](#footnote-2)

Figure 1 shows a detailed visualization of the Human Rights Component theory of change, displaying the inputs and project activities that lead to the key objective.[[3]](#footnote-3)

The Human Rights Component's key overall objective or outcome is to strengthen rights-based governance in KPK and across Pakistan through basically three outputs, as depicted in figure 1. These outputs are “development and improved implementation of rights-based policies and legislation,” “strengthen capacity and coordination of national and subnational human rights institutions,” and “increased awareness on human rights principles and protection mechanism.” The activities planned under three already identified outputs have been planned through four main sub-components, “policy and legislation,” “capacity development,” “human rights data,” and “advocacy and awareness.” Various kinds of activities are listed under each sub-component, as illustrated in figure 1.

*Figure 1: DHL Human Rights Component theory of change*



**Community Stabilization Component**

The Community Stabilization Component approach and theory of change is anchored to fundamental Human Rights frameworks and PVE best practices, which focus on social and political drivers of extremism, including human rights abuses. Such an approach goes beyond law enforcement, military, or security measures and aims to address development, good governance, human rights, and humanitarian concerns.[[4]](#footnote-4)

Figure 2 illustrates a detailed visualization of the Community Stabilization Component theory of change, highlighting the inputs and project activities that would ultimately lead to its key objective or output of community stabilization through resilience against violent extremism.

The Community Stabilization Component theory of change visualizes its activities and interventions through both individual and community-level initiatives. The individual-level interventions include psycho-social support, livelihood skills training, basic education, and employment support services, while community-level interventions include integrated support groups, local government support, Gender Desks, women advisory groups, girls peer groups, training of local councilors, and teachers training on peace and tolerance. Approximately 385 women and 350 men at risk for violent extremism had been provided intervention under this component at the individual level, with livelihood skills training. Moreover, approximately 2000 individuals were also given support through the reporting period under the psycho-social support pillar.

*Figure 2: DHL Community Stabilization Component theory of change*

**350 Men**

**385 Women**

Community

stabilization

Resilience against violent

extremism

**Individual-level**

**Interventions**

* **Psycho-social support**
* **Livelihood skills training**
* **Basic education**
* **Employment support service**

**Community-level**

**Interventions**

* **Integrated Support Groups**
* **Local Government support**
* **Gender Desk**
* **Women Advisory Group**
* **Girls’ Peer Group**
* **Training of local councilors**
* **Teacher’s trainings on peace and tolerance**

**At-risk Youth**

**Social Inclusion and Protection Component**

The Social Inclusion and Protection theory of change is based on two main outputs [[5]](#footnote-5)

Outcome 1: Strengthened capacity of the relevant local governments (seven tribal districts) for inclusive implementation of their duties

Outcome 2: Support BMZ’s indicator 1 (30 % of the budget increase is earmarked for services used in particular by women)

Activities or interventions under outcome 1 include capacity building of selected officials of the local government, twinning, and state-civil society dialogues, while activities or interventions under outcome 2 are sustaining seven gender desks in the newly merged districts, gender-sensitive budgeting, and institutionalization and gender mainstreaming strategy.

Another outcome under Social Inclusion and Protection Component, recently, has been the “Gender Justice” Programme, with three sub-components. The first one is Gender Desks in merged tribal districts of KP, which provided social services to the marginalized women in seven merged districts. The second sub-component, built on the successful experience of Gender Desks in the merged districts, is based in Lahore, Quetta, Multan, Karachi, and Swat. The Gender Desk sub component in these five cities provides state and social services, especially legal services to the marginalized women for equitable access to justice and equal protection. Recently, another sub-component of the Gender Justice Programme is starting in Balochistan in ten Union Councils of Quetta and Pishin Districts of Balochistan.

#  Evaluation Scope and Objective

The scope of evaluation work includes evaluation of selected project interventions and resources falling under areas of the four Outputs and three components under DHL. Target groups for the evaluation include MoHR, Provincial Human Rights, Social Welfare and Local Government Departments, other relevant government organizations including civil society, implementing partners, and UN partners including donor agencies. Interviews were conducted virtually mostly; however, some discussions were conducted face to face in Peshawar.The evaluation covers DHL interventions or all of its components, such as Human Rights, Community Stabilization, and Social Inclusion and Protection, from the time period of mid-2019 till the later part of 2021. Within each component, most of the interventions or various sub-components were covered. Some of the important interventions covered under various components include the HRIMS database, Gender Desks, Community Stabilization interventions in Swat, Karachi, and Multan, BHR, and Gender Justice Programme. The geographical area of the evaluation included all provinces of Pakistan; KP, Punjab, Balochistan, and Sindh. Areas such as Swat and newly merged tribal districts in KP province, Multan and Lahore Districts in Punjab province, Districts of Karachi in Sindh province, and Quetta and Pishin Districts of Balochistan were especially targeted. Moreover, while the main target population of the DHL interventions included vulnerable populations such as women, youth (especially vulnerable to violent extremism and ex. offenders), and transgender, the interventions may indirectly affect all segments of the Pakistani population.

Target groups for the evaluation include development partners, donors, government counterparts, and implementing partners.

The aim of the this evaluation is to assess the extent to which the strategies and activities undertaken by the DHL Project have achieved objectives in terms of their relevance, efficiency, effectiveness, sustainability, and cross-cutting themes such as human rights and gender equality, highlighting positive achievements of the program interventions; challenges faced during implementation, lessons learned; and possible recommendations to guide the project in the future.

More specifically, this evaluation is being undertaken to:

* Assess project effectiveness and draw upon lessons learned from the evaluation that will align programming strategy.
* Evaluate the appropriateness of project activities in terms of achieving program outputs, and as per the needs of the government of Pakistan, including MoHR, NCHR, Provincial Human Rights and Social Welfare Departments, and other non-government stakeholders, in addition to the needs of beneficiaries particularly vulnerable and marginalized groups.
* Explore strategies for replication and link to policy advocacy, i.e., serve as the evidence base for policy and institutional reforms.

The literature review and in-depth interviews were conducted during the evaluation exercise in order

1. To analyze the achievements and challenges of the DHL Project
2. To evaluate whether cross-cutting issues such as gender, inclusion, and sustainability were mainstreamed in the implementation of the project
3. To review and analyze whether project interventions have been in line with protecting and promoting rights to strengthen the human rights ecosystem at provincial and federal levels.

## Evaluation criteria

The evaluation strives to compile lessons learned and provide recommendations to guide programmatic priorities and interventions for improved project design. The evaluation is be based on the part of assessment criteria defined by the United Nations Evaluation Group (UNEG), i.e., efficiency, effectiveness, relevance, and sustainability, in addition, to cross-cutting themes such as human rights and gender equality.

## 2.1 Evaluation questions.

The evaluation of the DHL Project has 15 evaluation questions that cover the UNEG criteria of Relevance, Effectiveness, Efficiency, and Sustainability. The evaluation also combined cross-cutting themes such as Gender Equality and Human Rights along with the UNEG criteria. We did not have a good rigorous counterfactual to discern the project impact, however, which is also part of UNEG criteria. Table 3 gives a detailed list of questions along with evaluation criteria.

*Table 3: Evaluation questions and criteria*

|  |  |  |
| --- | --- | --- |
| S# | Criteria | Questions |
| 1 | **Relevance** | To what extent was the project in line with federal and provincial development priorities? |
| 2 |  | To what extent was the project in line with the country program’s outputs and outcomes, the UNDP Strategic Plan, and the SDGs? To what extent does the project contribute to the theory of change for the relevant country program outcomes? |
| 3 |  | Extent to which project initiatives such as awareness raising campaigns, capacity building initiatives and public outreach products were relevant to the needs of partners and stakeholders? |
| 4 |  | To what extent does the project contribute to LNOB, gender equality, the empowerment of women and the human rights-based approach? To what extent has the project contributed/likely to contribute to promotion and protection of rights of the most vulnerable populations, gender equality and social inclusion and protection (Social Inclusion)? To what extent have economically and socially marginalized groups including at- risk, persons with disabilities, women, transgender and other disadvantaged and marginalized groups benefited from DHL interventions? |
| 5 |  | To what extent DHL implementation strategy has been responsive to the emerging needs and priorities of your department or other stakeholders (for example, MoHR, provincial line departments and other partners and stakeholders), and to the context of Pakistan’s emerging political and development scenario? |
| 6 |  | What is the community’s involvement in planning and implementing this project? |
| 7 |  | What is the local/provincial & federal government’s involvement in planning and implementing this project? |
| 8 | **Efficiency** | To what extent has there been an economical use of financial and human resources? Have resources (funds, human resources, time, expertise, etc.) been allocated strategically to achieve outcomes? To what extent have project funds and activities been delivered in a timely manner? |
| 9 | **Effectiveness** | In which areas does the project have the greatest achievements? Why and what have been the supporting factors? How can the project build on or expand these achievements? |
| 10 |  | What have been the greatest challenges and vulnerable areas? How would you advise DHL to address them in the future |
| 11 |  | To what extent has the project been appropriately responsive to citizen needs? |
| 12 |  | What is the level of effectiveness of the UNDP and DHL oversight and management structures during the review period, in addition to the quality and adequacy of programme monitoring, evaluation, and reporting? |
| 13 | **Sustainability** | How sustainable are the DHL initiatives for institutional strengthening of stakeholders, such as capacity building initiatives of human rights, community stabilization, and social inclusion stakeholders |
| 14 |  | To what extent will financial and economic resources be available to sustain the benefits achieved by the project? |
| 15 |  | To what extent are lessons learned being documented by the project team on a continual basis and shared with appropriate parties who could learn from the project? |

# Evaluation Approach, Process, and Methodology

This evaluation is primarily qualitative, starting from project documents review and other literature related to DHL programs, in addition to in-depth interviews with various stakeholders. The evaluator conducted an exhaustive literature review and also held meetings with the DHL team to understand the nature of the program and evaluation comprehensively. Although a mixed-methods approach using both qualitative and quantitative methods for the evaluation would yield much more valid and reliable results than a single approach such as the use of qualitative methods, due to the time and resource constraints, and unavailability of hard core secondary quantitative data, we primarily used qualitative methods for the current evaluations. Using a quantitative approach for the current evaluation, in addition to a qualitative approach, would have taken tremendous time and resources as there were multiple different and diverse components with many diverse sub-components. Conducting a program (process, performance, or impact) evaluation of a single sub-component such as impact and process evaluation of Karachi or Multan Community Stabilization intervention or impact and process evaluation of Gender Desk interventions in tribal districts of KP in addition to Multan, Swat, and Karachi would have taken more than three months or 40 to 50 person-days for evaluation of each sub-component, in addition to financial resources on primary data collection. Nevertheless, the evaluator has recommended detailed further evaluations of various sub-components using mixed methods employing rigorous quantitative experimental or quasi-experimental research/evaluation designs for the future.

During data collection for the evaluation, we included two women beneficiaries and two transgender beneficiaries for the in-depth-interviews, in addition to other interviewers amongst whom there were eight women; four women respondents belonged to implementing partners, such as former Secretary MoHR, Ombudsperson for Protection against Harassment, Chairperson KP Commission on the Status of Women, and a District Social Welfare Officer from Swat. Hence, Gender Equality and Social Inclusion were addressed very well in the overall evaluation methodology, approach, and process.

## 3.1 Methodology

3.1.1 Literature Review

An extensive literature review of the program documents followed by unstructured in-depth Interview or key informant interviews was the main tool employed during the evaluation.

In the literature or document reviews, the evaluator extensively reviewed project or program documents and reports. All the documents reviewed are mentioned in Annexure 3.

3.1.2 Semi-structured in-depth interviewing key informant interviews

. The evaluator conducted twenty-two in-depth interviews with stakeholders and partners in addition to beneficiaries. Officials of MoHR and Provincial Human Rights Departments, Social Welfare and Local Government Departments concerning staff, local Welfare Departments, other government organizations, implementing partners, and statutory bodies including Provincial Commission on the Status of Women, the Ombudspersons Office, in addition to various women and transgender beneficiaries were contacted for the interview to highlight their experiences and expectations related to the program. Discussions were based on the thoughts they have concerning program operations, processes, sustainability, achievements, challenges and outcomes, and about any changes they perceive in themselves as a result of their involvement in the program. Most of the interviews were conducted online through Zoom, while few interviews were conducted face to face in Peshawar.

Interviewees were selected in collaboration with UNDP. Some interviewees were recommended by UNDP in collaboration with implementing partners and the evaluator. Eight interviewees were women, while one interviewee was a transgender person. The interviewees belonged to diverse segments such as belonging to the implementing partners in the Government Departments, non-government organizations, beneficiaries, and the UNDP/DHL management. The selected interviewees had a strong interaction with UNDP/DHL programme interventions in some way as an implementing partner or in any other way. A list of interviewees along with their occupations is given in Annexure 4.

The in-depth interview tool, along with data sources, is attached as Annexure 2.

3.1.3 Reliability, Validity and Data Analysis

For the validity and reliability of IDIs/KIIs, respondents’ interviews at the field stage, whether online or face to face, the evaluator took notes in addition to recording online interviews. The evaluator conducted the analysis and reviewed the reliability and validity of the interviews based on the answers to the following criteria:

* Did every IDI/KII/Discussion cover every question or issue important to the evaluation for a particular target group for data collection, such as various government departments and beneficiaries?
* Did all interviewees provide clear, unambiguous answers to key questions or issues?
* Does the data answer the research objective?
* To what extent are new ideas, themes, or information emerging from these interviews?
* Can the evaluator and the readers identify the sources of variations and contradictions in the data?
* Does the data confirm or deny what is already known about the subject matter?
* Does the data tell a story? Does it make sense, and does it describe the phenomenon or other subject of the evaluation?

The validity and accuracy of the evaluation process and data gathering was maximized by the evaluator by following the principles as under:

* Meetings with various team members of the DHL section of UNDP in order to gain a clear understanding of the programme.
* Learning as much as possible about the DHL program interventions through literature and reports.
* Organizing the interview guide as a “funnel,” moving from broad to narrow topics.
* Administering an unstructured questionnaire already constructed under various topics related to relevance, efficiency, effectiveness, sustainability, human rights, and gender equality.
* Emphasizing to the interviewees that their candid opinions were essential to the success of the evaluation. The evaluator reminded interviewees that he was not affiliated with the DHL section of UNDP and had no vested interest in the evaluation outcomes beyond the candid opinions, quality of the data, analysis, and reporting.

**Limitations of the methodology**

* Regarding data analysis and the evaluation/research methodology, a major limitation was a very small number of interviews or self-selected sample with selection bias (not a random or probability-based sample). So no generalization can be made to the larger population under study or uncertainty is very high around the evidence provided by the evaluation. Even if we had selected a random sample, due to the very low sample size, the uncertainty around findings would have been quite high. This is one of the major limitations of qualitative research. Nevertheless, we can always get inspiration from quantitative methods for qualitative reliability and validity on the evidence or the results. When the replies are similar or homogenous, then there are higher chances of higher validity of the evidence from a qualitative study, just like sampling error or uncertainty around survey estimates is lower when responses are homogenous (10 percent yes response versus 90 percent no response or vice versa) compared to a much higher heterogeneous response (50 percent saying yes and 50 percent saying no in survey response)[[6]](#footnote-6). Using this principle, the evaluator kept in mind the level of homogeneity in the responses while analyzing the data and reported most findings with higher homogeneity in the interview responses and according to the literature review. At the same time however, there were few findings which although did not contradict with other interview responses and literature review from various sources, were unique only to a single source (in-depth interview or project documents). Any contradictions or heterogeneity in the findings and evidence was either not reported as findings or evidence, or contradiction was clearly mentioned if two or more responses and project documents contradicted with each other.

## 3.2 Evaluation Design, Process, and Implementation

Once the instrument for the data collection was finalized[[7]](#footnote-7) with the help of the DHL Project team, the evaluator conducted semi-structured in-depth interviews with various key informants who were identified through the UNDP team. The UNDP team helped coordinate and facilitate all of the interviews.

After data collection, a comprehensive draft report using the exhaustive document review and qualitative data collected through semi-structured in-depth interviews with various key informants was written. The report highlighted achievements, constraints, challenges, and the lessons learned in addition to corrective measures where required, along with recommendations.

Comments and feedback from UNDP were sought on the draft report, and comments and feedback from UNDP were addressed accordingly in the final evaluation report.

After the final evaluation report, there may be submission and presentation of the final summary report.

The whole data collection methodology and process are explained in detail in the following section.

3.2.1 Process for Conducting IDIs/KIIs/Discussions

The process for conducting in-depth interviews and key informant interviews followed the same general procedure as is followed for other evaluation research: plan, develop instruments, collect data, analyze data, and write a report on the findings. More detailed steps taken during the whole process of evaluation are given below.

*3.2.1.1 Plan*

* In collaboration with UNDP, stakeholders or target groups and respondents were identified for the in-depth interviews.
* It was identified what information was needed and from whom. Most of the evaluation questions had already been defined, while a few more were added or deleted.
* We listed respondents and target groups to be interviewed. Most of the target groups had already been identified by the UNDP staff; however, there were slight changes in the target groups for the interview as few members of some target groups were not available for the interview. A list of the interviewees for the in-depth interview was provided by the UNDP. The list was based on a non-random sample, although the diversity of the interviewees were kept in mind with respect to different types of partners and gender.

*3.2.1.2 Developed Instruments*

* An interview guide or unstructured questionnaire was developed with the help of UNDP. Some questions were, however, omitted as the number of questions went beyond what could be accomplished beyond a certain time period. More specifically, the questions related to the contribution or impact of the programme were deleted as there was no valid quantitative counterfactual available for the intervention/interventions. Moreover, some questions were merged as they asked similar type of information.

*3.2.1.3 Collected Data*

* With the help of UNDP’s DHL Project, interviews with the target groups’ representatives were set up. Targeted respondents from target groups were informed why they had been selected for the interview, the expected duration of the interview (45 to 60 minutes), and a set of evaluation questions that would be applied to them.

*3.2.1.4 Data Analysis and Report Writing*

* Transcribed or data taken through notes was used to review data and hence conduct analysis of the data. The evaluator read through the interview responses and looked for patterns among the respondents to group them according to various themes.

# Findings and Conclusions

Evaluation findings were based on an analysis of the data collected, and conclusions were drawn from these findings.)

## 4.1 Evaluation Criteria 1 – Relevance

* + 1. **To what extent was the project in line with federal and provincial development priorities?**
			1. **Findings**

UNDP is working with the Government of Pakistan, civil society, national partners and the people of Pakistan to help find solutions to persistent development challenges.

UNDP works to build lasting institutional capacity, provide technical expertise to improve development outcomes, and help link the Government and people of Pakistan to innovative global solutions for strong and accountable governance mechanisms, improved data quality and collection, better environmental management, climate change finance and adaptation and to enhance capacities to respond effectively to crises, conflict and disasters.

**Human Rights Component**

The protection and promotion of human rights is a cornerstone of Pakistan’s domestic policy. Pakistan has ratified several key international human rights instruments, which have been transposed into the domestic regime through a wide variety of Federal and Provincial laws and policies. These include a range of obligations contained in seven of the nine core human rights treaties.[[8]](#footnote-8)

*Figure 3. Pakistan’s treaty ratification*

**PAKISTAN’S TREATY RATIFICATION**

1. Covenant on the Elimination of Racial Discrimination (CERD): 1966
2. Covenant on Civil and Political Rights (ICCPR): 2010
3. Covenant Economic, Social and Cultural Rights (ICESCR): 2008
4. Convention on the Elimination of Discrimination against Woman (CEDAW): 1996
5. Convention against Torture (CAT): 2010
6. Convention on the Rights of the Child (CRC): 1990

6.1. CRC-OP-SC: 2011

1. Convention on the Rights of Persons with Disabilities (CRPD): 2011.

Pakistan is a state party to the International Covenant on Civil and Political Rights (ICCPR), the International Covenant on Economic, Social and Cultural Rights (ICESCR), the Convention on the Rights of the Child (CRC), Convention on the Rights of Persons with Disabilities (CRPD), Convention on the Elimination of All Forms of Racial Discrimination (ICERD), Convention on the Elimination of All Forms of Discrimination against Women (CEDAW) and the Convention against Torture (CAT). In addition to its international obligations, Pakistan is fully committed to its constitutional obligations vis-à-vis human rights, contained in Chapter I of the Constitution titled “Fundamental Rights,” as well as the Sustainable Development Goals (SDGs), which also reflect fundamental principles of human rights.[[9]](#footnote-9)

Moreover, devolution to provinces as 18th Amendment was followed by a critical time of transition in Pakistan, and in particular Khyber Pakhtunkhwa, with increased scrutiny of Pakistan’s human rights commitments by the international community. In 2014, Pakistan was included in the European Union’s Global Scheme of Preferences (GSP+), providing the country with preferential trade and tariff arrangements on the condition of progress towards ratification and effective implementation of 27 core international conventions on human and labor rights, environmental protection and good governance.

In 2017, Pakistan underwent its third UPR review, in addition to three treaty body reviews, and Pakistan became a member of the Human Rights Council (HRC) for the second time. Thus, in 2019, Pakistan underwent a mid-term review of both its HRC voluntary pledges and implementation of its UPR recommendations, with UNDP facilitating reporting for both mid-term reviews on behalf of the UN Country Team.

In addition, in order to meet the increased data collection and reporting burden from the GSP+, the Government of Pakistan established Treaty Implementation Cells (TIC) at provincial and federal levels. The TIC system was intended as a coordination mechanism, facilitating Pakistan’s capacity to monitor compliance with its treaty-based commitments, measure implementation of commitments and develop reporting for GSP+ and other international human rights mechanisms. Pakistan’s TICs, as well as the provincial and federal government institutions (TIC Members) responsible for human rights data collection, reporting, and analysis, frequently lacked the capacity to effectively fulfill this mandate. These challenges were evidenced in the first TIC assessment conducted by UNDP in 2017.[[10]](#footnote-10)

The Constitution of Pakistan also guarantees respect for the fundamental rights of the people of Pakistan, including the dignity of human beings, freedom of thought, freedom of religion, freedom of speech, freedom of the press, freedom of assembly, freedom of association, and freedom of information. The Government of Pakistan’s commitment to addressing multi-dimensional human rights violations has also been reflected in Pakistan’s international commitments, including the ratification of seven core human rights conventions and its endorsement of the Sustainable Development Goals.[[11]](#footnote-11)

However, despite efforts to realize the human rights enshrined in the Constitution of Pakistan and its international human rights pledges/commitments, through progressive human rights laws and policies and the establishment of national and provincial human rights institutions, the human rights situation in the country, and in particular in the province of Khyber Pakhtunkhwa, has been complex and challenging. Gaps in institutional capacity and service delivery have hindered progress in human rights in the province, as well as the pervasiveness of patriarchal norms and nascent human rights institutions. The 18th Amendment to the Constitution of the Islamic Republic of Pakistan was adopted in April 2010, devolving a wide range of subjects related to rights-based development to Pakistan’s provincial governments. However, ten years later, many institutions still lacked the technical and organizational capacity to effectively protect, promote and enforce human rights in line with the Government of Pakistan’s domestic and international commitments.[[12]](#footnote-12)

In this context, the Human Rights Component, funded by SDC and later GMFA and implemented by DHL UNDP in partnership with the Government of Khyber Pakhtunkhwa and MoHR, has filled critical capacity gaps in the province of KPK. To address critical provincial capacity gaps, UNDP’s Decentralization, Human Rights and Local Governance Project (DHL has provided technical and capacity assistance to federal and provincial human rights ministries/departments, Pakistan’s human rights institution, and civil society through various sub-components comprising the policy support, capacity development, strengthening human rights data collection/coordination and outreach and advocacy.[[13]](#footnote-13)

The DHL Project, through its Human Rights Project, is supporting Pakistan at the federal and specifically the provincial levels to address the above-outlined challenges and effectively fulfill its international, domestic, and provincial human rights commitments, documenting progress through the establishment of innovative data collection systems following internationally agreed standards in collaboration with the Office of the High Commissioner for Human Rights.[[14]](#footnote-14)

Pakistan’s GSP+ Status, which was granted in exchange for improving compliance with 27 core international conventions pertaining to human rights, labor, corruption, and the environment, is contingent upon the implementation of these conventions. It is incumbent upon all stakeholders, especially business enterprises and civil society, to participate in this process and ensure grass-roots level implementation of Pakistan’s human rights policies in line with the international regime.[[15]](#footnote-15)

UNDP DHL Business and Human Rights sub-component supports business enterprises and civil society to ensure grass-roots level implementation of Pakistan’s human rights policies are in line with the international regime in addition to helping Pakistan’s commitments relevant to the Universal Periodic Review (UPR), where it has supported recommendations on forced labor, the protection of vulnerable groups and bonded labor. DHL’s BHR subcomponent generates awareness towards the protection of human rights in the business context. This will strengthen Pakistan’s position as a responsible trading partner in the region and will also support its fulfillment of reporting requirements before international human rights monitoring and other bodies.

Moreover, Pakistan faces several challenges with respect to financial transparency and corruption in public procurement contracts, gender-based discrimination and equal opportunity in the workplace, due diligence mechanisms, occupational health and safety, working conditions and wages, unregistered workers, trade unions, informal economy, and child and bonded labor. Accordingly, a National Baseline Assessment (NBA) was conducted to prepare a comprehensive and targeted National Action Plan (NAP) on Business and Human Rights (BHR), manifesting Pakistan’s commitment towards overcoming these and other challenges and in fulfilling its international and domestic obligations relating to the protection of human rights.[[16]](#footnote-16)

Through the NAP, Pakistan intends to implement the UNGPs and ensure that the fundamental rights of its citizens are protected against any adverse impacts resulting from business activity. In addition to the protection of human rights, the State of Pakistan also aims to strengthen its grievance redressal mechanisms to ensure that victims are provided adequate remedies where business activity interferes in the protection of or violates human rights.[[17]](#footnote-17)

“*For various DHL Components/subcomponents, The Government of Pakistan identified their needs and requirements to UNDP for working together on projects of mutual interests. For example, DHL UNDP was involved in helping with Transgender Person Act in 2017, 2018. In addition, UNDP helped prepare human rights indicators for MoHR (Ministry of Human Rights) through 18 consultative meetings in developing a draft roadmap. Similarly, the MoHR took a keen interest in KPVP as a pilot project in KP province and replicated it at the national level and in the other provinces as HRIMS (Human Rights Information Management Systems) after seeing its potential and use”*.[[18]](#footnote-18)

To a larger extent, human rights have been a top requirement for further funding through GSP Plus since 2011/2012, when Pakistan ratified GSP Plus. Through KPVP in KP and now HRIMS at other provincial levels, the government can respond efficiently on human rights conventions. Moreover, human rights are also embedded in articles 8 to 28 of the 1973 Constitution of Pakistan regarding fundamental rights. [[19]](#footnote-19)

*“An HRIMS like the system was the requirement of Government of Pakistan to report on various treatise ratified by Pakistan related to human rights. HRIMS is a single system that can help the respective provincial governments to collect data, analyze data, and visualize or present data on a single platform (bytes for all)[[20]](#footnote-20). There is no need for file movement. Human rights reporting is much easier now than before*”.[[21]](#footnote-21)

**Community Stabilization Component**

DHL-UNDP approach to PVE and Community stabilization is also aligned with Pakistan’s Country-level policy frameworks on countering violent extremism and counter-terrorism. National Action Plan (2014) [[22]](#footnote-22), National Internal Security Policy 2014 and 2018 (NISP) [[23]](#footnote-23) , and National Counter Extremism Policy Guidelines January 2018 [[24]](#footnote-24) issued by National Counter Terrorism Authority (NACTA) which include guidelines for government agencies to develop community and youth engagement strategies in order to counter violent extremism (VE). This increases opportunities for project sustainability, scaling up, and creating government ownership for the program.[[25]](#footnote-25)

UNDP DHL Project has partnered with Local Government Institutions in Pakistan to achieve community stabilization through increasing social resilience against violent extremism. The theory of change is structured on the evidence that community resilience can be achieved by implementing civilian led PVE/CVE Programs. Anchored to fundamental human rights framework and PVE best practices, focusing on social and political drivers of violent extremism, such approach goes beyond law enforcement or security measures taken by the state and strives to address development, good governance, human rights, and humanitarian concerns. This is the model of LDDR which also aims to involve local government representatives along with the community in delivering support to at-risk youth and thus strengthening the weak state-society linkage in conflict prone areas of Pakistan.

**Social Inclusion and Protection Component**

The 2018 merger of seven ex-FATA tribal districts as part of KP province was a historic change altering the lives of 5 million inhabitants of the newly merged districts. For the first time, there was a gender mainstreaming strategy in the newly merged districts. This strategy required awareness about various issues related to women in newly merged districts. Some of the most important areas identified by the KP government were the Awareness on Women Harassment Act and Property Act related to women. With the help of DHL UNDP, Social Welfare Department created Social Policy Coordination Unit at the provincial level in Social Welfare Department and Gender Desks in seven merged districts to create awareness amongst women from newly merged ex FATA districts on Awareness on Women Harassment Act and Property Act related to women.[[26]](#footnote-26)

Under the Social Inclusion Component of the DHL program, UNDP is strengthening the capacity of the relevant local governments in seven newly merged tribal districts building for inclusive implementation of their duties by building the capacity of relevant provincial departments and devolved tiers (districts and tehsils of newly merged districts) to enable them to better perform administrative and social functions with the target to improve public service delivery for women, children, and other marginalized groups.[[27]](#footnote-27)

To help the Provincial Government in general and LGE&RDD in particular, UNDP’s “Inclusive Capacity building of Local Governments in Newly Merged Districts” sub-component under the DHL Project has designed a training curriculum to address the urgent needs of Local Government officials keeping in mind the strategic needs of LG Department. These trainings aim to enhance the capacity of selected staff in the areas of planning, budgeting, prioritization of projects, citizens’ consultations on planning and budgeting, procurement, relevant sections of LG Act 2019.[[28]](#footnote-28)

Another innovative approach applied by DHL Project under the “Social Inclusion and Protection” Component is the twining approach which is an innovative approach to enhance the capacity of selected LG officials in chosen Tehsils of the NMDs. Twinning relies on the transfer of knowledge, skills, and systems for Tehsil Municipal Administration (TMAs) of the settled district of KP – which has a long and strong understanding of the LG system with selected tehsils of tribal districts which have no institutional history of the LG system.[[29]](#footnote-29) UNDP carried out a total of 15 twinning activities in 2020, in addition to the two twinning sessions held in 2019, with a total of 170 participants.[[30]](#footnote-30)

The State-Society Dialogues activities were also designed by the social inclusion and protection component of the DHL Project to bridge the gap between the governmental stakeholders at the local level and the community. The participating CSOs share their priorities and concerns in each NMA, and the TMAs and district departments inform them about their plans, news, and information.[[31]](#footnote-31)

Furthermore, in 2019, through the GIZ-UNDP Project, Gender Desks were established in each of the seven merged areas in KP by Social Welfare Department. Since their establishment, GIZ and UNDP have supported the Social Welfare Department of the KP Government to develop an integrated system of women inclusion and support.[[32]](#footnote-32)

The main tasks of Gender Desks were to mainstream gender priorities within the administration at the local level, act as an interface between the local government, the civil society, and the communities, as well as structure the local civil society. In many districts, they have provided crucial referral services to community members, for example, by providing registration forms to women with disabilities for them to be able to access the available governmental services. They have also led dialogue sessions with the local civil society organization, gathering their priorities and voicing them within the government at the local level.[[33]](#footnote-33)

Moreover, there was no national strategy available to end stigma and discrimination against transgender people. Under Social Inclusion and Protection Component, UNDP built a national strategy in consultation with National AIDS Programme, through TG support (nationwide stigma + discrimination) work.

UNDP is also in contact and in close coordination with the Khyber Pakhtunkhwa Ombudsperson’s Office for all work-related on gender in KP.[[34]](#footnote-34)

* + - 1. **Conclusion**

The protection and promotion of human rights is a cornerstone of Pakistan’s domestic policy. Pakistan has ratified several key international human rights instruments, which have been transposed into the domestic regime through a wide variety of Federal and Provincial laws and policies. These include a range of obligations contained in seven of the nine core human rights treaties. Pakistan is a state party to the International Covenant.For various DHL components/subcomponents, The Government of Pakistan identified their needs and requirements to UNDP for working together on projects of mutual interests. For example, DHL UNDP was involved in helping with the Transgender Persons (Protection of Rights) Act 2018.

DHL-UNDP approach to PVE and Community stabilization is also aligned with Pakistan’s Country-level policy frameworks on countering violent extremism and counter-terrorism, which include guidelines for government agencies to develop community and youth engagement strategies in order to counter violent extremism.

Under the Social Inclusion component of the DHL program, UNDP is strengthening the capacity of the relevant local governments in KP settled districts through LGS and in seven newly merged tribal districts where DHL is building capacities of officials for inclusive implementation of their duties in order to enable them to better perform administrative and social functions with the target to improve public service delivery for women, children, and other marginalized groups. The same interventions are being replicated and expanded across all four provinces through a UNDP funded gender-justice programme in 2021, results of which will be visible beyond the period under evaluation.

Finally, through its Gender Desks projects, DHL is helping provincial governments to mainstream gender priorities at the local level and act as an interface between the local government, the civil society, and the communities.

* + 1. **To what extent was the project in line with the country program’s outputs and outcomes, the UNDP Strategic Plan, and the SDGs? To what extent does the project contribute to the theory of change for the relevant country program outcomes?**
			1. **Findings**

**DHL Project Overall Linkage with Country Program Outputs and Outcomes**

Overall, the UNDP’s country program for Pakistan (2018-2022) elucidates two outcomes from the United Nations Sustainable Development Framework (UNSDF), as they are linked to the priorities of the Government of Pakistan’s Vision 2025 documents.[[35]](#footnote-35)

These outcomes are:

1. (UNSDF Outcome 6): Enhanced resilience and socioeconomic development of communities.

2. (UNSDF Outcome 9): Increased effectiveness and accountability of governance mechanisms

Moreover, under these outcomes, the UNDP country program highlights seven outputs that the UNDP is trying to achieve in Pakistan. These outputs are:

1. Output 6.1: National and provincial policies, systems, and institutions enabled to achieve structural transformation and promote inclusive economic, social and political opportunities

2. Output 6.2: Revitalized productive capacities are sustainable and generate employment opportunities and improvement in sustainable livelihoods as part of broader development efforts.

3. Output 6.3: Legal and regulatory frameworks and policies are in place, and institutions capacitated for the conservation, sustainable use, inclusive access, and benefit-sharing of natural resources, biodiversity, chemicals, waste management, and ecosystems.

4. Output 6.4: In line with international conventions and national policy frameworks, implementation mechanisms are effectively introduced that promote sustainable use of natural resources, protect ecosystem and biodiversity and effectively manage and mitigate the threats to this process (chemicals, waste, CO2 emissions, etc.)

5. Output 9.1: Democratic governance of state institutions, including parliament, provincial assemblies, local governments, and electoral management bodies, strengthened to be responsive to citizens and accountable for improved service delivery.

6. Output 9.2: Strengthened functioning, financing, and institutional capacities facilitate access to justice and improve redress mechanisms by the rule of law institutions.

7. Output 9.3: Through active citizen engagement, national/provincial governments shape public policy priorities and establish planning, financing, and monitoring mechanisms, facilitating the implementation of the Sustainable Development Goals.

The UNDP DHL Project is linked to both UNSDF Outcome 6, which is enhanced resilience and socioeconomic development of communities, and to Outcome 9, which is increased effectiveness and accountability of governance mechanisms.

The Community Resilience Component of DHL has a strong contribution to Outcome 6. The Community Resilience Component is building resilience models for the vulnerable communities against violent extremism through Activity Result 3.1.1, which is to build resilient communities, especially targeting vulnerable and risk-segments of populations through inclusive governance.[[36]](#footnote-36)

Within outcome 9, the UNDP DHL Project is particularly associated with UNSDF Output 9.1, which is democratic governance of state institutions, including parliament, provincial assemblies, local governments, and electoral management bodies, strengthened to be responsive to citizens and accountable for improved service delivery. The DHL Project concentrates on local government strengthening to be responsive to citizens and accountable for improved service delivery.[[37]](#footnote-37)

Output 9.1 may be linked with Activity Result 3.1.2; institutional support provided to key provincial government departments and community members.[[38]](#footnote-38)

Moreover, Activity Result 1.1.1; Federal Institutions develop and implement inclusive policies and regulations can be linked-to Output 9.3 which states “through active citizen engagement, national/provincial governments shape public policy priorities and establish planning, financing and monitoring mechanisms, facilitating the implementation of the Sustainable Development Goals”. Nevertheless, it must be noted that while the above-mentioned activity and Output 9.3 may be related, human rights, gender, and peacebuilding may be considered as a cross-cutting but not as a major contribution to this output. Moreover, Action 1.1.1a under Activity1.1.1 states “support the Ministry of Human Rights (MOHR) and other relevant national and provincial stakeholders on development and implementation of the National Action Plan on Business and Human Rights, and other relevant human rights and social inclusion/protection policies” while Action 1.1.1b under Activity1.1.1 states “provide technical assistance to National Human Rights Institutions (NHRIS) including the National Commission on Human Rights (NCHR), National Commission on the Status of Women (NCSW), National Commission on the Rights of the Child (NCRC), and others to achieve GANHRI A Grade Status”.[[39]](#footnote-39)

In addition, activities such as the capacity building of selected officials of the local government, and twining under Social Inclusion and Protection Component outcome 1 “strengthened capacity of the relevant local governments (seven tribal districts) for inclusive implementation of their duties” may be linked with all UNSDF outputs 9.1, 9.2, and 9.3. The establishment of 7 Gender Desks in the newly merged districts and gender sensitization activities may be linked with Output 6.1.

All of the above-mentioned activities under various sub-components of the DHL Project may also contribute towards the UNDP country plan outcomes and outputs; however, there is no strong evidence in the absence of a rigorous counterfactual. Hence, we may not be able to say that the above-mentioned activities are contributing to the UNDP country plan outcomes and outputs.

Next, we would examine the linkage of individual sub-components of the project to the UNDP strategic plan and SDGs.

**Human Rights Component**

Human rights policy development and implementation, capacity building of federal, provincial, and non-governmental human rights stakeholders, coordination, analysis and reporting of human rights data, human rights advocacy and awareness, form four pillars of Human Rights Project of DHL and their associated activities are integrated into the Human Rights Project’s three outputs: (1) Development and improved implementation of rights-based policies and legislation; (2) Strengthened capacity and coordination of human rights departments and institutions; and (3) Increased awareness of human rights principles and protection mechanisms.[[40]](#footnote-40)

Moreover, building off the lessons learned from the Millennium Development Goals and internalizing the principles of Rights-Based Development, the Sustainable Development Goals recognize that human rights are essential to sustainable development. The SDGs were developed through a diverse and inclusive consultative process that resulted in a progressive and rights-based framework to guide global development, centered on a commitment to leave no one behind. The SDGs include 17 goals, 167 targets, and 232 indicators, of which around 90% of the targets have substantial linkages to human rights, with empowerment, inclusion, and equality at their core. While several of the SDG goals are relevant to the DHL Human Rights component, Goal 5 (Gender Equality) and Goal 16 (Peace, Justice, and Strong Institutions) have been consistently mainstreamed and advanced through Human Rights Component Project activities. Goal 5 recognizes that development can only happen when women and girls are represented, included, given a voice, and empowered through policy, programming, and access to services, which at times requires special consideration and accommodations to achieve equality. Goal 16 prioritizes strengthening institutions and governance systems to ensure they are inclusive and rights-based, acknowledging that strong institutions, which represent and protect the rights of all individuals and groups, fundamentally underpin peaceful and just societies.[[41]](#footnote-41)

UNDP DHL, BHR sub component is also in line with UN strategic plans. In June 2011, the United Nations Human Rights Council (UNHRC) endorsed the UN Guiding Principles on Business and Human Rights (UNGPs) to address the adverse human rights impacts of business activity. The UNGPs are the culmination of six years of consultations amongst States, business enterprises, and civil society organizations, led by the then Special Representative to the UN Secretary-General, Professor John Ruggie. The UNGPs provide a global standard for addressing human rights issues and preventing human rights abuses associated with business activity. They do not create any new international obligations on the State but stand to substantiate the ones that have already been ratified.[[42]](#footnote-42)

The UNGPs are based on what has come to be known as the “Protect, Respect and Remedy Framework,” which rests on three pillars

* Pillar I: the legal duty of States to protect individuals from business-related adverse human rights impacts
* Pillar II: the responsibility of business enterprises to respect human rights
* Pillar III: the need to ensure effective access to remedies for victims by States and businesses.[[43]](#footnote-43)

**Community Stabilization Component**

The community stabilization component of the DHL program contributes particularly towards SDG 16. It is also in line with Secretary-General's CVE Agenda.[[44]](#footnote-44)

UNDP has three strategic documents:

1. Strategic Development Document

This document is the convener of outcome 9, which is related to governance.

1. Country Participant Program

Under this document, SDGs 5, 16, and 17 relating to community stabilization, peace, justice, and strong institutions, and gender equality are being covered by the DHL component along with other UN agencies also working on SDG 17. The community stabilization component of the DHL program contributes particularly towards SDG 16. The project is based on gender and human rights-focused community sensitization and awareness. [[45]](#footnote-45)

DHL also helped NDMA and the Government of Sindh during COVID 19 and also is technically contributing towards the Global Fund HIV program.

1. Overall UN Development Framework

The community stabilization project particularly is in line with the UN Secretary-General CVE agenda or vision of preventing violent extremism.[[46]](#footnote-46)

Responding to the global challenge of violent extremism United Nations General Assembly, Human Rights Council, in Oct 2015, adopted Resolution 30/15, “Human Rights and Preventing and Countering Violent Extremism. The Resolution underscored the important fact that countering and preventing violent extremism and the protection and promotion of human rights and fundamental freedoms, and the rule of law are mutually reinforcing. Resolution 30/15 and the subsequent Secretary-General Plan of Action to Prevent Violent Extremism was launched in January 2016 and emphasized upon the International community and States to adopt a comprehensive approach to countering terrorism and violent extremism. Recognizing the need for States and communities to act towards preventing violent extremism, the UN Secretary-General launched the Plan of Action to Prevent Violent Extremism, which emphasizes the need for a comprehensive approach to countering terrorism and violent extremism that goes beyond “law enforcement, military or security measures to address development, good governance, human rights, and humanitarian concerns.”[[47]](#footnote-47)

By signing on to Agenda 2030, the nations of the world acknowledged that “sustainable development cannot be realized without peace and security” and adopted SDG 16 to promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels” in order to ensure responsive, inclusive, participatory and representative decision-making.[[48]](#footnote-48)

Moreover, the Community Stabilization component outputs are aligned with global knowledge on PVE and the United Nation’s (UN) best practices to prevent violent extremism through the promotion of human rights. Current knowledge on PVE programs suggests that root causes of extremist tendencies in society can be efficiently addressed by directly engaging with identified vulnerable youth and providing them with the necessary means to find a meaningful existence and create an environment where they can be actors of change in society.[[49]](#footnote-49)

The DHL Community Stabilization outputs and objectives also directly contribute to the implementation of UN Resolution 1325, which focuses on the role of women and girls in facilitating extremist activities and with the environments conducive to extremist ideologies. Both these elements are a central consideration of the Project methodology.[[50]](#footnote-50) UNDP ‘s community stabilization project’s overarching is to assist the institutional development mechanisms at the National and Sub- national level for effective, responsive, and accountable service delivery for peace, development, and tolerance and ultimately contribute to the Sustainable Development Goals.

In conclusion, advancing the UN Secretary General’s Plan of action, Human Rights Frameworks on C/PVE and SDG 16, the project worked to both empower and sensitize local communities to act against extremist narratives and play an active role in the disengagement and rehabilitation of ex-offenders and youth at risk of engaging in extremist activities.[[51]](#footnote-51)

*Table 4: SDGs Goals and targets related to UNDP outcomes and outputs*

|  |  |  |  |
| --- | --- | --- | --- |
| S# | Goal | Target | Definition  |
| 1 | 5 |  | Achieve gender equality and empower all women and girls |
| 2 |  | 5a | Undertake reforms to give women equal rights to economic resources, as well as access to ownership and control over land and other forms of property, financial services, inheritance, and natural resources, in accordance with national laws |
| 3 | 16 |  | Promote peaceful and inclusive societies for sustainable development, provide access to justice for all, and build effective, accountable, and inclusive institutions at all levels |
| 4 |  | 16.1 | Significantly reduce all forms of violence and related death rates everywhere |

Source: <https://sdgs.un.org/goals/goal5>, <https://sdgs.un.org/goals/goal16>

**Social Inclusion and Protection Component**

The Social Inclusion and Protection theory of change is based on two main outputs,[[52]](#footnote-52) in addition to TG support (nationwise stigma and discriminization work) under this component. The two main outputs are as following:

Outcome 1: Strengthened capacity of the relevant local governments (seven tribal districts) for inclusive implementation of their duties

Outcome 2: Support BMZ’s indicator 1 (30 % of the budget increase is earmarked for services used in particular by women)

Activities or interventions under outcome 1 include capacity building of selected officials of the local government, twinning, and state-civil society dialogues, while interventions under outcome two are sustaining 7 Gender Desks in the newly merged districts, gender-sensitive budgeting, and institutionalization and gender mainstreaming strategy. These activities are linked with or may contribute towards Goal 5 and, in particular, Target 5a of SDGs. SDG Goal 5 and Target 5a are depicted in Table 4.

Under TG support (nationwide stigma and discrimination work), the component focuses on HIV and AIDS prevention in addition to alleviating stigma and discrimination faced by groups of individuals most at risk of contracting HIV, especially transgender persons. Activities under this programme work by looking through human rights lens, as the vulnerable population at risk also face discrimination and not only health issues. A major activity under this project is currently working on advocacy of a medicine called PREP (Pre-Exposure Prophylaxis), which helps against contraction of HIV for at risk groups. The idea is to convince people at risk to use PREP or other safe measures to helps against contraction of HIV by removing myths against the use of PREP under UNDP mandate “Right to Information,” which guides UNDP to work with the community to inform them about PREP, its benefits, risks and how to take this medicine[[53]](#footnote-53).

* + - 1. **Conclusion**

In conclusion, UNDP DHL project activities have been in line with the country program’s outcomes such as 9.1, 9.2, 9.3, and 6 and outputs such as 6.1. Furthermore, DHL project activities may also be linked with SDGs Goal 5, which is related to gender equality, and Goal 16, which is linked with peace, justice, and strong institutions. Similarly, DHL Programme is also in line with the UNGPs framework of protection, respect, and remedy.

In addition, DHL project activities are related to UNGA Human Rights Council adopted Resolution 30/15 related to Human Rights and Preventing and Countering Violent Extremism. DHL outputs and objectives also directly contribute to the implementation of UN Resolution 1325, which focuses on the role of women in violent extremism.

* + 1. **Extent to which project initiatives such as awareness raising campaigns, capacity building initiatives and public outreach products were relevant to the needs of partners and stakeholders?**
			1. **Findings**

**Human Rights Component**

Consequent to the ratification of GSP Plus and Act of 2014, KP Government was requested to report on the human rights situation and indicators related to human rights in the province. The human rights reporting consists of multi-stakeholders such as education, health, and social welfare departments. So a platform was required to coordinate activities. Before the launch of KPVP, traditional modes of coordination were used. Through traditional means, each department's response was sluggish. Moreover, there was no mechanism to highlight similarities and differences in reporting from various stakeholders.[[54]](#footnote-54)

Through the platform of KPVP and now HRIMS, all stakeholders were involved in coordination and reporting. KPVP provided a platform for coordination and reporting for multi-stakeholders. Although KPVP was developed to report mainly on GSP Plus, KPVP was also used for reporting on SDGs, UPR, ICCPR, etc.[[55]](#footnote-55)

**Community Stabilization Component**

The DHL community stabilization initiative is a part of the LDDR (Local Level Disengagement and Rehabilitation) model. This is based on sensitization and training of local governments in community stabilization and preventing violent extremism.

The DHL community resilience initiative is based on basically providing resilience in the community through three main targeted strategies.

1. Teachers training

These trainings were based on the integrated concept of tolerance and resilience built through training school teachers who, in turn, would impart teachings of tolerance and peace to the students in the schools. This would lead to resilience in the community through imparting a sense of tolerance in the community through educating young male and female students.[[56]](#footnote-56)

1. Target beneficiaries

Various beneficiaries were targeted in Swat, Karachi, and Multan to lower their violent extremist tendencies through various interventions such as psycho-social support and vocational skills training in addition to the provision of basic service delivery through Gender Desks, etc.[[57]](#footnote-57)

1. General community

The general community was targeted to build community resilience against violent extremism. Integrated Services Groups (ISGs) formed through community initiatives and consisting of local notables and local government members built capacity and took continued disengagement and sustainable efforts to impart vocational skills trainings, sensitize the community on PVE issues in addition to gender and human rights, and provided psycho-social support. The ISGs also provided lectures on peace and tolerance promotion in the community. While targeting selecting beneficiaries was more of a pilot project, intervening at the community level could be regarded as a designated sustainability model.[[58]](#footnote-58)

**Social Inclusion and Protection Component**

Under the Social Inclusion and Protection component of the DHL Project, awareness raising campaigns and capacity building initiatives, and public outreach products were very relevant to the needs of the partners and stakeholders.

The Project activities under the Social Inclusion and Protection component of the DHL project are in line with UNDP Pakistan’s mandate, the Government of Pakistan’s priorities and contribute to two key outcomes of the GIZ office in Pakistan:[[59]](#footnote-59)

* Outcome 1: Strengthened capacity of the relevant local governments (seven tribal districts) for inclusive implementation of their duties;
* Outcome 2: Support BMZ’s indicator 1 (30 % of the budget increase is earmarked for services used in particular by women).

Furthermore, under the Social Inclusion and Protection Component, based on an assessment and in consultation with the Local Government School (LGS), UNDP developed a training module and manual for the training and capacity building of officials from merged districts, focusing on areas such as inclusive planning, budgeting, prioritization of projects, citizens’ consultations on planning and budgeting, procurement, contract management, monitoring and evaluation, reporting, as well as on the relevant sections of LG Act 2019. [[60]](#footnote-60)

The training documents were also shared with GIZ, the UNDP partner in the capacity building project, before the start of the trainings. Various capacity-building trainings have been completed in merged districts and have been attended by District and Tehsil level staff of the Merged Districts.[[61]](#footnote-61)

In addition, UNDP carried out a total of 15 twinning activities in 2020, in addition to the two twinning sessions held in 2019, with a total of 170 participants (SI October 29, 2020).[[62]](#footnote-62) This helped tehsil officials of newly merged districts to learn from the experience of settled KP districts and tehsils with long-term experience of local government systems.

In addition, the State-Society Dialogues activities were designed in merged districts to bridge the gap between the governmental stakeholders at the local level and the community.[[63]](#footnote-63)

* + - 1. **Conclusion**

The platforms of KPVP and HRIMS provided all stakeholders to coordinate reporting on human rights situations and indicators related to human rights, in an efficient way, unlike traditional means where each stakeholder and department response was sluggish.

Similarly, capacity building and sensitization of teachers, target beneficiaries, and the general community on violent extremism issues were relevant to the needs of a vast array of stakeholders and partners.

Finally, under the Social Inclusion and Protection Component, the project activities included awareness raising campaigns and capacity building initiatives and public outreach products for the KP officials through LGS and in the merged districts of KP that were very relevant to the needs of the partners and stakeholders.

The project also helped the KP government with twinning activities and State/Society Dialogue to benefit newly merged former FATA districts.

* + 1. **To what extent does the project contribute to LNOB, gender equality, the empowerment of women and the human rights-based approach? To what extent has the project contributed/likely to contribute to promotion and protection of rights of the most vulnerable populations, gender equality and social inclusion and protection (Social Inclusion)? To what extent have economically and socially marginalized groups including at- risk, persons with disabilities, women, transgender and other disadvantaged and marginalized groups benefited from DHL interventions?**
			1. **Findings**

The importance of access to reliable and inclusive human rights data has been widely acknowledged through United Nations Human Rights Treaties and other key sources such as Universal Periodic Review (UPR) submissions and the Sustainable Development Goals, with their pledge to “leave no one behind.

“*LNOB is a core UN value. DHL supported gender equality and rights of vulnerable youth (both men and women), transgender communities through various interventions such as transgender social protection center, transgender policy bill in KP, service delivery for vulnerable women through Gender Desks, and also through psycho-social support, etc. DHL even supported vulnerable communities during COVID 19 through helping NDMA in this endeavor*”.[[64]](#footnote-64)

UNDP, through its Decentralization, Human Rights and Local Governance (DHL) Project, has been implementing human rights, social inclusion, and community stabilization programmes with federal and provincial governments since 2016. Through an integrated and rights-based approach to its access to justice, community stabilization, and human rights interventions, DHL targets both rights-holders – with a focus on traditionally marginalized groups including women, transgender persons, and communities in fragile contexts – and duty-bearers at federal, provincial and local government levels.[[65]](#footnote-65)

**Human Rights Component**

The Human Rights Project was designed to ensure that gender equality was firmly mainstreamed across planning architecture and implementation, supporting progress under SDG Goal 5. The project strived to meet its gender equality commitments by ensuring the inclusion of women’s voices in policy and program design, women’s representation in events and activities, and the mainstreaming of gender-sensitive and gender-specific content in policies and trainings.[[66]](#footnote-66)

A key project achievement of the DHL Human Rights component was the protection of rights of women, children, minority groups, transgender persons, and persons with disabilities through the adoption of KP’s first Human Rights Policy, approved and launched in May 2018. Based on a robust consultative process, the policy focused on improving rights-based protection and promotion mechanisms, in particular for marginalized and structurally ‘left behind’ groups: women, children, minority groups, transgender persons, senior citizens, and persons with disabilities.[[67]](#footnote-67)

The DHL Human Rights consultations informing the KP Human Rights Policy 2018 included civil society organizations representing marginalized and vulnerable groups to ensure their voices and perspectives were reflected in the human rights priorities profiled through the policy.[[68]](#footnote-68). During consultative workshops for the KP Human Rights Policy 2018, the project facilitated in-depth discussions and analysis on policy and legislative gaps for women’s and transgender rights in KP. Project stakeholders remained committed to improving gender inclusion and equality, resulting in strong recommendations towards women and transgender rights in the KP Human Rights Policy.[[69]](#footnote-69) In addition, in line with the recommendation made under the KP Human Rights Policy, the Government of Khyber Pakhtunkhwa has its own provincial policy for the protection of the transgender community in the province. This would help transgender people of KP with functioning and accessible human rights mechanisms available to seek redressal in case of violations.[[70]](#footnote-70)

Under the DHL Human Rights component, a training and dissemination/awareness campaign in response to HIV and legal protection for transgender persons was undertaken in all four provinces and at the federal level.[[71]](#footnote-71) “*Transgender people faced lots of challenges before. Service providers were not aware of human rights violations. One of the major problems of transgender people was strip searches by police. The strip search stopped because of awareness and capacity building campaign supported by the DHL Project of UNDP”*.[[72]](#footnote-72)

A substantial number of women and transgender participated in various trainings and consultative workshops conducted by the Human Rights component. Almost 43 women from government departments, civil society, academia, and journalists received an orientation on the KP Human Rights Policy, several of whom represented provincial thematic women’s empowerment platforms. Moreover, 41 women district officials were trained on their departments’ roles and responsibilities in implementing the human rights policy over the project period. Similarly, 31 women from provincial line departments and 14 members of the transgender community contributed to consultations on provincial human rights priorities and indicators in Lahore (16 women), Quetta (9 women and 14 transgender persons), and Peshawar (6 women).[[73]](#footnote-73)

Moreover, before the launch of awareness campaigns and sensitization sessions conducted with the help of the DHL Project, stakeholders while accepted problems of transgender, but there was no social inclusion of the transgender people, such awareness sessions led to social inclusion of transgender people. “*Now the government has also hired few transgender persons in various departments and ministries, and transgender persons can easily talk to the government about their issues and problems to the government. Various taboos regarding transgender have also been removed at government level, and persons with disability and transgender identity have also been accepted by the government as well”*.[[74]](#footnote-74)

The HR projects ensured that all trainings and workshops were designed and conducted to enhance awareness of and undertake advocacy for gender equality and women’s empowerment, including through sensitizing participants on gender issues and relevant legislation aimed at addressing gender issues. A well-known female human rights expert was central in designing and conducting the workshops.[[75]](#footnote-75) Moreover, all training resource kits included cross-cutting themes of gender equality and gender-based violence (GBV).[[76]](#footnote-76)

Moreover, UNDP, under its awareness and advocacy campaign, also designed an SMS and radio campaign which specifically addresses the issue of gender-based domestic violence (along with child labor and interfaith harmony).

In addition, countries have to submit bi-annual reports after every two years to CEDAW, ICCPR, CAT, and GSP Plus. All these convention regime member states have to respect the rights of women and vulnerable communities of the society in order to report well against various indicators which are likely to contribute to promotion and protection of rights of the most vulnerable populations, gender equality, and social inclusion and protection. Countries or convention regime member states need to protect their vulnerable population, including gender, to show improvement in human rights situations.[[77]](#footnote-77) Hence all these areas require gender equality and empowerment of women.

Furthermore, a platform such as KPVP and now HRIMS has the ability to report on SDGs related to woman harassment, gender discrimination, rights of labor, domestic violence, etc.[[78]](#footnote-78)

Nevertheless, HRIMS should also concentrate on regular reporting monitoring of indicators on transgender, women protection, child protection, child labor, shelter homes, and welfare homes for beggars (their welfare and rehabilitation).[[79]](#footnote-79)

Finally, as outlined in Human Rights Policy, the Government of Khyber Pakhtunkhwa appointed an Ombudsperson KP for Protection Against Harassment of Women at the Workplace in January 2019, empowering the Ombudsperson’s office to mediate and adjudicate cases of harassment faced by women and hold duty bearers accountable.[[80]](#footnote-80)

**Community Stabilization Component**

DHL Community Stabilization component expanded from Swat to its operations in Lyari, Karachi, and then to Multan in South Punjab. Later on, it moved back to Swat to target women beneficiaries alone. Currently, funding is available for Balochistan as well.[[81]](#footnote-81)

The community stabilization initiative contributed to LNOB, gender equality, the empowerment of women and the human rights-based approach through establishing Gender Desks, women advisory groups, and girls peer groups.[[82]](#footnote-82)

Table 2 presents gender-disaggregated data of beneficiaries for each implementation phase in Swat, Karachi, and Multan for the DHL Community Stabilization component. The data shows that combing all phases in all locations, there were more female total beneficiaries (385) than total male beneficiaries (350). Hence, more women benefited from DHL Community Stabilization Project than men.

*Table 5: Gender-disaggregated number of direct beneficiaries for each implementation phase of the Community Stabilization component.[[83]](#footnote-83)*

|  |  |  |  |
| --- | --- | --- | --- |
| Location | Phase | Men | Women |
| Swat | I | 70 | 25 |
|  | II | 30 | 10 |
|  | III | 0 | 100 |
|  | I | 150 | 50 |
| Karachi | II | 0 | 100 |
| Multan |  | 100 | 100 |
| Total (end 2020): |  | **350** | **385** |

The two groups;, women advisory groups, and girls' peer groups, facilitated through Gender Desks also, were trained and sensitized to prevent violent extremism. The groups were sensitized on issues like wrong interpretation of Islamic teachings, such as misinterpretation of jihad and violence in Islam. Through religious and academic scholars, messages were conveyed on how Islam teaches tolerance and peace.[[84]](#footnote-84)

The key message, however, was how women could play their role in preventing violent extremism.

Moreover, these lectures also included human rights and, in particular, the gender component of human rights. Awareness on the human rights and rights of women in Islam and according to the constitution of Pakistan was delivered.[[85]](#footnote-85)

Nevertheless, Gender Desks under Community Stabilization Programme also served as raising awareness on issues of gender inclusion. The community was sensitized through teacher training and lectures by academics and religious leaders on the rights of women in Islam through the community stabilization component.[[86]](#footnote-86)

In addition, all three groups, Gender Desks, women advisory groups, and girls' peer groups, provided autonomy of women and resolution of their issues. Through Gender Desks and other supporting groups, as mentioned earlier, the issues that were dealt with were legal aid, documentation such as obtaining CNICs and property documents, resolution of mental health problems, gender-based violence, and education, etc.[[87]](#footnote-87)

**Social Inclusion and Protection Component**

Under the “Social Inclusion and Protection” component of the DHL Project, in 2019, through the GIZ-UNDP Project, Gender Desks were established in each of the seven newly merged districts in KP by Social Welfare Department. Since their establishment, GIZ and UNDP have supported the Social Welfare Department of the KP Government to develop an integrated system of women inclusion and support.[[88]](#footnote-88)

The main tasks of the Gender Desks are to mainstream gender priorities within the administration at the local level, act as an interface between the local government, the civil society, and the communities, as well as structure the local civil society. In many districts, Gender Desks have provided crucial referral services to community members, for example, by providing registration forms to women with disabilities for them to be able to access the available governmental services. Gender Desks have also led dialogue sessions with the local civil society organization, gathering their priorities and voicing them within the government at the local level.

Under Gender Desks subcomponent of Social Inclusion and Protection and Community Stabilization Projects, marginalized women could use various services such as property documents and gender-based violence-related issues, including psycho-social support and vocational trainings for future employment or income generation opportunities.

In Swat and also newly merged districts, Gender Desks were run through Social Welfare Departments. It was a community initiative aimed at shelter homes for senior citizens, the transgender community, and people with disabilities (provision of a certificate of disability).[[89]](#footnote-89)

Moreover, the DHL “Social Inclusion and Protection” Project has a training sub-component under the joint project “Inclusive Capacity Building of Local Governments in Newly Merged Areas” implemented by UNDP Pakistan and Local Governance School Khyber (LGS) Pakhtunkhwa and funded by GIZ-Fata Development Program. It aims to assist selected provincial Government officials by enhancing their capacity on various strategic aspects of the LG System- so they have acquired knowledge and capacity to discharge basic functions when the LG Act 2019 is enforced in NMAs.[[90]](#footnote-90)

An important stream of the training is the gender and “Khyber Pakhtunkhwa Human Rights Policy 2018,” which includes components related to capacity building of selected officials on Gender Responsive Budgeting (GRB), gender sensitization, child rights, inclusivity, and human rights. Orientation of officials on how to identify vulnerable segments of the society that includes women, children, religious minorities, senior citizens, transgender persons, and persons with disabilities and avenues to end discrimination and exclusion against them. The training also focuses on raising awareness within and mainstreaming gender concerns and gender-specific laws in LG institutions.[[91]](#footnote-91)

Furthermore, UNDP supports the Social Welfare Department in developing a coherent gender mainstreaming for the department in the Newly Merged Areas.

Through the “Social Inclusions and Protection” component, Promoting Gender Mainstreaming in the Newly Merged Areas under the Accelerated Implementation Program initiative was launched by DHL Project. The programme provides for the recruitment of more than 50 women posted in the Newly Merged Areas. It is also the first fully governmentally owned gender mainstreaming programme for the NMAs and constitutes a considerable budget increase (700,000 million PKR) for services used by women. The gender mainstreaming program includes roadmap for the institutionalization of the Gender Desks.[[92]](#footnote-92)

UNDP is also in contact and in close coordination with the Khyber Pakhtunkhwa Ombudsperson’s Office to support and coordinate work-related on gender in KP.[[93]](#footnote-93)

Furthermore, the DHL Project of UNDP and GIZ is helping KP Commissions on Women Status to establish informal mechanisms fulfilling the role of District Commissions on the Status of Women who were supposed to undertake cases of harassment, property disputes/inheritance, and domestic violence for women in various districts but have not been able to start their work despite being formed, due to political interference.[[94]](#footnote-94)

In addition, through Women Advisory Groups, many issues pertaining to women have been resolved, which have a far-reaching impact on service delivery regarding women. For example, there was no bathroom for women in the DPO office in Swat. A special bathroom for women was built for women in the DPO office through the initiative of the Women Advisory Group. Moreover, there was also no separate open court (“khuli Katchery”) for women separately in the office of DPO Swat. Through women advisory groups, open court sessions were organized separately for women in the office of DPO Swat. In addition, a special park for ladies for also established in Swat through women advisory groups.[[95]](#footnote-95)

Hence, women advisory groups connected women to the government institutions to address their issues. These women groups contributed to national and provincial priorities of women empowerment, peace and development, and the national growth framework.[[96]](#footnote-96) This model is likely to be scaled and replicated across Pakistan by DHL, with a targeted programme for Quetta in 2022 and 2023, funded by GMFA, which is already secured.

Finally, under the Social Inclusion and Protection Component, DHL is working on TG support (nationwide stigma and discrimination work), which focuses on HIV and AIDS prevention in addition to alleviating stigma and discrimination faced by groups of individuals most at risk of contracting HIV, especially transgender persons.

* + - 1. **Conclusion**

Leave No One Behind (LNOB) is a core UN value*.* DHL Project supported gender equality and rights of vulnerable youth (both men and women) and transgender communities through various interventions such as the transgender policy bill in KP. Through Gender Desks, the project helped vulnerable women on service delivery issues such as obtaining property documents, support on gender violence, along with psycho-social support.

The project consulted various civil society organizations representing marginalized and vulnerable groups to ensure their voices and perspectives were reflected in the KP Human Rights Policy 2018, for which DHL Project provided technical assistance.

Community Stabilization Project had more individual women beneficiaries than men in their individual-level interventions to reintegrate and rehabilitate vulnerable youth. The community stabilization initiative also contributed to LNOB, gender equality, the empowerment of women, and the human rights-based approach through establishing Gender Desks, women advisory groups, and girls peer groups for providing psycho-social services and vocational training to targeted vulnerable women.

Gender Desks were also used by Social Inclusion and Protection Component to provide various services such as property documents and gender-based violence-related issues.

* + 1. **To what extent DHL implementation strategy has been responsive to the emerging needs and priorities of your department or other stakeholders (for example, MoHR, provincial line departments and other partners and stakeholders), and to the context of Pakistan’s emerging political and development scenario?**
			1. **Findings**

DHL key government and other partners include the Ministry of Human Rights, Provincial line departments for Social Human Rights, Local Government departments, and UN Agencies: in particular, United Nations Population Fund (UNFPA), UNWOMEN, and the Office of the United Nations High Commissioner for Human Rights (OHCHR).

**Human Rights Component**

DHL's implementation strategy has been responsive to the emerging needs and priorities of the various department or other stakeholders. Ministry of Human Rights has shown keen interest to further improving KPVP and implementing it in other provinces such as Balochistan and Sindh as HRIMS.[[97]](#footnote-97)

The genesis of the KPVP, and later the HRIMS, came from findings from UNDP’s baseline assessments and requests for support from the government, which both indicated that the Government of KP faced challenges in human rights data collection and reporting due to a lack of clarity on institutional mandates, weak understanding of human rights principles and the functioning of international human rights mechanisms, challenges in interpreting commitments and recommendations, inefficient manual data sharing procedures, and a lack of processes for follow-up, data verification, and data archiving. Additionally, once established, UNDP provided consistent technical backstopping to the KP Human Rights Department and other line departments responsible for collecting human rights data throughout the project, meaning that data protocols and reporting lines for the KPVP were effectively institutionalized during the project period.[[98]](#footnote-98)

The federal government showed tremendous interest in KPVP, and the Ministry of Human Rights demanded to locate KPVP in the center as Human Rights Information Management System (HRIMS). For this, the Ministry of Human Rights (MoHR) sent its team to Peshawar to study KPVP. The team gave a positive note to MoHR, which in turn, decided to launch KPVP as HRIMS at the national level in addition to the other three provinces.[[99]](#footnote-99)

According to former Secretary MoHR, Rabiya Javeri, *“UNDP has been a great support to MoHR on planning, execution, and implementation of HRIMS at the national level and at the provincial level in Punjab, Balochistan, and Sindh after KP. There was a lack of capacity and infrastructure, and UNDP support was very forthcoming. Similarly, support on the Transgender Act 2018 in KP was also very important and forthcoming”*.[[100]](#footnote-100)

Similarly, the DHL Project also helped to formulate KP's first transgender-related policy in 2018 through a consultative process.

**Community Stabilization Component**

It is also the priority of Local Governments to tackle youth issues, including the prevention of violent extremism. Through DHL intervention, the project established Gender Desks and community-based organizations such as ISGs to resolve issues of women, in addition to reintegrating and rehabilitating women with violent extremist tendencies in districts of Quetta, Swat, Multan, and Karachi.

Under Social Welfare Department, the Violence against Women Center had already been established in Multan. Various services for women were available under one roof, including a women's police center. Nevertheless, not many women in the area were aware of such a facility. Through mobile Gender Desks, women were made aware of such facilities. After the awareness campaign, the complaints filed in the center increased manifold.[[101]](#footnote-101)

**Social Inclusion and Protection**

The UNDP DHL Project helped the government of KP, through its Social Welfare Department, to establish Gender Desks and Gender Mainstreaming in newly merged tribal districts to help women against gender violence and other service delivery issues pertaining to women.

One important area identified by Social Welfare Department officials in Balochistan for DHL UNDP to work was the issue of child sexual abuse, which has been sharply risen in Balochistan in recent years. This issue could be a priority area for the Human Rights component in Balochistan and even other provinces. Under such a project, schools could be used to sensitize and create awareness on child sexual abuse through teachers and awareness through part of the curriculum.[[102]](#footnote-102)

* + - 1. **Conclusion**

DHL key government and other partners include the Ministry of Human Rights, Provincial line departments for Social Human Rights, Local Government departments, and UN Agencies: in particular, United Nations Population Fund (UNFPA), UNWOMEN, and the Office of the United Nations High Commissioner for Human Rights (OHCHR).

DHL project has been responsive to the government meeting international obligation on reporting on human rights. For this purpose, the DHL project helped KP Human Rights Department and Federal Ministry of Human Rights establish virtual KPVP and HRIMS databases to help report on Human Rights. Similarly, the project also helped the KP government to formulate its first-ever Transgender Act in 2018.

Furthermore, the DHL project helped Social Welfare Department in the newly merged tribal districts of KP and also in Multan, Punjab, to establish Gender Desks through which service delivery was provided to women in the areas of gender violence and documents procurement such as CNIC, property papers, etc. Gender Desks and community-based organizations such as ISGs were established in Swat KP, Multan Punjab, and Karachi Sindh to resolve issues of women, in addition to reintegrate and rehabilitate women with violent extremist tendencies.

* + 1. **What is the community’s involvement in planning and implementing this project?**
			1. **Findings**

**Human Rights Component**

The DHL Human Rights Project gave voice to the transgender community through the transgender movement. In various consultative and sensitization sessions, all leaders of transgender people were engaged. A strong network was created due to these sessions, and voices that were not heard before were now being heard by various stakeholders, including the officials of the government.[[103]](#footnote-103)

Furthermore, under the UNDP DHL Human Rights component, human rights indicators were identified through a bottom-up consultative process that began with provincial consultations on human rights priorities. Approximately 180 governmental and non-governmental human rights stakeholders from all four provinces, including 14 transgender persons and 59 women, participated in these consultative sessions.[[104]](#footnote-104)

Similarly, human rights policy in KPK, where DHL Project provided technical assistance to the KP government, was developed through a consultative process that engaged government and civil society to identify rights-based gaps in KP’s existing policy landscape. The consultative process ensured that the policy was firmly grounded in the province's social, cultural, and political context and generated ownership on the part of both government and civil society.[[105]](#footnote-105)

Finally, consultations on NAP on BHR also included various relevant stakeholders across different provinces/cities.

**Community Stabilization Component**

UNDP-GMFA funded DHL “Community Stabilization Programme” is the first of its kind in Pakistan to involve, engage and embed PVE interventions within communities and involve local government representatives in delivering support to at-risk youth. The project successfully piloted and tested community-led PVE interventions, which are aligned with current best practices, which emphasize the important role social factors play as drivers of extremism as well as factors that contribute to societal resilience against crises and extremist trends. It employs both individual and community-focused PVE strategies to disengage, reintegrate and rehabilitate ex-offenders back into their communities and increase social resilience at the local level. By engaging local government representatives and community-based organizations, the program works to strengthen the weak state-society linkages, a contributing factor to group grievances, which serve as drivers of conflict and violent extremism.

Three community-based organizations were developed in the Community Stabilization component to involve community planning and implementing the project:

1. **Integrated Support Groups (ISGs**)

These groups, which are comprised of elected councilors, village elders, and other community notables, identified local vulnerable target beneficiaries for the program intervention of provision of psychosocial and vocational skill building for lowering violent extremist tendencies and rehabilitation and re-integration of the identified targeted youth.[[106]](#footnote-106)

Nevertheless, ISGs went beyond the identification of youth for targeting by creating awareness and sensitization in the community of the importance of tolerance and peace and imparting vocational skill training in addition to providing psycho-social support services as well.[[107]](#footnote-107)

1. **Women Advisory Groups**

The Women Advisory Group (WAG) comprised of prominent local women who were affiliated with local community-based organizations, Civil Society Organizations (CSOs), and women’s, youth, and minority groups were also linked to the ISGs

These were district-level advisory groups with field-level implementation. They developed linkage of women with the district governments in order to provide services available to them at the district level. The services included problems related to documentation such as obtaining CNIC, property documents and issues related to gender-based violence, which also included psycho-social support to help lower violent extremist tendencies in the vulnerable youth, especially women.[[108]](#footnote-108)

1. **Girls Peer Groups**

Girls Peer Group comprising of 176 local young girls and women was also established to link the vulnerable women beneficiaries with young enterprising girls from the selected communities. These Girls Peer groups provided another layer of protection and engagement for the vulnerable beneficiaries and supported their disengagement, rehabilitation, and reintegration into the communities.

Together with the Gender Desk, WAG and Girls Peer group supported the project by serving as key connectors linking and sensitizing youth and women perspectives on violence and extremism within local communities. All the three interventions served to link local government offices to Local Girls Peer Groups and the Women Advisory Body, and the ISGs established under the project. The Advisory Group worked with the Local Government, with the UNDP established Gender Desk, for collaborative planning, implementation, and monitoring of services, with a focus on service provision in areas that lead to community vulnerability to extremist narratives. The Advisory Group and the Gender Desk were capacitated under the project through targeted trainings to build their own capacities for a long-term, sustained, and strategic coordination on addressing community needs. The Girls Peer Groups were also linked to the WAG, Gender desk, and the 100 at-risk project beneficiaries through secure digital means and through participation in all project events and face-to-face meetings.[[109]](#footnote-109)

The Community Stabilization Project interventions, aimed at amplifying the impact of the disengagement activities horizontally with the involvement of the beneficiaries along with of the Women Advisory Groups; aimed at gathering the priorities and concerns of local women and a gender desk tasked with voicing these concerns within the local government structure. The Gender Desk was also used as a referral service for local women to access more easily basic services related to health, civil registration (allowing them to be eligible for social support schemes such as the Benazir Income Support Programme, or BISP – now EHSAS) but also in assistance in legal matters and issues related to gender-based violence (GBV). The Gender Desk was very welcome by the community, and its success and value for local women made it one of the pillars of the LLDR model.[[110]](#footnote-110)

**Social Inclusion and Protection Component**

 Under the “Social Inclusion and Protection” component, Gender Desks in the newly merged tribal districts have also led dialogue sessions with the local civil society organizations, gathering their priorities and voicing them within the government at the local level.

* + - 1. **Conclusion**

The DHL project gave voice to the transgender community through consultative and sensitization sessions, which involved all leaders of transgender people. Moreover, Human Rights indicators were developed through a consultative process that engaged government and civil society, which in turn generated ownership on the part of both government and civil society.

Furthermore, the DHL project also developed and engaged community-based organizations such as ISGs, Women Advisory Groups, and Girls Peer Groups to plan and implement the Community Stabilization component.

Finally, Gender Desks intervention through the DHL project also led to dialogue sessions with the local civil society organizations, gathering their priorities and voicing them within the government at the local level in the newly merged tribal districts of KP.

* + 1. **What is the local/provincial & federal government’s involvement in planning and implementing this project?**
			1. **Findings**

**Human Rights Component**

Under the Human Rights Component of the UNDP DHL Project, the KPVP was Pakistan’s first comprehensive digital information management system for human rights data, designed and developed by UNDP and its technical partner Bytes for All, through a demand-driven and consultative process that engaged key government stakeholders. The system design was guided by the key project partner, the KP Human Rights Department, to overcome observed challenges in the coordination, collection, and analysis of human rights data required for human rights reporting and the effective monitoring of human rights implementation.[[111]](#footnote-111)

The KPVP was launched on 14th May 2019 by the Swiss Ambassador and the KP Human Rights Minister with the aim of formalizing protocols for data sharing. Around 14 line departments and government institutions nominated focal persons responsible for responding to requests for data and uploading data into the KPVP system.[[112]](#footnote-112)

Through the platform of KPVP, the provincial government has successfully uploaded and provided four bi-annual reports to the Ministry of Commerce regarding GSP Plus, well before the deadline. Reporting using the KPVP platform was found as a very efficient tool, which led to the federal government planning a better information system through HRIMS for use in the center as well as in the provinces of Balochistan and Sindh.[[113]](#footnote-113)

Following the launch of the KPVP system and capacity building, the KP Human Rights Department and other connected line departments began uploading relevant rights-based data to the system, including data on rights-based policies and legislation, programs, and initiatives undertaken by the government to protect and promote rights, and on the realization of rights by rights holders, in particularly vulnerable groups. The Government KP’s inputs for Pakistan’s Third Biennial GSP+ report were consolidated through KPVP, meaning that data was collected from line departments and consolidated using the system.[[114]](#footnote-114)

On HRIMS, which is a national level extension of KPVP and is being implemented in Sindh and Balochistan provinces of Pakistan, meetings are held to discern challenges between UNDP and provincial and federal government partners, and the way forward to tackle various challenges are explored. The consultative process with the provincial and federal government is an ongoing process; however, these coordination and implementation meetings are not held regularly, and it has been suggested by Social Welfare Department that HRIMS coordination and implementation meetings should be held regularly where UNDP should lead.[[115]](#footnote-115)

HRIMS is a complete package that DHL UNDP helped to develop and then roll out at the national/provincial level. UNDP, through its technical partner, provided training to focal persons in the line departments and MoHR but the line departments and MoHR are implementing and carrying on the reporting and data collection themselves.

Furthermore, there is a Project Review Board (PRB) which is comprised of UNDP in addition to government counterparts such as MoHR, provincial line departments related to MoHR, and donors. The PRB approves project documents, including annual work plans, annual performance reviews, and budgets.[[116]](#footnote-116) The PRB also annually reviews and contributes to the planning of the coming year's goals and activities and evaluates the results of the passing year for incorporation of lessons learned. The meeting of the review board is held twice a year, and all the plans and documents are developed through a consultative process. The board is chaired by the UN head.[[117]](#footnote-117)

**Community Stabilization Component**

In addition, DHL Community Stabilization Project was implemented with the involvement and help from the local, provincial, and federal governments.

At the local level, ex. District Nazims, Tehsil Nazims, and Union Nazims were part of ISGs, which planned and implemented the Community Stabilization Project. Moreover, Social Welfare Departments were also involved in planning and implementation of Gender Desks for community stabilization and resilience amongst women, in addition to Education Departments who were very helpful in organizing teachers’ trainings who, in turn, sensitized the students in their schools on the importance of tolerance and peace.[[118]](#footnote-118)

The Education Department in Punjab identified schools and colleges in district Multan, which were included in the teachers’ trainings and sensitization process.[[119]](#footnote-119)

Moreover, various other provincial and federal institutions such as Social Welfare Departments and NACTA were also involved in consultation, planning, and implementing various community stabilization projects.

“*At the provincial level, Social Welfare Department was very active, especially in Karachi. The objective was to build the capacity of local governments and provincial governments and hand over the model to replicate at larger level*”.[[120]](#footnote-120)

“*At the national level, consultations have been going on with NACTA to hand over the rehabilitation and re-integration model so that NACTA can take over the pilot model already developed for the reduction of violent extremism in vulnerable youth and rehabilitate and reintegrate them into society*.”[[121]](#footnote-121)

**Social Inclusion and Protection Component**

Through the “Social Inclusion and Protection” component, DHL UNDP conducted an assessment and consultations with the Local Government School (LGS) KP, thereafter based on the assessment and the consultations, developed a training module and a manual for the training of government officials, focusing on areas such as inclusive planning, budgeting, prioritization of projects, citizens consultations on planning and budgeting, procurement, contract management, monitoring and evaluation, reporting, as well as on the relevant sections of LG Act 2019.

Another project was implemented under the “Social Inclusion and Protection” component where local and provincial governments were involved in a twinning project to enhance the capacity of selected LG officials in chosen Tehsils of the NMDs. Twinning is a concept that relies on the transfer of knowledge, skills, and systems of existing institutions with experience and knowledge to the newly established institutions without experience and knowledge of working of various government functions. Twining was conducted between Tehsil Municipal Administration (TMAs) of the settled district of KP, which has a long and strong understanding of the LG system with selected tehsils of tribal districts which have no institutional history of the LG system to transfer expertise and knowledge.[[122]](#footnote-122) UNDP carried out a total of 15 twinning activities in 2020, in addition to the two twinning sessions held in 2019, with a total of 170 participants.[[123]](#footnote-123)

The State-Society Dialogues activities were also designed by the social inclusion component of the DHL Project to bridge the gap between the governmental stakeholders at the local level and the community. The participating CSOs share their priorities and concerns in each NMA, and the TMAs and district departments inform them about their plans, news, and information. [[124]](#footnote-124)

Furthermore, in 2019, Gender Desks were established in each of the seven merged areas in KP by Social Welfare Department with the help of DHL UNDP under the Social Inclusion component. Since their establishment, GIZ and UNDP have supported the Social Welfare Department of the KP Government to develop an integrated system of women inclusion and support.[[125]](#footnote-125)

Under UNDP's “Social Inclusions and Protection” component, “Promoting Gender Mainstreaming” in the Newly Merged Areas under the “Accelerated Implementation Program” initiative was also approved by the Social Welfare Department and eventually by the Khyber Pakhtunkhwa Cabinet.

* + - 1. **Conclusion**

The KP Human Rights Department helped to overcome challenges in the coordination, collection, and analysis of human rights data required for human rights reporting and the effective monitoring of human rights implementation. Approximately 14 line departments and government institutions nominated focal persons responsible for responding to requests for data and uploading data into the KPVP system. The Government of KP provided inputs for Pakistan’s obligations on human rights reporting through KPVP by collecting data from line departments. Furthermore, MoHR and various line departments are implementing and carrying on the reporting and data collection for HRIMS.

Former District Nazims, Tehsil Nazims, and Union Nazims were part of ISGs for planning and implementing the Community Stabilization project. Moreover, Social Welfare Departments were also involved in planning and implementation of Gender Desks for community stabilization and resilience amongst women, in addition to Education Departments who were very helpful in organizing teachers’ trainings who, in turn, sensitized the students in their schools on the importance of tolerance and peace.

The Local Government School developed a training module and manual for training government officials on inclusive planning and budgeting with the help of DHL. Furthermore, twinning was conducted for newly merged districts in KP, using expertise from settled districts, with the help of DHL. Similarly, Gender Desks were established in each of the seven merged areas in KP by Social Welfare Department with the help of DHL UNDP, in addition to “Promoting Gender Mainstreaming” under the “Accelerated Implementation Program” initiative.

## 4.2 Evaluation Criteria 2 – Efficiency

* + 1. **To what has there been an economical use of financial and human resources? Have resources (funds, human resources, time, expertise, etc.) been allocated strategically to achieve outcomes? To what extent have project funds and activities been delivered in a timely manner?**
			1. **Findings**

According to ARR, DGU, out of the five projects of the Democratic Governance Unit, DHL has been the most efficient of all the other components of the DGU. DHL unit has rarely been late on delivering projects in the last 3 to 4 years and has always been on time. [[126]](#footnote-126)

According to Project Quality Assurance, the project has been rated as C. Moreover, government counterparts have also been mostly satisfied with the working of the projects, according to ARR, DGU. [[127]](#footnote-127)

Furthermore, the project has been delivering almost close to 100 percent delivery. In 2019, with the total amount of US $1,722,028[[128]](#footnote-128), there was almost 98 percent delivery, while in 2020, with a total amount of US $1,817,270[[129]](#footnote-129), there was almost 100 percent delivery

Figure 4 depicts total spending/cost, programme output cost and programme operation cost in 2019, 2020, and anticipated cost in 2021. The data illustrates that the total project cost in each year has been almost similar, although programme operation cost increased somewhat from 2019 to 2020. At the same time, however the programme output cost has gone down from 2019 and 2020 to anticipated cost in 2021.[[130]](#footnote-130) The total project cost from 2019 till 2021, including anticipated cost till the end of 2021, is the US $ 5,264,245[[131]](#footnote-131)

*Figure 4: Programme output, operations, and total cost comparison 2019-2021*

There are usually contractual agreements with agreed work plans and deadlines. There have been a few delays, however, attributed to COVID 19. Similarly, implementing partners have also reported some delays due to government line departments which may impact delays in program implementation.[[132]](#footnote-132). Such delays from the government line departments are, however, not in UNDP or implementing partners control.[[133]](#footnote-133)

Human Resources and financial resources are channelized through a proper procedure where TORs are advertised, implementing partners bid on the projects, and after a detailed bidding process, win the DHL Project.[[134]](#footnote-134)

However, some issues have been identified by the implementing partners for the smooth running of the projects. First of all, implementing partners do not have enough financial resources. Since UNDP has a delivery-based payment system on completion of deliverables, some payment issues may arise due to unexpected circumstances, such as COVID 19, where payments may get late. This, in turn, may create problems for implementation partners to retain some of their human resources dedicated to the project, and timely implementation of the project may also get affected. Hence, some advance payments may be transferred for the uninterrupted implementation of the projects.[[135]](#footnote-135)

On the other hand, the financial viability of the implementation partners may also be considered at the time of awarding the project.[[136]](#footnote-136) Nevertheless, at the same time, each implementing partner undergoes a review process, which includes financial viability in its criteria

Similarly, sometimes time allocated for implementing a project has been quite short. There have been delays due to COVID 19, which in turn compromised the project quality.[[137]](#footnote-137)

* + - 1. **Conclusion**

Overall, the DHL project has been quite efficient in terms of economical use of financial and human resources. DHL Project has mostly been on time to deliver projects. The project delivery has also exceeded 100 percent for 2019 and 2020. For 2021, the project is also on track with respect to its delivery.

However, over the years, starting from 2019, the programme operations cost has gone up, while programme output cost has gone down from 2019 and 2020 to anticipated cost in 2021. At the same time, however, the total project cost has remained the same, considering the anticipated 2021 total programme cost. A transition from hiring external experts to creating staff opportunities within the project has also contributed to this.

Some delays in the project implementation have been reported, though, attributed to COVID-19. However, the project has despite, this challenge, being able to meet its internal and external implementation and reporting requirements.

## Evaluation Criteria 3 – Effectiveness

* + 1. **In which areas does the project have the greatest achievements? Why and what have been the supporting factors? How can the project build on or expand these achievements?**
			1. **Findings**

**Human Rights Component**

Notable achievements of the DHL Human Rights component, which form the basis for current best practices in rights-based development in Pakistan, include the inclusive drafting of Pakistan’s first provincial human rights policy and provision of demand-driven capacity-building support towards its implementation, as well as the design and establishment of an integrated Human Rights Information Management System (HRIMS), successfully piloted in KP under the official title of Khyber Pakhtunkhwa Virtual Platform (KPVP). Additionally, advocacy and outreach activities served to build awareness amongst civil society and the general public on Pakistan’s human rights commitments and obligations. These and other achievements have strengthened the capacity of governmental and non-governmental human rights stakeholders to more effectively collect human rights data and coordinate and measure human rights implementation, leading to a more capacitated, accountable, and engaged government vis-à-vis its international human rights obligations and human rights commitments to the people of Pakistan. Interventions undertaken in the latter half of the project were rolled-out in coordination and collaboration with the European Union and its human rights programme, which began in 2018.[[138]](#footnote-138)

Putting the Human Rights Policy at the heart of KP’s development framework under the leadership of KP Human Rights Department, UNDP provided technical assistance on the drafting of an inclusive human rights policy for KP. The policy was developed through a consultative process that engaged government and civil society to identify rights-based gaps in KP’s existing policy landscape. The consultative process ensured that the policy was firmly grounded in the province's social, cultural, and political context and generated ownership on the part of both government and civil society.[[139]](#footnote-139)

“*One of the greatest achievements of the project has been in the human rights area. Human Rights were somehow always a hands-off area, and there was not much interest by various governments in understanding that human rights is an important area and there were problems related to human rights. DHL built acceptance in the government quarters that human rights is an issue and should be accepted by the government as such*”.[[140]](#footnote-140)

*“KPVP in KP and HRIMS now at the federal and Balochistan and Sindh level has been a pioneering project of human rights component of DHP Project of UNDP. The HRIMS has gotten international recognition, and the Government of Pakistan has taken a keen interest in the HRIMS. HRIMS is a new idea that can also be replicated in other countries.”*[[141]](#footnote-141)

Before launching KPVP, DHL staff laid the groundwork for establishing the KPVP information system. The DHL staff met with various stakeholders, which led to the idea of introducing KPVP in the KP province of Pakistan.[[142]](#footnote-142)

Moreover, before KPVP, there was no reporting mechanism for GSP Plus. Hence, the KP government asked for assistance on reporting on GSP Plus through treat implementation cell (TIC). This was the biggest achievement of KPVP for reporting on seven key conventions such as ICCPR, CEDAW, etc., for which Pakistan has to report.[[143]](#footnote-143) Now, after being piloted in KP, it has been scaled up as HRIMS at the national level and also being implemented in the provinces of Balochistan and Sindh.

HRIMS covers seven core conventions. The data bank can contain all types of data, including quantitative data on women, health, education (out-of-school children, drop-outs), GSP plus, SDGs, child labor, etc. While the current emphasis is on collecting qualitative data, the database should incorporate more quantitative data as well, which may also allow for gender (including transgender), age, child labor, religious and ethnic minorities, disability disaggregation. By including quantitative or statistical data into HRIMS, the database would have powerful statistical information related to various broad aspects of human rights, which in turn may also be analyzed further for evidence-based policymaking related to human rights.

Another big achievement of the DHL Project, as cited by one of the transgender beneficiaries of the DHL transgender-related interventions, was the transgender movement which gave them a voice. In various consultative and sensitization sessions, all leaders of transgender people were engaged. A strong network was created due to these sessions, and voices that were not heard before were now being heard by various stakeholders, including the officials of the government.[[144]](#footnote-144) “All this led to an important breakthrough for transgender people in the shape of a Transgender Protection Center in Islamabad.”[[145]](#footnote-145) The Transgender Protection Centre was inaugurated by the Human Rights Minister Dr. Shireen Mazari, on October 13th, 2021, in Islamabad. The Protection Centre would provide legal aid, basic health facilities, psychological counseling, and temporary shelter as well for transgender people. Similar centers are also being planned by the government in other cities of Pakistan to ensure the rights of the transgender community.  The Transgender Protection Centre was set up under Section-6(a) of the Transgender Protection Act (Protection of Rights Act), promulgated in 2018, with the aim to ensure protection, rehabilitation, and fundamental rights of the transgender persons as guaranteed by the Constitution to all citizens.[[146]](#footnote-146) The UNDP DHL Project supported the MoHR in such initiatives for the transgender community.[[147]](#footnote-147)

Nevertheless, as remarked by the transgender beneficiary, it is also important to engage other non-traditional elements such as religious scholars to create evidence if they can help with the advocacy of transgender rights. Similarly, it would also be important to sensitize the various other rule of law institutions such as “Judiciary” and “Prosecution” besides Police.[[148]](#footnote-148)

UNDP DHL Project providing support to RCO (Resident Coordinator Office) with respect to HRTF (Human Rights Task Force) can also be termed as an achievement of the DHL Project. DHL played an advisory role for RCO in addition to content development and steering the whole process for HRTF.

HRTF meets every month and has a working group with four subgroups such as gender equality and empowerment of women and girls, food security, hate speech, and strengthening human rights institutions such as Commission on Status of Women, Commission on Status of Children, and Commission on Rights of Minorities. It also includes trade unions.

All these groups are led by RCO. UNDP volunteers to help RCO in this endeavor.

**Community Stabilization Component**

At the community level, through Community Resilience and Social Inclusion and Protection components, Gender Desks have been a huge success.

*“Gender desks provided services for vulnerable local women in obtaining various types of documents such as CNICs in addition to property documents and also provided psycho-social support to lower violent tendencies amongst the affected and vulnerable youth.”*[[149]](#footnote-149)

Creating an enabling environment for women participation through Gender Desks and advisory groups has also been identified as the greatest achievement of the DHL Project by an official of the Social Welfare Department in Swat and other areas such as newly merged tribal districts and Multan. Women were quite comfortable in approaching Gender Desks, and these institutions helped women to resolve many of their important issues such as obtaining government documents, resolution of gender-based violence, and lowering aggression and violent extremist tendencies through psycho-social counseling and vocational trainings, etc.[[150]](#footnote-150)

Another important achievement through the Community Stabilization component was the livelihood training program which trained and built vocational learning skills for 735 vulnerable youth. The youth found work through such trainings, which helped them to reintegrate into society and be accepted by the society and lower their social isolation, which was identified as a major driver of violent extremism tendencies in the 2018 study of drivers of extremism in Swat.[[151]](#footnote-151)

Community Stabilization Programme, through its psycho-social support, benefited beneficiaries tremendously and could be regarded as a huge success. According to a study conducted by the DHL Project in 2018, the first intervention of the Community Stabilization Project in Swat[[152]](#footnote-152) was quite successful. The study illustrated a successful impact of the DHL intervention in Swat valley on lowering extremist tendencies and aggression and increasing tolerance levels towards other religions and sects amongst beneficiaries (Table 6).

*Table 6: Impact of Community Stabilization Swat pilot project 2018 on lowering violent extremist tendencies*

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|   | Treatment | Control | Total | F | Sig. |
| Violent Extremism | 2.031 | 2.647 | 2.360 | 24.643 | .000 |
| Power seeking behavior | 1.361 | 1.696 | 1.540 | 20.748 | .000 |
| Participation against violence in area | 3.851 | 3.772 | 3.810 | .248 | .619 |
| Religious Extremism (soft) | 3.916 | 4.197 | 4.066 | 5.851 | .016 |
| Tolerance | 4.172 | 3.492 | 3.809 | 30.951 | .000 |
| Aggression | 2.204 | 2.598 | 2.415 | 13.499 | .000 |

Moreover, according to a women beneficiary from Karachi, psychologists lowered aggression in her personality a lot and inculcated a feeling of peace and tolerance in her personality. Nevertheless, both of the women beneficiaries who were interviewed believed that psycho-social in-person counseling should be continued and not abandoned after six months when program intervention comes to its end.[[153]](#footnote-153)

Community-level youth clubs at the ISG level and the formation of women committees along with women advisory boards have been identified as very important achievements to build interaction between beneficiaries and their families to convince beneficiaries’ families for beneficiaries’ participation in program.[[154]](#footnote-154)

Finally, DHL also serves as Inter-Provincial Convener on Local Government. In the last year, it had several meetings with ministers and their technical teams from all provinces and shared ideas.

**Social Inclusion and Protection components**

Under Social Inclusion and Protection Component, Gender Desks in newly merged tribal districts of KP may be regarded as one of its biggest achievements, to provide service delivery to the women of the merged districts. Seven Gender Desks (GDs) were established in the merged areas (MAs) by the Social Welfare Department of Khyber Pakhtunkhwa (SWD KP) with the assistance of UNDP’s DHL Project, with the support of GIZ Pakistan. A Social Policy Coordination Unit (SPCU) was also established at the SWD KP in Peshawar to support the merged districts’ GDs for coordination purposes and to bridge the communication and capacity gaps between the GDs and the SWD KP.[[155]](#footnote-155)

Moreover, UNDP also supported the newly established offices of the provincial departments of the KP Government in the merged areas to better respond to citizen’s needs through innovative capacity development approaches such as twinning (piloted for the first time in Pakistan with excellent results) or by multiplying state-society dialogues.[[156]](#footnote-156) The twinning approach used by DHL UNDP can also be regarded as an achievement.

Another achievement under DHL Social Inclusion and Protection Component is Promoting Gender Mainstreaming in the Newly Merged Areas under the “Accelerated Implementation Program” initiative, approved by the Social Welfare Department and eventually by the Khyber Pakhtunkhwa Cabinet. The programme is, in essence, a replication, and scale-up of the GIZ-UNDP Programme and provides for the recruitment of more than 50 women posted in the Newly Merged Areas. It is also the first fully governmentally owned gender mainstreaming programme for the NMAs and constitutes a considerable budget increase (700.000 million PKR) for services used by women.[[157]](#footnote-157)

* + - 1. **Conclusion**

DHL project achievements can be attributed to all of its three components; Human Rights, Community Stabilization, and Social Inclusion and Protection.

Under the Human Rights component, inclusive drafting of Pakistan’s first provincial human rights policy and provision of demand-driven capacity-building support towards its implementation, as well as the design and establishment of an integrated Human Rights Information Management System (HRIMS), along with successful piloting of KPVP in KP can be considered as the major achievement of DHL project. Similarly, advocacy and outreach activities served to build awareness amongst civil society and the general public on Pakistan’s human rights commitments and obligations can also be considered as a major achievement of the DHL project.

Another big achievement of the DHL project, as cited by one of the transgender beneficiaries of the DHL transgender-related interventions, was the transgender movement which gave them a voice.

Another success has been Gender Desks under Community Stabilization and Social Inclusion and Protection components. Gender desks provided services for vulnerable local women in obtaining various types of documents such as CNICs in addition to property documents and also provided psycho-social support and vocational training to lower violent tendencies amongst the affected and vulnerable youth.

Similarly, community-level organizations such as ISGs and women committees along with women advisory boards, established by DHL, have been identified as very important achievements as well.

* + 1. **What have been the greatest challenges and vulnerable areas? How would you advise DHL to address them in the future**
			1. **Findings**

**Human Rights Component**

Based on UNDP’s early experience in this project, it was found that there was a general lack of awareness of rights-based approaches, human rights principles, and international human rights mechanisms amongst government counterparts in Pakistan. This resulted in uncertainty around what was considered a sensitive topic and, at times, hesitancy to support interventions framed from a rights-based perspective.[[158]](#footnote-158)

 “*It took a long time to make stakeholders aware of the KPVP system. Departments were not aware of GSP Plus and the importance of reporting on human rights situation and indicators. With the introduction of the 18th Amendment, provinces got more power, and human rights were devolved to the provinces. Nevertheless, provinces were not very forthcoming on reporting of human rights situation as they thought it was federal subject*”.[[159]](#footnote-159)

Furthermore, there was a lack of coordination and clarity on the mandates of government institutions working for the promotion and protection of rights in KP. In addition, provincial departments did not have information-sharing mechanisms in place to institutionalize coordination on rights-based initiatives and data collection instead of working in isolation.[[160]](#footnote-160)

The provincial line departments also lacked an understanding of the importance of the obligation of reporting on international conventions. There was a lack of conceptual clarity, especially on human rights indicators. The real challenge was, therefore, changing mindsets and perceptions regarding human rights. Hence, all these issues described earlier were the biggest challenge, and still, they are the biggest challenge currently (Secretary Javeria). Moreover, various provincial units or line departments are not on the same page with regard to human rights issues, and hence it becomes difficult to implement reporting on human rights, in addition to rules of business.[[161]](#footnote-161)

Hence, it is important for UNDP DHL to conduct awareness campaigns and sensitize government line departments on the importance of reporting on human rights. Moreover, it is also recommended for DHL to train MoHR to translate the reporting requirements on human rights to align with the mandate of other line departments. Line departments mostly do not know how to report in line with the human rights reporting format. Hence, it would be advisable for DHL to train on human rights reporting formats and how to extract data from various studies such as labor surveys to report in line with human rights reporting formats.[[162]](#footnote-162)

Moreover, since human rights may involve many diverse line departments, the key issue and challenge sometimes are drawing boundaries into the mandate of each line department. If one department takes action, such as on missing teachers from government schools or missing doctors from government clinics or hospitals, then other line departments may feel being transgressed. Enforcement is also a key challenge in such cases. Hence, it is important to enforce and provide clarifications on human rights protection law where responsibilities and job description for each line department is clear. There is a limitation on behalf of MoHR taking action where the action is required to resolve a human rights issue.[[163]](#footnote-163)

Lengthy and complex government procedures, especially within the KP Human Rights Department, posed challenges to the originally conceived project implementation timelines. UNDP was thus required to develop flexible and realistic project implementation plans to overcome this challenge.[[164]](#footnote-164)

 “*Delays due to approval process and documentation in launching and implementation of HRIMS is also a key challenge. COVID 19 also attributed to delays in trainings and development of the HRIMS systems”*.[[165]](#footnote-165)

Similarly, throughout the project period, delays in decision-making occurred due to government leadership changes, in particular in the position of Secretary of the KP Human Rights Department. The initial Secretary retired in the first project year, slowing down mid-year project implementation, while his replacement left the position near the end of year three, again challenging the flow of project implementation. Staff turnover at other levels also posed a challenge to the sustainability of the institutional capacity building. For example, on many occasions, officials who participated in the capacity building were transferred to other positions/ departments, thus causing an outflow of capacity from targeted institutions.[[166]](#footnote-166)

“*Frequent staff changes and transfers in provincial line departments have also been identified as another challenge for smooth implementation of HRIMS. These frequent transfers are more of a problem in the provinces of Sindh and Balochistan. Key staff is trained on the HRIMS systems, but* *many are transferred from the line ministry, and the new staff has to be trained again to run and implement HRIMS*”. [[167]](#footnote-167)

To counter the effects of such transfers, UNDP conducted repeat trainings to reach a wider range of officials at different levels in each department/ institution, specifically targeting posts that were less likely to be transferred. This helped UNDP to build a base of capacitated individuals, thus accounting for risks of staff transfers (DRKP)[[168]](#footnote-168). Hence, such training targeted at an individual with less likelihood of transfers would help to account for problems related to officials’ frequent transfers.

Another challenge in the human rights component may be funding in the future. Instead of relying on a single donor, the project needs to diversify and also look towards other donors such as other diverse donor pools. A similar challenge may also be faced with Gender Desks in the merged areas or newly merged districts in KP, where women record their issues, problems, and grievances. There needs to be a mechanism to sustain Gender Desks once funding runs out. In this case, DHL can enhance the capacity of the Social Welfare Department enough to sustain Gender Desks once funding for Gender Desks runs out.[[169]](#footnote-169)

Moreover, according to an official from Social Welfare Department in Balochistan, the training allowance per year for HRIMS is very small, which should be increased. In addition, DHL should facilitate visits to KP to learn more about HRIMS as KP has been a pioneer in the establishment of an HRIMS at the national level and in various provinces.[[170]](#footnote-170)

Similarly, learning from Sindh province on implementation of HRIMS would be very useful, too, as Sindh has a dedicated department to HRIMS, unlike Balochistan.

With reference to the KPVP and HRIMS (in KP, Punjab, and at the federal level), UNDP also faced initial challenges in operationalizing the initiative due to the government’s concerns surrounding data security and access to human rights data. To reduce concerns surrounding data security, UNDP institutionalized cooperation with relevant government stakeholders for KPVP and HRIMS development through the signing.[[171]](#footnote-171)

“*Another challenge that remains is the sensitivity issue around human rights projects. Local communities can be very sensitive to various human rights issues and may label human rights advocates and implementers as agents working on various international agendas. DHL increased its visibility and worked very tactfully to meet this challenge*”.[[172]](#footnote-172)

**Community Stabilization Component**

The sensitively issue was also quite high around the community stabilization component. Dealing with ex-violent offenders and youth with varying levels of violent extremist inclinations could be dangerous for implementing partners. Hence, security has been a big issue.[[173]](#footnote-173)

Moreover, there were different push and pull factors driving violent extremism in many different and diverse areas such as Swat, Karachi, and Multan. The definition of violent extremism could be quite different in varying local contexts. In the Swat valley, in communities split into rural and interconnected villages, it was easier to carry out individual and group psychosocial support and sensitization sessions with ex-offenders, and the local communities welcomed a platform to discuss in groups grievances linked to the conflict in the area. Karachi, on the other hand, offered a very different environment with its multicultural and multiethnic environment and with a history of interethnic violence and strong wealth disparities. Multan, finally, though not populous than Karachi, had its own environment with strong sectarian diversity and had been identified as an area vulnerable to extremism with a large presence of VE organizations.[[174]](#footnote-174)

Although this diversity led the DHL team of UNDP Pakistan to adapt the evolving model to each of those environments, it was a challenge to apply the similar definition to various areas with different push and pull factors and identify the right target beneficiaries for the program intervention. A study in drivers of violent extremism with different push and pull factors would have helped identify the right beneficiaries and also the right interventions before program implementation in various diverse areas.[[175]](#footnote-175)

An important issue identified by the Social Welfare Department in Swat and also the beneficiaries of the Community Stabilization program was the short-term duration of the projects on average. When rapport building and intervention starts with the beneficiaries, soon it is time to end the project, which lasts for a few months. Almost half the time is over for the project when the project actually starts getting implemented.[[176]](#footnote-176)

According to women beneficiaries interviewed from Multan and Karachi, the duration of the vocational skill-building courses was very short. The beneficiary from Multan was trained for three months in the basic IT course, which she believes should have been either of one-year duration or at least of six months duration. She believes that she was not able to learn much in just three months and moreover, it was very difficult to get a job in the field of IT with just a three-month basic course.[[177]](#footnote-177)

In addition, there have been problems with the provision of toolkits to secure a job or gain financial independence for the beneficiaries under the community stabilization component. The female beneficiary from Multan and her other beneficiary colleagues were provided laptops as toolkits to work from home; however, most of these laptops were not in good working conditions. The beneficiaries complained about their toolkits, but the implementing partner had already finished their implementation of the short-term program and had left.[[178]](#footnote-178) Similarly, the beneficiary from Karachi was provided with a beautician toolkit which she found to be substandard.[[179]](#footnote-179) Hence, toolkits need improvement, and DHL should consistently monitor the provision of toolkits so that implementing partners don’t supply substandard toolkits. Nevertheless, the toolkits issue was also raised to UNDP during programme implementation and DHL Project had ensured that better quality kits/laptops would be provided soon.

Moreover, while psycho-social support has been highly appreciated, beneficiaries believe that psycho-social support should be permanent.[[180]](#footnote-180) *“Even though psychologists are still available on the phone for a talk, it is always better to sit with psychologists and talk face to face.”*[[181]](#footnote-181)

**Gender Desks**

Finally, Gender Desks are an important sub-component being implemented by both the Social Inclusion and Protection component and Community Stabilization component of the DHL project. Nevertheless, women in remote areas who are the most in need of its services might not report their grievances due to numerous behavioral bottlenecks, including lack of awareness about the Desk and the full range of its services, lack of knowledge on how to access the Desk, and forgetting to submit grievances when under high cognitive load that hinders decision-making[[182]](#footnote-182).

While the Gender Desk provides free-of-charge services and facilitates access for women in remote areas through a mobile unit, the beneficiaries might be reluctant to approach and report their grievances for various reasons, including but not limited to[[183]](#footnote-183):

* Lack of awareness about the Gender Desks and/or the services they provide.
* Lack of awareness on how and/or when to report a grievance and whether it is free of charge.
* Lack of trust in government-backed services.
* Misperceptions about the effectiveness of the Desk.
* Social stigma and sense of shame around reporting of culturally sensitive topics.

* + - 1. **Conclusion**

The DHL Programme faced many challenges as well. First of all, there was a general lack of awareness of rights-based approaches, human rights principles, and international human rights mechanisms amongst government counterparts in Pakistan*.* Departments were not aware of GSP Plus and the importance of reporting on human rights situation and indicators.

Furthermore, there was a lack of coordination and clarity on the mandates of government institutions working for the promotion and protection of rights in KP. In addition, provincial departments did not have information-sharing mechanisms in place to institutionalize coordination on rights-based initiatives and data collection instead of working in isolation. The real challenge was, therefore, changing mindsets and perceptions regarding human rights. Lengthy and complex government procedures, especially within the KP Human Rights Department, posed challenges to the originally conceived project implementation timelines. *Moreover, there were* frequent staff changes and transfers in provincial line departments has for the smooth implementation of HRIMS. These frequent transfers are more of a problem in the provinces of Sindh and Balochistan.

Another challenge in the human rights component may be funding in the future. Instead of relying on a single donor, the project needs to diversify and also look towards other donors as well.

An important challenge facing DHL Project was the government and communities concerns surrounding data security and access to human rights data due to its sensitive nature.

The sensitively issue was also quite high around Community Stabilization Component. Dealing with ex-violent offenders and youth with varying levels of violent extremist inclinations could be dangerous for implementing partners. Hence, security has been a big issue in the implementation of the Community Stabilization Component.

An important challenge identified by the Social Welfare Department in Swat and also the beneficiaries of the Community Stabilization Program was the short-term duration of the projects on average.

* + 1. **To what extent has the project been appropriately responsive to citizen needs?**
			1. **Findings**

**Human Rights Component**

Under UNDP DHL Human Rights Project, indicators were identified through a bottom-up consultative process that began with provincial consultations on human rights priorities. Approximately 180 governmental and non-governmental human rights stakeholders from all four provinces, including 14 transgender persons and 59 women, participated in these consultative meetings.[[184]](#footnote-184)

DHL also supported the MoHR action plan by holding various consultative sessions with various stakeholders and citizens in KP, Sindh, and Balochistan for the BHR subcomponent of the DHL Human Rights Project.[[185]](#footnote-185)

Moreover, KPVP and HRIMS were devised for human rights reporting. It is the mandate of the United Nations Human Rights Council to seek a report from every country. Hence, any country such as Pakistan needs to report and review the human rights situation in their country, in addition to appraising the international community about human rights regulations in the country. Nevertheless, reporting and reviewing human rights situations indirectly may also improve individual human rights situations.[[186]](#footnote-186)

**Community Stabilization Component**

UNDP DHL Community Stabilization Project works with communities. For the Community Stabilization component of the DHL Project, the program worked with local communities in Swat, Multan, and Lyari in Karachi.[[187]](#footnote-187)

Through local communities, male and female youth were identified for participation in the programme as beneficiaries and were imparted skills training, along with the provision of psychosocial support and community rehabilitation, etc., to de-radicalize and reintegrate the youth back into society.[[188]](#footnote-188) The trained psychologists helped various male and female beneficiaries to lower their violent extremists’ inclinations, aggression and helped them to resolve various psycho-social issues and quarrels within their families and the society. The psychologists also helped these program beneficiaries, as identified through ISGs, to integrate them within their families and society.[[189]](#footnote-189)

**Gender Desks**

Gender Desks, which are part of Community Stabilization and Social Inclusion and Protection components of the DHL Project, act as a key mechanism for addressing gender-related issues at the grassroots level as a referral center for submitted grievance cases to local organizations with specialized thematic areas for further processing. As a result, women and girls have better access to the facilitation and provision of specialized services, to local government authorities and Social Welfare Department representatives, and to information on safeguarding.

The Gender Desks also offer a number of services for women that address a various range of challenges, including official documentation, health & mental health, education, legal services, domestic and gender-based violence, and disability, as well as other challenges related to capacity building and female empowerment, e.g., computer skills, etc. In Karachi, over a period of a few months, the Desk referred 288 women for different specialized services through partners. More than 80% of the services offered were concerning psycho-social services (100% of which are considered resolved), followed by services related to civil documents. In general, the Gender Desk in Karachi showed a great response rate, with 87% of all cases resolved[[190]](#footnote-190).

In addition, the Community Stabilization component, working directly with vulnerable local communities and at-risk young men/women, components aimed to create safe spaces to discuss local issues, conflicts, traumas, and grievances, which form structural drivers for violent extremism. By engaging their families and larger communities, providing them psychosocial support, jobs, and skills, sensitization on tolerance, peace messages, the DHL Project aimed to enable at-risk communities to become more resilient against non-state extremist organizations who are present in the area.[[191]](#footnote-191)

* + - 1. **Conclusion**

The project has been mostly responsive to citizens’ needs. Citizens have been involved in various consultations on their priorities with respect to DHL Programmes. Even human rights databases such as KPVP and HRIMS may indirectly improve individual human rights situation, which is an important need of any citizen.

Furthermore, UNDP DHL identified various beneficiaries who were provided vocational skills training, psycho-social support, community rehabilitation, etc., to de-radicalize and reintegrate the youth back into society and families.

The Gender Desks under Community Stabilization and Social Inclusion components also offered various services for women that addressed their various issues such as official documentation, health & mental health, education, legal services, domestic and gender-based violence, and disability, female empowerment, etc.

Moreover, by engaging vulnerable youth and their families along with larger communities, various services such as psychosocial support, vocational skills, sensitization on tolerance, and peace messages, the DHL project enabled at-risk communities to become more resilient against non-state extremist organizations present in the area.

* + 1. **What is the level of effectiveness of the UNDP and DHL oversight and management structures during the review period, in addition to the quality and adequacy of programme monitoring, evaluation, and reporting?**
			1. **Findings**

The country office of UNDP has a management support unit (MSU) that supports program design and quality assurance mechanisms. The unit, along with DGU, jointly organizes spot checks and third-party visits to validate project progress and impact. The DGU programme team conducts independent monitoring and site visits for the DHL Projects. The MSU unit also takes feedback from government partners and keeps financial checks as well. The independent monitoring reports are sent to DRR in turn.[[192]](#footnote-192)

**Community Stabilization Component**

DHL team has been actively engaged with the community stabilization component. There were monthly reports delivered by implementing partners to DHL UNDP, along with follow-up. A very rigorous impact evaluation was undertaken by the community stabilization component in Swat, which not only highlighted strong evidence of an impact of the intervention but also studied drivers of violent extremism in order to help future programing. Nevertheless, since 2019, such evaluation should have also taken place in Karachi and Multan with proper baselines and end lines providing evidence to what worked and what did not and how such interventions may be made even more productive through process evaluation in addition to impact evaluation.

For the Community Stabilization Programme, regular spot checks at the field level are, however, also required periodically. This could also include observing training programs, meetings with ISGs, and also regular review meetings for financial spot checks. Regular feedback from implementing partners would also be of great help in order to understand implementing issues, gaps, and problems.

Nevertheless, carrying out a rigorous impact assessment and studying drivers of violent extremism after the first pilot in Swat allowed the Community Stabilization component to become a full-fledged PVE model. Moreover, it also allowed UNDP Pakistan to prove the impact of the intervention and to collect first-hand data related to PVE Pakistan – in a country where quantitative research on the subject is scarce. However, a rigorous impact evaluation and contextual drivers of violent extremism in various areas under the program are required, which have not been undertaken after the Swat project. The consolidated data collected by UNDP at the completion of all the implementation phases will be an invaluable asset for evidence-based data-driven policymaking and programme design.

**Quality Control Assessments**

Very few quality control assessments have been conducted for the DHL Project. The DHL unit requires regular quality assessments. Perhaps, DHL was the only project (according to MSU) that completed and submitted post mission/visit monitoring reports.

Nevertheless, the current quality assessments also need improvement in their methodology. These current assessments have used only a single rater/ratings to assess the quality of various attributes. Nevertheless, such single-person ratings could be subjective and lower in reliability (different ratings from different people may be inconsistent). A better methodologically could be to have more than one rater for ratings of a quality attribute and inter-rater reliability be calculated using statistical methods such as intraclass correlations for continuous variables and Kappa Cohen statistics for categorical variables. And then, an average of the ratings may be calculated for any particular attribute if the intraclass correlation or reliability is found to be adequate or high (A correlation of .70 or higher is usually considered reliable). This strategy would give much more credible and reliable quality control ratings of various attributes of any intervention.

* + - 1. **Conclusion**

The country office of UNDP has a management support unit (MSU) that supports programme design and quality assurance mechanisms. The unit conducts independent monitoring and independent site visits. The MSU also takes feedback from government partners in addition to keeping financial checks as well. The independent monitoring reports are sent to DDR.

For the DHL unit, monthly reports were submitted by implementing partners to the DHL unit.

In 2018, a comprehensive and rigorous impact evaluation of DHL intervention in Swat valley was conducted. Nevertheless, since 2019, no evaluation, impact or process, has been conducted.

Furthermore, very few quality control assessments have been conducted since 2019.

## Evaluation Criteria 4 – Sustainability

* + 1. **How sustainable are the DHL initiatives for institutional strengthening of stakeholders, such as capacity building initiatives of human rights, community stabilization, and social inclusion stakeholders**
			1. **Findings**

**Human Rights Component**

The UNDP DHL Human Rights Project in KP Project has been designed with sustainability at its core. Interventions capacitated provincial government stakeholders to effectively and sustainably implement their mandates as human rights duty-bearers. Moreover, the policies, action plans, and training material collaboratively developed over the course of the project period provided core conceptual and action-oriented frameworks for government human rights efforts while enhancing capacities of relevant administrative officials and line departments, in particular the engagement of the Local Governance School, helped establish and sustain provincial and district level knowledge of human rights mechanisms and obligations beyond the scope of the project. This has contributed to ensuring officials have the required knowledge to further the implementation of KP’s Human Rights Policy and KP’s rights-enabling environment.[[193]](#footnote-193)

At the federal level, the success of the KPVP design and application is underscored by MoHR’s commitment to expanding the KPVP into a national Human Rights Information Management System housed in MoHR and linked to commensurable provincial systems that mirror the design and application of the KPVP. MoHR has taken ownership of this national initiative, including ten dedicated staff for HRIMS in its budget in 2020, in addition to reporting about the HRIMS and Pakistan’s commitment to strengthen human rights data and evidence-based policymaking.[[194]](#footnote-194)

Also of note is that the KPVP was sustainably operationalized by the KP Human Rights Department, while the MoHR took ownership and leadership on the federal level HRIMS – demonstrating that these initiatives will continue far beyond the project period. MoHR’s decision to co-finance the programme through the federal government’s core development funds in its budget has institutionalized the system, increasing the financial and technical sustainability of this innovative and pioneering data collection initiative. The success and sustainability of the HRIMS have been noted by other UN agencies, including the OHCHR, which has agreed to partner with Pakistan in its National Recommendation Tracking Database (NRTD) program.[[195]](#footnote-195)

“*Taking inspiration from KPVP in KP, the federal government (MoHR) took a keen interest in establishing such system at the national level and other provinces. Hence, the federal government took ownership of the system/project, and therefore, the project has become sustainable*”.[[196]](#footnote-196)

“*For KPVP, technical assistance is provided by the government through UNDP. This technical assistance is quite effective for the smooth running of the KPVP related human rights project. Moreover, different trainings were initiated through which focal persons were nominated who provided further trainings such as training workshops on GSP Plus and human rights reporting in Pakistan*”.[[197]](#footnote-197)

 “*Now, it is the core responsibility of the government line departments. UNDP is still helping with the technical aspects of HRIMS, but line departments are becoming self-sufficient now with the implementation and execution of HRIMS in order to be sustainable. MoHR has a dedicated financial budget for HRIMS now”.*[[198]](#footnote-198)

Regarding the transgender initiative of the Human Rights component, the capacity building, awareness, and sensitization initiatives were short-term. “*There was no follow-up plan in addition to compliance and monitoring of the initiatives. It was an important and good project, but short term and no institutions were developed which could sustain it. The project should be long term comprising of at least 5 to 10 years which should be monitored and followed for compliance, implementation, and results, in addition to continuous advocacy for transgender rights. There should also be continuous engagement with the transgender community for the policy and program consistency and sustainability”*.[[199]](#footnote-199)

One another problem of sustainability of the projects in terms of capacity building is the regular postings and transfers in the line departments. Officials trained in the partner government line departments most often get transferred to other departments, and hence, either new officials have to be trained again, or the incoming officials may not have sufficient training to carry on the project if support from technical partners such as UNDP is un-available. Here projects need to be strategically and carefully planned considering all these factors in order to sustain, instead of being selected randomly.[[200]](#footnote-200)

**Community Stabilization Component**

The community Stabilization component, on the other hand, was comprised of small pilot projects in Swat, Karachi, and Multan. Each of these pilot projects in various areas consisted of 200 to 300 youth beneficiaries. In order to become sustainable, the government needs to take over it and scale it out.

The community stabilization program has worked quite well, and an earlier study in 2018 provided strong evidence of the impact of various interventions such as psycho-social support and vocational training on lowering violent tendencies in the beneficiaries. Not only had the study provided strong evidence of the impact of the intervention, but it also discerned key social, political, economic, and psychological drivers of violent extremism, which helped DHL in future programming. Equipped with further evidence from Karachi, Multan, and Balochistan, such studies could demonstrate that how such interventions work and where the partner government institutions such as NACTA can concentrate on lowering violent extremism in the country rehabilitating and re-integrating existing or former youth offenders. This strategy, in turn, would create government ownership and hence sustainability in the community stabilization projects.[[201]](#footnote-201)

While the Swat program was focused for a much longer period of time, Multan and Karachi programs were of much shorter terms. Moreover, in Swat, few ISGs have also experimented with running their own resources centers for vocational skills trainings after registering training institutes. For a small fee, these registered resource centers are training women for employment by building their vocational skills; nevertheless, community and government support may still be required to run these registered centers effectively. Similarly, women advisory groups are more likely to be sustainable. These groups are still working and meeting even after program closure in Swat (SWD Swat)[[202]](#footnote-202). Various women beneficiaries may also still call psychologists and talk to them about their problems.[[203]](#footnote-203)

The family counseling and community support sub-component of the Community Stabilization Component strengthens programme outcomes and has created community-owned PVE platforms making results sustainable.[[204]](#footnote-204)

In Swat, women advisory groups are still in place even after the expiration of the program. It is basically community intervention, and the community, especially the women, is connected to each other through women advisory desks.[[205]](#footnote-205)

Moreover, DHL Community Stabilization Project has allowed UNDP to develop a context-specific Disengagement and Rehabilitation model for Pakistan, which can be handed over to the government of Pakistan for scalability and replication. The COVID -19 crisis has interrupted UNDP’s ongoing process of engagement and handover with the Pakistan Government agencies at the National and sub-national levels. This is the first PVE and rehabilitation program in Pakistan, which has attempted to anchor the disengagement, rehabilitation, and de-radicalization process at the Local Government level involving Youth Councilors and local communities. In the past, only the Pakistan military has undertaken such programs.[[206]](#footnote-206)

A key element of the theory of change of the DHL Community Stabilization Project is the handover of the model to the government in Pakistan for scalability and replication. As part of its handover to government initiatives, the project team has engaged key government policy-level institutions both at the national and sub-national levels. At the national level, Dr. Moeed Yousaf, Chairman of Strategic Policy Planning Cell (SPPC) at the Prime Minister’s Office, was engaged and sensitized by the UNDP team on the PVE Project. UNDP has also connected with the KP government through the office of the Chief Secretary KP to present UNDP’s community stabilization model to the KP government, which is especially critical to building resilience in the post-conflict environment of the newly merged districts.[[207]](#footnote-207)

* + - 1. **Conclusion**

DHL human rights initiatives for institutional strengthening of stakeholders such as capacity building are quite sustainable for most of the initiatives except transgender. The Human Rights project helped the Local Governance School to build its capacity in the implementation of KP’s Human Rights Policy and KP’s rights-enabling environment, which is likely to sustain.

Moreover, following the success of KPVP, the DHL unit trained dedicated staff of MoHR for HRIMS. MoHR has taken ownership of HRIMS, and hence the initiative is likely to sustain.

Nevertheless, regarding the transgender initiative, the capacity building, awareness, and sensitization sessions were short-term without a long-term follow-up plan.

Similarly, the community stabilization capacity initiatives comprised of small pilot projects for a short time duration. In order to become sustainable, the government needs to own such projects for replication in other areas of Pakistan on a much larger scale. Nevertheless, the Community Stabilization component has been able to develop a model for context-specific Disengagement and Rehabilitation of violent youth, which can be replicated and scalable by the government of Pakistan.

* + 1. **To what extent will financial and economic resources be available to sustain the benefits achieved by the project?**
			1. **Findings**

**Human Rights Component**

The project of KPVP was introduced in 2019. The project is still working, and the federal government is working to replicate it as HRIMS in other provinces as well as at the federal level. This shows evidence of its sustainability.[[208]](#footnote-208)

DHL needs pipeline stability. Currently, DHL Project has good funding, and it is expanding. Hence, for the next 2 years DHL Project is secured. Nevertheless, the project needs further consolidation, though as funds usually remain a challenge as DHL UNDP's funding is dependent on donors.

The funding remains volatile, like in times of COVID-19 priorities may be shifted, and shifting priorities of donors remains a challenge.[[209]](#footnote-209)

On the government side, for HRIMS, the government has the budget, but it also depends upon government priorities. At the same time, not a large budget is required for running HRIMS, which may help to sustain the benefits achieved by the project.[[210]](#footnote-210)

Going forward, SDC will no longer be funding UNDP’s rights-based development initiatives in Pakistan as SDC closed its operations in Pakistan after 50 years in December 2019. However, funding for UNDP’s rights-based governance initiatives has been taken over by the German Ministry of Foreign Affairs (GMFA). As of February 2020, the GMFA began supporting UNDP to undertake a package of human rights interventions on policy development/ implementation, institution strengthening and digitization, and the development of a National Action Plan on Business and Human Rights.[[211]](#footnote-211)

**Community Stabilization Component**

In Swat, there was tangible support in terms of equipment provided to the Social Welfare Department where a photocopy machine is available for the disabled people to make copies of various documents in the office, and they don’t have to go outside to make copies.

On the intangible side, vocational trainings have enabled youth to earn their own living.[[212]](#footnote-212) Nevertheless, from women beneficiaries in Multan and Karachi, there have been complaints of the short duration of trainings in information technology and beautician course, which may not equip them enough for a livelihood; in addition to inadequate toolkits provided by implementing partners.[[213]](#footnote-213)

* + - 1. **Conclusion**

One of the major projects of the DHL unit has been human rights databases such as KPVP and HRIMS. These projects have been owned by the respective provincial and federal government departments and ministries. Hence, they have a much higher chance of availability of financial and economic resources to sustain the benefits achieved by the project.

For the Community Stabilization component, the projects or interventions have been short-term pilot studies, mostly with short-term duration. Hence, the availability of financial and economic resources to sustain the benefits achieved by the project would depend upon further funding from the donors and ownership by the stakeholders such as the government of Pakistan.

* + 1. **To what extent are lessons learned being documented by the project team on a continual basis and shared with appropriate parties who could learn from the project?**
			1. **Findings**

Under DHL Project, a collaborative mass awareness ‘Outreach Campaign’ was supported by civil society on promoting women’s rights, children’s rights, transgender rights, and interfaith harmony. By ensuring the participation of rights holders in the development process and providing them with the knowledge and the capacity to more effectively call for the realization of their own human rights, the DHL Project increased oversight and accountability of duty bearers and contributed to strengthened rights-based governance in KP. And most importantly, this has helped in creating institutional precedence for government and civil society, undertaking shared visioning, information-experience sharing, and cross-fertilization of ideas culminating in a collective outcome.[[214]](#footnote-214)

**Human Rights Component**

Furthermore, meetings are regularly held by MoHR to share the experience of KPVP by KP Law and Human Rights Department to other provinces. Learning through such experience, MoHR is training for HRIMS (formal KPVP) in Quetta and Karachi for implementation of HRIMS in its implementation in Balochistan and Sindh. Hence, KPVP working and experience are being shared with other provinces.[[215]](#footnote-215)

**Community Stabilization Component**

For community stabilization projects, lessons learned have been shared regularly. In 2018, a rigorous, comprehensive study was conducted providing evidence of the impact of UNDP intervention in Swat to lower violent extremist inclination on the selected beneficiaries through ISGs. Moreover, the study also highlighted the drivers of extremism which in turn were used in program planning in Multan and Karachi.[[216]](#footnote-216)

Nevertheless, since Karachi and Multan have their own distinct local context in terms of violent extremism phenomenon, these trends should have been studied in a baseline to inform program design and then a combination of a baseline with an end line study to discern impact using quasi-experimental techniques.

For regular learning from the programme on a continual basis, there were quarterly advisory group meetings of the ISGs. Furthermore, there were feedback workshops at the district level as well in addition to national conferences by the implementing partner such as Bestpak to disseminate various development models and to share it with the stakeholders.[[217]](#footnote-217)

Moreover, Community Stabilization Project implementation in three different settings, namely Swat, Karachi, and Multan, has provided opportunities for peer-to-peer learning between the local academics, universities, and think tanks in all three different settings. In all three locations, local academic institutions and scholars had been engaged by the project in delivering sensitization lectures to intervention groups and communities and providing local platforms and safe spaces to deliver anti-extremism counter-narratives. Program activities in Karachi and Multan provided opportunities for collaborative learning and sharing best practices among scholars and academic institutions from all three locations, amplifying counter-narratives and project impact.[[218]](#footnote-218)

Broadening the eco-system of support and creating another layer of psychosocial support, the project beneficiaries, and teams were also linked with Academia (Seminars, Panel Discussions, and Peer Learning Conferences). UNDP’s Project developed a strong linkage with Academia for the provision of technical support and assistance. A key component of the intervention included establishing linkages with local universities in Multan to draw on local scholars and expertise on preventing violent extremism. Additionally, the UNDP’s Project encouraged peer review and exchange of best practices between academics in Swat/Karachi and Multan, particularly psychologists, on the results and challenges of conducting individual as well as group sessions for disengagement.[[219]](#footnote-219)

In addition, UNDP’s successful execution and delivery of the very sensitive Community Stabilization PVE Project has been widely acknowledged in the wider global community of Practice. UNDP is regularly providing input and engaging with the global and regional teams to share knowledge and experience in project implementation and technical design. This has also opened opportunities for integrating new methodologies and experimentation in UNDP PVE programs. UNDPs’ PVE country team has engaged in integrating Behavior Insight (BI) experiments into its Community Stabilization Project Phase 3, which was implemented in Multan, Punjab province.[[220]](#footnote-220)

Moreover, Community Stabilization Project had numerous interactions with the UNDP headquarter as well as countries implementing similar PVE Programmes, particularly in Central Asia. UNDP Pakistan took the initiative to establish a Community of Practice on PVE, aiming at the sharing of experiences, best practices, results, and experiences with other countries. The knowledge sharing takes the shape of an online platform with the relevant reports, media, and documents, as well as with a forum where each of the participating countries is able to refine their activities with the support of other UNDP country offices.

* + - 1. **Conclusion**

Regular meetings are held by MoHR to share the experience of KPVP by KP Law and Human Rights Department to other provinces.

Moreover, in 2018, a rigorous study was conducted providing evidence of the impact of UNDP intervention in Swat to lower violent extremist inclination on the selected beneficiaries through ISGs. Nevertheless, no such study had been conducted since 2019 in Multan and Karachi, perhaps due to COVID-19.

In addition, Community Stabilization Project implementation in three different settings, namely Swat, Karachi, and Multan, has provided opportunities for peer-to-peer learning between the local academics, universities, and think tanks in all three different settings.

UNDP Community Stabilization Project is also regularly providing input and engaging with the global and regional teams, including UNDP Headquarter, to share knowledge and experience in project implementation and technical design.

# Recommendation

1. **Consider financial viability while awarding contracts or provide advance payment to the implementing partners**

All responsible parties do not have enough financial resources to implement a project on their own. Since UNDP has a delivery-based payment system on completion of deliverables, some payment issues may arise due to unexpected circumstances, such as COVID 19, where payments may get late. This, in turn, may create problems for implementation partners to retain some of their human resources dedicated to the project, and timely implementation of the project may also get affected. Hence, some advance payments may be transferred for the uninterrupted implementation of the projects.[[221]](#footnote-221) Alternatively, the financial viability of the implementation partners may also be considered at the time of awarding the project

1. **Collect more quantitative indicators for HRIMS with built-in disaggregation and action-oriented data-driven human rights policy analysis**

While the current emphasis is on collecting qualitative data for HRIMS, the database should incorporate more quantitative data, which may also allow for gender (including transgender), age, child labor, religious and ethnic minorities, disability, and even district level disaggregation.

Qualitative variables also have statistical problems. Qualitative variables are often presented in numerical form, but they do not possess the essential characteristics of statistical data: reliability (different people will come up with consistent results) and validity (being based on identifiable criteria that measure what they are intended to measure).

Indicators, particularly quantitative ones, have long played important roles in the analysis of development policy. Quantitative variables can show the status of a particular human rights situation, reveal whether a situation is getting better or worse owing to a policy change, and guide the formation of better policy.

Moreover, quantitative variables can also persuade the unconvinced where opinion alone cannot. In addition, they can also motivate policy change by revealing the ill effects of current practices, hold the state accountable for its policies, help to guide and improve policy, and would help monitor the implementation of various commitments.

By including quantitative or statistical data into HRIMS, the database would have powerful statistical information related to various broad aspects of human rights, which in turn may also be analyzed further for evidence-based policymaking related to human rights. The data bank can contain all types of data, including quantitative data on women, health, education (out-of-school children, dropouts). And the data may also be analyzed for all kinds of policy analysis, including impact evaluation and understanding reasons or drivers of a particular human rights-based phenomena. Services of an expert applied statistician may be hired to understand how quantitative data may be incorporated in HRIMS and how HRIMS data may be used to disaggregate and analyze human rights-related data for policymaking, monitoring, evaluation, reporting, and evidence.

1. **Facilitate learning trips on HRIMS to KP and Sindh for implementation of HRIMS in Balochistan and regular HRIMS coordination and implementation meetings**

According to an official from Social Welfare Department in Balochistan, DHL should facilitate visits to KP to learn more about HRIMS, as KP has been a pioneer in the establishment of KPVP, which was the predecessor to HRIMS at the national level and in various provinces. Similarly, learning from Sindh province on implementation of HRIMS would be very useful, too, as Sindh has a dedicated department to HRIMS, unlike Balochistan. Moreover, the consultative process with the provincial and federal government is an ongoing process; however, these coordination and implementation meetings are not held regularly, and it has been suggested by Social Welfare Department that HRIMS coordination and implementation meetings should be held regularly where UNDP should lead.[[222]](#footnote-222)

1. **Conduct regular awareness campaigns and sensitization sessions for government line departments on reporting human rights and training on formats to report on human rights. Sensitize and create awareness on child sexual abuse as part of the Human Rights Component in Balochistan and other provinces**

It is important for UNDP DHL to conduct awareness campaigns and sensitize government line departments on the importance of reporting on human rights. Moreover, it is also recommended for DHL to train MoHR to translate the reporting requirements on human rights to align with the mandate of other line departments. Line departments mostly do not know how to report in line with the human rights reporting format. Hence, it would be advisable for DHL to train government line departments and MoHR on human rights reporting formats and how to extract data from various studies such as labor surveys to report in line with human rights reporting formats.[[223]](#footnote-223) One important area identified by Social Welfare Department officials in Balochistan for DHL UNDP to work was the issue of child sexual abuse, which has sharply risen in Balochistan in recent years. This issue could be a priority area for Human Rights Component in Balochistan and even other provinces. Under such a project, schools could be used to sensitize and create awareness on child sexual abuse through teachers and awareness as part of the curriculum.[[224]](#footnote-224)

1. **Train to provide clarifications on human rights protection law to line departments where responsibilities and job description for each line department is not clear**

 Since human rights may involve many diverse line departments, the key issue and challenge sometimes are drawing boundaries into the mandate of each line department. If one department takes action, such as on missing teachers from government schools or missing doctors from government clinics or hospitals, then another line department may feel being transgressed. Enforcement is also a key challenge in such cases. Hence, it is important to enforce and provide clarifications on human rights protection law where responsibilities and job description for each line department is clear. There is a limitation on behalf of MoHR taking action where the action is required to resolve a human rights issue.[[225]](#footnote-225)

1. **Engage non-traditional elements such as religious scholars to help with sensitization and advocacy of transgender rights and sensitization of various Rule of Law institutions on transgender rights**

As remarked by one of the transgender beneficiaries, it is also important to engage various non-traditional elements such as religious scholars to create evidence if they can help with the advocacy of transgender rights. Similarly, it would also be important to sensitize the various other rule of law institutions such as “Judiciary” and “Prosecution” besides Police.[[226]](#footnote-226)

1. **Train targeted officials in line departments with less chance of interdepartmental or inter-ministry transfers**

To counter the effects of frequent transfers within government line departments, UNDP conducted repeat trainings and capacity building to reach a wider range of officials at different levels in each department/ institution, specifically targeting posts that were less likely to be transferred. This helped UNDP to build a base of capacitated individuals, thus accounting for risks of staff transfers (DRKP)[[227]](#footnote-227). Hence, such training targeted at an individual with less likelihood of transfers would help to account for problems related to officials’ frequent transfers and save UNDP time and resources on multiple future training of officials with fresh line department or ministry posting.

1. **Continue in-person psychosocial support counseling after completion of the short term programme**

Both of the women beneficiaries who were interviewed believed that psycho-social in-person counseling should be continued and not abandoned after six months when program intervention comes to its end.[[228]](#footnote-228)

1. **Study and understand drivers of violent extremism in diverse environments for future Community Stabilization programming**

Although considering the diversity in the areas under Community Stabilization programming, the DHL team of UNDP Pakistan adapted the evolving model to each of those environments, it was a challenge to apply the similar definition to various areas with different push and pull factors and identify the right target beneficiaries for the program intervention. A study in drivers of violent extremism with different push and pull factors would have helped identify the right beneficiaries and strategies to lower violent extremism in diverse areas.[[229]](#footnote-229) Nevertheless, to learn about the push and pull factors that drive VE in a particular area, a study is recommended in each new programme area to identify target beneficiaries and devise the right interventions based on evidence-based data-driven research.

Moreover, there is a general absence of baseline data to anchor Project rationales and approaches. Nevertheless, UNDP, through its Community Stabilization Project, is working on setting up a consolidated and well-ordered, accessible data set, which is sufficiently anonymous and meets UNDP’s standards of protecting beneficiary identities and privacy.

1. **Extend the duration of Community Stabilization interventions, especially vocational training and in-person psychosocial support**

An important issue identified by the Social Welfare Department in Swat and also the beneficiaries of the Community Stabilization program, was the short-term duration of the projects on average. When rapport building and intervention starts with the beneficiaries, soon it is time to end the project, which lasts for a few months. Almost half the time is over for the project when the project actually starts getting implemented.[[230]](#footnote-230) Furthermore, according to women beneficiaries interviewed from Multan and Karachi, the duration of the vocational skill-building courses was very short. The beneficiary from Multan was trained for three months in the basic IT course, which she believes should have been either of one-year duration or at least of six months duration. She believes that she was not able to learn much in just three months and moreover, it was very difficult to get a job in the field of IT with just a three-month basic course.[[231]](#footnote-231) Moreover, while psycho-social support has been highly appreciated, beneficiaries believe that psycho-social support should be permanent and in person.[[232]](#footnote-232) *“*

1. **Restrict implementing partners to provide quality toolkits to program beneficiaries after vocational training**

Problems have been reported with the provision of toolkits to secure a job or gain financial independence for the beneficiaries under the community stabilization component. The female beneficiary from Multan and her other beneficiary colleagues were provided laptops as toolkits to work from home; however, most of these laptops were not in good working conditions. The beneficiaries complained about their toolkits, but the implementing partner had already finished their implementation of the short-term program and had left (beneficiary from Multan).[[233]](#footnote-233) Similarly, the beneficiary from Karachi was provided with a beautician toolkit which she found to be substandard (beneficiary from Karachi).[[234]](#footnote-234) Hence, toolkits need improvement, and DHL should consistently monitor the provision of toolkits so that implementing partners don’t supply substandard toolkits.

1. **Conduct a rigorous quantitative study using variation in the data on why women don’t approach Gender Desks, issues faced by them while approaching Gender Desks, and their satisfaction level with Gender Desk services.**

Gender Desks are one of the most important projects being implemented by both the Social Inclusion and Protection Component and the Community Stabilization Component of the DHL Project. While the Gender Desk provides free-of-charge services and facilitates access for women in remote areas through a mobile unit, women in remote areas who are the most in need of its services might not report their grievances due to numerous behavioral bottlenecks, including lack of awareness about the Desk and the full range of its services, lack of knowledge on how to access the Desk, lack of awareness on how and/or when to report a grievance, whether it is free of charge, misperceptions about the effectiveness of the Desk, social stigma and sense of shame around reporting of culturally sensitive topics, and forgetting to submit grievances when under high cognitive load that hinders decision-making. A rigorous quantitative study using variation in the data on why women don’t approach Gender Desks, issues faced by them while approaching Gender Desks, and their satisfaction level with Gender Desk services need to be conducted. This information will help the DHL unit to improve its Gender Desk intervention by improving its access and services and also help an information campaign to increase Gender Desk usage by women in remote areas.

1. **Conduct rigorous impact and process evaluations on various interventions in order to provide evidence of an impact or not and how an intervention or program impact may be maximized.**

In 2018, a rigorous impact evaluation was carried out by the DHL unit on Community Stabilization in Swat Valley. The study also elucidated drivers of conflict and violent extremism in Swat. Carrying out a rigorous impact assessment and studying drivers of violent extremism after the first pilot in Swat allowed the Community Stabilization Component to become a full-fledged PVE model. Moreover, it also allowed UNDP Pakistan to prove the impact of the intervention and to collect first-hand data related to PVE Pakistan – in a country where quantitative research on the subject is scarce. However, a rigorous impact evaluation and contextual drivers of violent extremism in various areas under the program are required, which have not been undertaken after the Swat project. The consolidated data collected by UNDP at the completion of all the implementation phases will be an invaluable asset for evidence-based data-driven policymaking and programme design.

Since 2019, such evaluation and studies should have also been conducted in Karachi and Multan with proper baselines and end lines, providing evidence to what worked and what did not and how such interventions may be made even more productive through process evaluation in addition to impact evaluation. Still, various end-line evaluations may be conducted for recently concluded interventions or programs or the programs starting in the future. Such evaluations may also be extended to interventions under Human Rights and Social Inclusion and Protection components. Gender Desks is an important intervention that may be evaluated in the future.

1. **Conduct regular monitoring spot checks for increased transparency and accountability and review meetings with implementing partners to understand implementing issues, gaps, and problems.**

 For Community Stabilization and other programs, regular spot checks at the field level are recommended periodically. This could also include observing and monitoring training programs, meetings with community organizations such as ISGs, etc., and also conducting regular review meetings with implementing partners for financial spot checks. Regular feedback from implementing partners would also be of great help in order to understand implementing issues, gaps, and problems.

1. **Diversify future funding opportunities for project sustainability**

A challenge for some DHL sub-components or projects may be funding in the future. Instead of relying on a single donor, the project needs to diversify and also look towards other donors such as the EU and other diverse donor pool. A similar challenge may also be faced with Gender Desks in the merged areas or newly merged districts in KP, where women record their issues, problems, and grievances. There needs to be a mechanism to sustain Gender Desks once funding runs out. In this case, DHL can enhance the capacity of the Social Welfare Department enough to sustain Gender Desks once funding for gender desks runs out.[[235]](#footnote-235)

1. **Make various DHL projects sustainable through a partnership with the government based on a similar model as of HRIMS**

Just like HRIMS, where the government (MoHR) has taken over the ownership, and hence it has become sustainable, various other components of DHL should strive to become sustainable as well.[[236]](#footnote-236)

1. **Improve methodology for Programme Quality Control Assessments**

Very few quality control assessments have been conducted for the DHL Project. These assessments have also used a single rater/ratings to assess the quality of various attributes. Nevertheless, such single-person ratings could be subjective and lower in reliability (different ratings from different people may be inconsistent). Hence, it would be better methodologically to have more than one rater for ratings of an attribute and inter-rater reliability be calculated using such statistical methods as intraclass correlations for continuous variables and Kappa Cohen statistics for categorical variables. And then, the average of the ratings may be calculated for any particular attribute if the intraclass correlation or reliability is found as adequate or high. This strategy would give much more credible and reliable quality control ratings of various attributes of any intervention.

# Lessons Learned

* + - 1. **The programme has the potential to build a model of community resilience and stabilization for scalability and replicability to the wider vulnerable population.**

A study by the DHL unit in early 2018/2019, in Swat showed strong evidence of the impact of individual level interventions of psycho-social support, skill building vocational training, and sensitization, on lowering violent extremist tendencies and aggression in the program participants. Similar interventions were also launched in Karachi and Multan. The community stabilization model seems quite promising which may be replicated on a much larger scale. Nevertheless, a strong evidence, similar to Swat intervention is required to convince stakeholders if such a model might work and should be replicated to the wide vulnerable population.

* + - 1. **The programme can contribute to service delivery for the marginalized community including women, transgender, and disable person**

Programme interventions like Gender Desks and bringing vulnerable populations like transgender can also be very promising as well to provide inclusive service delivery to women, transgender and disable. Women Desks may help with service delivery in provision of services related to gender based violence, harassment, women empowerment (by vocational skill building training), obtaining official documents and other government service delivery. Nevertheless, again, a strong evidence in the shape of rigorous programme evaluation is required for the project sustainability and replication. The study also requires understanding hinderance to women use of Gender Desks for service delivery etc. The study is being planned though.

* + - 1. **Programme can help provincial line departments and the federal government with evidence based, and data-driven monitoring, evaluation, and policymaking on human rights through integrating robust quantitative data into HRIMS**

While monitoring and reporting on human rights using qualitative indicators through virtual platforms such as KPVP and HRIMS is quite important and useful, the use of quantitative indicators may help even more with reporting, monitoring, and policy analysis, and inter-country comparison on human rights environment with particular reference to Pakistan.

* + - 1. **Sustainability of projects may be strengthen by ownership of projects, similar to the model of HRIMS ownership by the government**

The sthe s, The strong interest of federal government in virtual human rights data platform such as KPVP has led to the ownership of the project by the federal government in the shape of HRIMS. This has made the project quite sustainable. By understanding stakeholders priorities, various models of inclusive service delivery may be developed to make such models and intervention sustainable by buy-in and ownership of various programmes and interventions by stakeholders and the government. Perhaps evidence of whether the program works and how, would make a strong case of stakeholders buy-in and sustainability.

# Annexes

## Annex 1: Evaluation TOR

**1. Background and context**

Developed in the post-devolution context, UNDP's Decentralization, Human Rights and Local Governance (DHL) is a multi-sector project aimed at strengthening federal, provincial and local governance mechanisms. The project focuses on the provision of capacity development and technical assistance to a range of governmental, non-governmental and private sector stakeholders responsible for the protection and promotion of rights, to strengthen the human rights ecosystem at provincial and federal levels. From 2019-2020, UNDP Pakistan has thus developed and delivered an integrated package of human rights initiatives targeting human rights policy development and implementation, capacity building of key human rights institutions, strengthening human rights data collection, promoting responsible business practices, and empowering rights holders. The project also seeks to strengthen the capacities of targeted institutions including the Federal Ministry for Human Rights (MOHR), the National Commission for Human Rights (NCHR), the National Commission on the Status of Women, the Ombudsperson's Office along with provincial government line departments and institutions.

The core objective of the project is to ensure inclusive service delivery in all four provinces of Pakistan by providing capacity development support to relevant federal ministries and provincial line departments with an aim towards creating an enabling environment for effective local governance and rights-based development.

**Project Strategy**

The project's theory of change is centered on assisting the national, provincial and local government stakeholders in Pakistan through interventions targeting policies, institutional strengthening and community stabilization for improved access to rights-based development. Through its key components- including strengthening inclusive service delivery mechanisms, community stabilization and enabling rights-based development initiatives, the project contributes towards creating an enabling environment for improved access to Rule of Law, human rights and social inclusion in target areas. Key government partners include the Ministry of Human Rights, Provincial line departments for Social Human Rights, Local Government departments, and UN Agencies: in particular, United Nations Population Fund (UNFPA), UNWOMEN and the Office of the United Nations High Commissioner for Human Rights (OHCHR).

At the policy level, the project focuses on supporting provincial governments in preparing inclusive, rights-based policies, such as human rights policies in Sindh and Balochistan. At the institutional level DHL supports the digitization of existing government systems and at a community level, works towards social inclusion of vulnerable populations and marginalized groups, particularly women, transgender persons, in coordination with provincial local government and social welfare departments.

**DHL Project has four outputs:**

1. Federal organs are strengthened for improved and effective implementation of their mandates.
2. Provincial Governments are technically equipped to develop gender-mainstreamed legislative, institutional and policy frameworks on devolved subjects
3. Local Governments across Pakistan incorporate and use methodologies of inclusive development planning, implementation and monitoring
4. Citizens’ oversight mechanisms of government action strengthened through advocacy and communications support.
5. Across the four outputs, project activities are currently being funded by German Ministry of Foreign Affairs (GMFA), UKAid, Government of Australia and UNDP.
	* + 1. **Evaluation purpose, scope and objectives**

**Evaluation Purpose/Objectives**

This evaluation is being undertaken to:

* Assess project effectiveness and draw upon lessons that will align programming strategy for the next four years
* Evaluate appropriateness of project activities in following two distinct areas: terms of achieving outputs as per project documents, and secondly, as per the needs of the government of Pakistan, including MoHR, NCHR, Provincial Human and Social Welfare Departments and other non-government stakeholders
* Explore strategies for replication and link to policy advocacy, i.e. serve as evidence base for policy and institutional reforms.

**Scope of Evaluation:**

UNDP Pakistan intends to conduct an evaluation of OHL for activities implemented during 2019 and 2020. For this purpose, UNDP Pakistan seeks the services of a Lead Evaluator to provide evaluation expertise for UNDP supported OHL project activities nationwide.

The evaluation will compile lessons learnt and provide recommendations that will guide programmatic priorities and interventions for improved project design. The evaluation will be based on five assessment criteria defined by the United Nations Evaluation Group (UNEG) i.e. efficiency, effectiveness, relevance, impact and sustainability.

This scope of work includes evaluation of selected project interventions and resources falling under areas of the four Outputs under OHL. Target groups for the evaluation include MoHR, Provincial Human Rights, Social Welfare and Local Government Departments, other relevant government organizations including, civil society and UN partners including donor agencies Interviews will be conducted virtually with some in-person meetings in Islamabad.

**Scope of Work:**

1. The expert will lead the evaluation process and will be responsible:
2. To assess/evaluate project achievements against UNDP Pakistan's Country Project Document (CPD) Outcome/CPD Output/Project indicators, and intended and unintended impacts on government and community stakeholders
3. To assess whether the CPD output/Project Output Results have been achieved in a cost-effective and cost-efficient manner
4. To determine whether cross cutting issues such as gender, inclusion and sustainability were mainstreamed in the implementation of the project
5. To identify lessons learned on effectiveness of the project design, intervention strategies and implementation.

The evaluation shall mainly focus on relevance of project activities to needs of the beneficiaries/institutions, effectiveness and efficiency of implementation approach, and sustainability and impact of the project interventions

To suggest improvements for future and ongoing programmes, or identify best practices and experiences for replication in the future.

The Lead Evaluator will steer the evaluation process from evaluation design to completion of the assignment.

The DHL Project Analyst, Rights-Based Development and Social Inclusion Experts will support and assist the Lead Evaluator planning and execution of activities for this evaluation. The Lead Evaluator will execute the evaluation process in collaboration with relevant UNDP Programme and support team and ensure that the assignment is completed within the agreed timeframe.

This is an Islamabad based assignment, any travel outside of Islamabad will be organized by UNDP, if required.

* + - 1. **Evaluation criteria and key questions**

**Evaluation Criteria: Impact of project interventions will be measured against the following criteria**

Relevance, effectiveness, efficiency, impact and sustainability. These are discussed below separately;

* 1. ***Relevance:*** Relevance of project interventions assessed for the extent to which they are focused on strengthening rights-based development, community stabilization and social inclusion. It also refers to the extent to which the project responds to the needs and priorities of citizens of Pakistan.
	2. ***Effectiveness:*** extent to which project objectives have been achieved or are likely to be achieved; and the extent to which intended beneficiaries and democratic institutions have benefitted from project interventions.
	3. ***Efficiency:*** Is the relation between inputs of resources and results achieved appropriate and

justifiable?

* 1. **Impact:** Explore if and how various project components had a positive/less positive/no impact on each other
	2. **Sustainability:** Assess the sustainability of results achieved, such as partner capacity developed, and voter awareness improved.

**Cross-cutting:**

* 1. **Human Rights** Assess the impact of project interventions on marginalized groups
	2. **Gender Equality** Assess the impact of project interventions on mainstreaming gender equality

#### Key Evaluation Questions:

Specifically, the evaluation will assess the relevance, efficiency, effectiveness, impact and sustainability of OHL results achieved through the questions listed below. Specific questions must be developed by the Lead Evaluator in-line with project documents and available data. A thorough review of the proposed questions by the programme team, evaluation manager and project will be done, and these will be set in the inception report.

The evaluation questions should focus on areas directly relevant to the project interventions including:

1. Rights-based Development
2. Community Stabilization
3. Social Inclusion and Social Protection.

This list of questions is representative and not exhaustive and will be further detailed and agreed upon as part of the evaluation inception report.

#### Relevance:

1. To what extent was the project in line with federal and provincial development priorities, the country program's outputs and outcomes, the UNDP Strategic Plan and the SDGs?
2. To what extent does the project contribute to the theory of change for the relevant country program outcomes?
3. Extent to which project initiatives such as awareness raising campaigns, capacity building initiatives and public outreach products were relevant to the needs of partners and stakeholders?
4. To what extent does the project contribute to LNOB[[237]](#footnote-237) gender equality, the empowerment

,

of women and the human rights-based approach?

1. Evaluate the extent to which OHL implementation strategy has been responsive to the emerging needs and priorities of MoHR, provincial line departments and other partners and stakeholders; and to the context of Pakistan's emerging political and development scenario;
	1. Evaluate whether project activities were relevant for the implementation of strategic and other plans of stakeholders?:
		* 1. What is the stakeholder involvement in the project?
			2. What is the community's involvement in planning and implementing this project?
			3. What is the private sector's involvement in planning and implementing this project?
			4. What is the local/provincial & federal government's involvement in planning and implementing this project?

#### Efficiency

1. To what extent have the project implementation strategy and execution been efficient and cost-effective to achieve overall outcomes?
2. To what extent has there been an economical use of financial and human resources? Have resources (funds, human resources, time, expertise, etc.) been allocated strategically to achieve outcomes?
3. To what extent have project funds and activities been delivered in a timely manner?

#### Effectiveness

* 1. To what extent did the project contribute to the country program outcomes and outputs, the SDGs, the UNDP Strategic Plan and national development priorities?
	2. In which areas does the project have the greatest achievements? Why and what have been the supporting factors? How can the project build on or expand these achievements?
	3. In which areas does the project have the fewest achievements? What have been the constraining factors and why? How can or could they be overcome in the next phase?
	4. What, if any, alternative strategies would have been more effective in achieving the project's objectives?
	5. Were the project initiatives including institutional strengthening of rights-based development institutions, gender mainstreaming and engagement with civil society, such as media, effective to achieve project outcomes?
	6. Are the project outputs clear, practical and feasible?
	7. To what extent have stakeholders such as MoHR and provincial line departments remained involved in project implementation?
	8. To what extent has the project been appropriately responsive to citizen needs?
	9. To what extent has the project contributed to promotion and protection of rights of the most vulnerable populations, gender equality and social inclusion and protection.
	10. Assess the extent to which vulnerable groups have been supported in accessing their rights (including at-risk youth and women, transgender persons and persons with disabilities)
	11. Assess whether a gender and human rights perspective has been taken into consideration and has been effective for the targeted institutions and communities;
	12. Assess how the programme components complemented each other to contribute to the achievement of programme objectives
	13. Assess the level of effectiveness of the UNDP and OHL oversight and management structures during the review period, in addition to quality and adequacy of programme monitoring and reporting?

#### Impact

1. Explore if and how various project components had a positive/less positive/no impact on each other:
	1. What has been the impact of OHL interventions on rights-based development with an aim to promoting an environment for community stabilization in target locations?
	2. What has been the impact of capacity building initiatives for MoHR, Provincial Human Rights, Local Government and Social Welfare Departments on key target populations; women, youth, transgender persons and other vulnerable groups.
	3. What has been the impact of partnerships with UN programs and external organisations such as civil society?
2. Did the project address cross cutting issues such as gender mainstreaming, inclusion and human rights?
3. Was there evidence of results and recognition of UNDP support by the government and partner UN Agencies (including OHCHR)?
4. How is the programme impacting the targeted communities at large?
5. How has the level of harmony increased in the targeted communities? Since the start of the project? In comparison with/other areas?
6. How has the perception of insecurity changed in target communities? Since the start of the project? In comparison with/other areas?
7. Do the intervention results respond to the needs of all stakeholders, youth-men, women, transgender and other key groups, as identified at the design stage?

#### Sustainability

* + - 1. Assess the sustainability of DHL initiatives for institutional strengthening of stakeholders such as capacity building initiatives of human rights, community stabilization and social inclusion stakeholders
	1. To what extent will financial and economic resources be available to sustain the benefits achieved by the project?
	2. To what extent do mechanisms exist to allow stakeholders to carryforward the results attained on human rights, gender equality, empowerment of women, and social inclusion and protection?
		1. To what extent are lessons learned being documented by the project team on a continual basis and shared with appropriate parties who could learn from the project?
1. To what extent has sustainability measures been incorporated in UNDP interventions?
2. To what extent do mechanisms, procedures and policies exist to allow primary stakeholders to carry forward the results attained on gender equality, empowerment of women, human rights and human development?
3. To what extent do stakeholders support the project's long-term objectives?
4. To what extent are lessons learned being documented by the project team on a continual basis and shared with appropriate parties who could learn from the project?

#### Human rights

1. To what extent have economically and socially marginalized groups including at-risk, persons with disabilities, women, transgender and other disadvantaged and marginalized groups benefited from DHL interventions?
2. To what extent have national and international human rights principles been integrated into the programme design

#### Gender equality

1. Is the gender marker data assigned to DHL Project representative of reality?
2. To what extent have gender equality, inclusion and the empowerment of women been addressed in the design, implementation and monitoring of the project?

Please note that specific questions on the key outputs of DHL are expected to be included in the inception report. The Lead Evaluator will finalize the specific questions to be used in coordination with UNDP.

#### Methodology

The evaluation process is designed as per UNDP guidelines in line with the four Outputs of DHL Project.

The evaluation process will be carried out by the Lead Evaluator in coordination with the UNDP team. He/she will conduct exhaustive document review by applying qualitative data collection tools and ascertain the effectiveness and impact of the project interventions.

Qualitative data will be collected as primary data, applying a series of social research methods including semi-structured interviews, interviews with key informants and discussions. This will be useful to assess the extent to which the strategies and activities undertaken by the OHL Project have achieved objectives given in the project documents4; positive achievements of the interventions; challenges faced during implementation and steps taken to address them; lessons learned; and possible recommendations to guide the project in future. In order to get a holistic appraisal of the above mentioned, the evaluation will engage relevant stakeholders in consultation with UNDP teams.

The methodology and evaluation questions will be finalized by the Lead Evaluator in coordination with UNDP and will be part of the inception report.

#### It is visualized that the methodology will encompass the following:

* **Document review -Review of the following project documents and reports prepared during the project implementation**
	+ Project document/Project proposals and other relevant documents
	+ Theory of change and results framework.
	+ Project reports including monthly and annual reports
	+ Annual work plans.
	+ Evaluation/ programme monitoring reports
	+ Partners reports, strategic plans and legislative business etc. and relevant documents and IEC material
	+ Project supported publications and IEC material
	+ Project board meeting minutes
	+ Donor Reports

#### Interviews, participatory meetings & discussions with key stakeholders

All interviews and discussions should be undertaken as per UNDP evaluation guidelines. UNDP team might accompany evaluators, as observers, during discussions and interviews with some key stakeholders. In addition to meetings with UNDP staff including OHL Project team members, Management Support Unit, Democratic Governance Unit and Deputy Resident Representative etc.,

4 Project Documents for DHL are the project proposals signed with respective donors

Approximately 20 interviews and discussions will be conducted with partners and stakeholders. Duration of each interview will be between 45-60 minutes. Interviews with stakeholders based in locations other than Islamabad or as required by interviewee, will be held online. Questions for the interviews may be shared beforehand with the interviewees.

Based upon the above assessment, the evaluation team will compile lessons learnt and make recommendations for the future.

The data gathered during evaluation process will be the property of UNDP.

#### Evaluation products (key deliverables)

1. **Evaluation Workplan and Inception Report:** Proposed approach, methodology, timeline, and estimated budget for completion of the work requested. The candidate will submit an inception report that would reflect the evaluators understanding of the assignment, schedule of tasks, activities and deliverables along with assigned responsibilities for the Lead Evaluator. He/she can start conducting interviews before finalizing the inception report. The finalized evaluation work plan can be modified with UNDP's approval throughout implementation of the assignment if conditions or needs change. The finalized plans, given in the inception report, with attached approved amendments will be used as the basis for assessing completion and quality of the assignment.
2. **Draft Evaluation Report:** After the field activities, the Lead Evaluator will submit a draft evaluation report of DHL, highlighting achievements, constraints, and lessons learnt as well as corrective measures where required and recommendations
3. **Evaluation report audit trail and final evaluation report.** Comments and changes by the evaluator in response to the draft report should be retained by the evaluator to show how they have addressed comments. After receiving written comments and feedback to the draft evaluation report from UNDP, the evaluation team will submit a final report addressing this feedback.
4. Separate 1-2 pager **summary brief** with infographics summarizing the key findings of the evaluation for sharing with external audiences.

And **submission of data to UNDP:** all the primary data collected for this assignment will be submitted to UNDP in electronic form within 30 days of completion of assignment.

The Evaluation Report should contain the following:

* + Title page
	+ List of acronyms and abbreviations
	+ Table of contents, including a list of annexes
	+ Executive summary
	+ Introduction: background and context of the project
	+ Description of the project- it's logic theory, results framework
	+ Purpose of the evaluation
	+ Key questions and scope of the evaluation
	+ Approach and methodology
	+ Findings
	+ Analysis - explanation and interpretation offindings
	+ Conclusions
	+ Lessons learnt and recommendations
	+ Annexes

Report format will be finalized by the evaluation team in consultation with UNDP.

**Related Evaluation Activities**

To achieve the objectives and produce the deliverables of the evaluation, the Lead Evaluator will be expected to undertake related activities including:

1. **Contextualize OHL interventions:** The Lead Evaluator will contextualize OHL interventions as related to the history and challenges of human rights, community stabilization and social inclusion in Pakistan.
2. **Prepare Inception Report:** The Lead Evaluator will present an Inception Report elaborating the evaluation methodology to the stakeholders at the beginning of the evaluation.

#### Meetings with stakeholders

* 1. The UNDP Project team will brief the Lead Evaluator and provide all necessary details and clarifications on the documents made available for the document review.
	2. The evaluation team will have meeting and discussions with the project team, Chief Technical Specialist, Assistant Resident Representative Democratic Governance Unit, Management Support Unit (MSU), Deputy Resident Representative and Resident Representative UNDP.
	3. The evaluation team will meet with relevant government counterparts, including the MoHR, provincial human rights, social welfare and local government departments, statutory bodies,

UN and civil society partners and document their learning and experiences with the project

* 1. The evaluation team will meet with bilateral donor representatives present in the country including GMFA and Australia.
1. **Consultation on draft report and recommendations** following the submission of the draft report, undertake consultations with UNDP to receive feedback for incorporation into the final report.

#### Required qualifications, competencies and skills for Lead Evaluator

Lead Evaluator for this assignment should have:

1. Master's Degree in Social Sciences or any other related discipline
2. Minimum 10 years of experience in monitoring and evaluation, data analysis and report writing for large projects in developing countries particularly in Pakistan
3. Solid understanding of human rights, community stabilization, local governance, gender mainstreaming, government structures and protection mechanisms within the Pakistani context
4. Extensive experience in leading evaluations of development projects particularly rights-based development and community stabilization programs
5. Proven capacity to effectively collect, analyse and evaluate data/information
6. Ability to organize and synthesize information in a systematic manner
7. Prior experience of designing research methodology and conducting interviews with senior government and political officials, civil society and communities
8. Well versed in data management and statistical analysis of data
9. Well versed in report writing with proven experience in producing a high-quality evaluation and assessment reportsExcellence in report writing
10. Relevant experience and knowledge of the United Nations Projects
11. Ability to communicate in English and Urdu
12. Familiarity with UNDP/UN evaluation policies and procedures, and with the programming principles of the UNDP/UN
13. Good coordination and time management skills

 Competencies

#### Corporate Competencies:

* Demonstrates integrity by modelling the UN's values and ethical standards (human rights, peace, understanding between peoples and nations, tolerance, integrity, respect, impartiality) results orientation;
* Promotes the vision, mission, and strategic goals of UNDP;
* Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability.

#### Functional Competencies:

* Consistently approaches work with energy and a positive, constructive attitude;
* Demonstrates good oral and written communication skills;
* Has the ability to work both independently and in a team, and ability to deliver high-quality work on tight timelines.

#### Behavioural competencies:

* Gender-sensitive;
* Comfortable working in dynamic environments that change frequently;
* Able to perform in a high-stress and difficult security environment, with austere living quarters.

#### Computer Skills:

* Proficiency in MS Office and statistical analysis software

#### Evaluation ethics

This evaluation will be conducted in accordance with the principles outlined in the UNEG 'Ethical Guidelines for Evaluation'. The consultant must safeguard the rights and confidentiality of information providers, interviewees and stakeholders through measures to ensure compliance with legal and other relevant codes governing collection of data and reporting on data. The consultant must also ensure security of collected information before and after the evaluation and protocols to ensure anonymity and confidentiality of sources of information where that is expected. The information knowledge and data gathered in the evaluation process must also be solely used for the evaluation and not for other uses with the express authorization of UNDP and partners.

#### Management and implementation arrangements

Deputy Resident Representative, UNDP Pakistan, will be the Evaluation Commissioner (EC) and Head of Management Support Unit will be the Evaluation Manager (EM). EC will be supported by EM in safeguarding the independence of the evaluation exercise and ensure the quality of

evaluation in a timely fashion. To ensure independence and impartiality, EM will be the focal person for this evaluation. EM will ensure that the evaluation is conducted as per the evaluation plan and in line with this ToR.

DGU staff and DHL Project team will facilitate EM and the work of the Lead Evaluator before and during the assignment period. These TORs shall be the basis upon which compliance with assignment requirements and overall quality of services provided by the Lead Evaluator will be assessed by UNDP. Lead Evaluator will perform the tasks mentioned below for the DHL evaluation process. Lead Evaluator will steer the process and be responsible for quality assurance and timely submission offinal report.

#### Time frame for the evaluation process.

**Duration of the Work:** The duration of the work is 40 days working days. Detailed time frame for evaluation is given below:

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| S# | Deliverables | Description of deliverables | Submission timeline (no. of days) | Payment Instalment Schedule |
| 1 | Deliverable 1 | Inception report including methodology and key questions and work plan | 5 | 20% of the instalment |
| 2 | Deliverable 2 | Draft Evaluation Report which obtains data collection from field visits | 15 | 25% of the instalment |
| 3 | Deliverable 3 | Evaluation report audit trail and Final Report | 15 | 35% of the instalment |
| 4 | Deliverable 4 | Submission, presentation of summary brief and submission of evaluation data to UNDP | 5 | 20% of the instalment |

#### Annexes

These will be provided to evaluators after signing the contract with UNDP and/or during inception meeting:

* + 1. Relevant project documents/proposals
		2. Key stakeholders and partners
		3. Documents to be reviewed and consulted
		4. Yearly targets versus results reported Yearly budgets (donor-bifurcated) versus expenditure reported (Variance analysis)
		5. PQAs (design, implementation)
		6. Evaluation Quality criteria
		7. Evaluation matrix template
		8. Draft outline of the evaluation report format
		9. Code of conduct forms

## Annex 2: Evaluation Matrix

|  |  |  |  |
| --- | --- | --- | --- |
| Evaluation Questions | Data sources  | Data Collection methods/tools | Methods for data analysis |
| Relevance |  |  |  |
| 1.  To what extent was the project in line with federal and provincial development priorities? | Relevant officials and documentation from DHL Project, government officials, UNDP staff, implementing partners, and beneficiaries  | 1. Key informant interviews 2. Desk review | 1. Narrative/thematic analysis of KII interviews and secondary literature  |
| 2. To what extent was the project in line with the country program’s outputs and outcomes, the UNDP Strategic Plan and the SDGs? | Relevant officials and documentation from DHL Project, government officials, UNDP staff, implementing partners, and beneficiaries  | 1. Key informant interviews 2. Desk review | 1. Narrative/thematic analysis of KII interviews and secondary literature |
| 3.  To what extent does the project contribute to the theory of change for the relevant country program outcomes? | Relevant officials and documentation from DHL Project, government officials, UNDP staff, implementing partners, and beneficiaries | 1. Key informant interviews 2. Desk review | 1. Narrative/thematic analysis of KII interviews and secondary literature |
| 4.  Extent to which project initiatives such as awareness raising campaigns, capacity building initiatives and public outreach products were relevant to the needs of partners and stakeholders? | Relevant officials and documentation from DHL Project, government officials, UNDP staff, implementing partners, and beneficiaries | 1. Key informant interviews 2. Desk review | 1. Narrative/thematic analysis of KII interviews and secondary literature |
| 5.  To what extent does the project contribute to LNOB ' , gender equality, the empowerment of women and the human rights-based approach? | Relevant officials and documentation from DHL Project, government officials, UNDP staff, implementing partners, and beneficiaries | 1. Key informant interviews 2. Desk review | 1. Narrative/thematic analysis of KII interviews and secondary literature |
| 6.  To what extent DHL implementation strategy has been responsive to the emerging needs and priorities of your department or other stakeholders (for example, MoHR, provincial line departments and other partners and stakeholders); and to the context of Pakistan’s emerging political and development scenario? | Relevant officials and documentation from DHL Project, government officials, UNDP staff, implementing partners, and beneficiaries | 1. Key informant interviews 2. Desk review | 1. Narrative/thematic analysis of KII interviews and secondary literature |
|  Evaluate whether project activities were relevant for the implementation of strategic and other plans of stakeholders? |  |  |  |
| 7. What is the community’s involvement in planning and implementing this project? | Relevant officials and documentation from DHL Project, government officials, UNDP staff, implementing partners, and beneficiaries | 1. Key informant interviews 2. Desk review | 1. Narrative/thematic analysis of KII interviews and secondary literature |
| 8.  What is the local/provincial & federal government’s involvement in planning and implementing this project? | Relevant officials and documentation from DHL Project, government officials, UNDP staff, implementing partners, and beneficiaries | 1. Key informant interviews 2. Desk review | 1. Narrative/thematic analysis of KII interviews and secondary literature |
| Efficiency |  |  |  |
| 1. To what extent has there been an economical use of financial and human resources? Have resources (funds, human resources, time, expertise, etc.) been allocated strategically to achieve outcomes?
 | Relevant officials and documentation from DHL Project, government officials, UNDP staff, implementing partners, and beneficiaries | 1. Key informant interviews 2. Desk review | 1. Narrative/thematic analysis of KII interviews and secondary literature |
| 1. To what extent have project funds and activities been delivered in a timely manner?
 | Relevant officials and documentation from DHL Project, government officials, UNDP staff, implementing partners, and beneficiaries | 1. Key informant interviews 2. Desk review | 1. Narrative/thematic analysis of KII interviews and secondary literature |
| Effectiveness |  |  |  |
| 1. In which areas does the project have the greatest achievements? Why and what have been the supporting factors? How can the project build on or expand these achievements?
 | Relevant officials and documentation from DHL Project, government officials, UNDP staff, implementing partners, and beneficiaries | 1. Key informant interviews 2. Desk review | 1. Narrative/thematic analysis of KII interviews and secondary literature |
| 1. What have been the greatest challenges and vulnerable areas? How would you advise DHL to address them in the future
 | Relevant officials and documentation from DHL Project, government officials, UNDP staff, implementing partners, and beneficiaries | 1. Key informant interviews 2. Desk review | 1. Narrative/thematic analysis of KII interviews and secondary literature |
| 1. To what extent has the project been appropriately responsive to citizen needs adequately?
 | Relevant officials and documentation from DHL Project, government officials, UNDP staff, implementing partners, and beneficiaries | 1. Key informant interviews 2. Desk review | 1. Narrative/thematic analysis of KII interviews and secondary literature |
| 1. To what extent has the project contributed/likely to contribute to promotion and protection of rights of the most vulnerable populations, gender equality and social inclusion and protection (Social Inclusion).
 | Relevant officials and documentation from DHL Project, government officials, UNDP staff, implementing partners, and beneficiaries | 1. Key informant interviews 2. Desk review | 1. Narrative/thematic analysis of KII interviews and secondary literature |
| 1. What is the level of effectiveness of the UNDP and DHL oversight and management structures during the review period, in addition to quality and adequacy of programme monitoring, evaluation and reporting?
 | Relevant officials and documentation from DHL Project, government officials, UNDP staff, implementing partners, and beneficiaries | 1. Key informant interviews 2. Desk review | 1. Narrative/thematic analysis of KII interviews and secondary literature |
| Sustainability |  |  |  |
| 1. How sustainable are the DHL initiatives for institutional strengthening of stakeholders such as capacity building initiatives of human rights, community stabilization and social inclusion stakeholders
 | Relevant officials and documentation from DHL Project, government officials, UNDP staff, implementing partners, and beneficiaries | 1. Key informant interviews 2. Desk review | 1. Narrative/thematic analysis of KII interviews and secondary literature |
| 1. To what extent will financial and economic resources be available to sustain the benefits achieved by the project?
 | Relevant officials and documentation from DHL Project, government officials, UNDP staff, implementing partners, and beneficiaries | 1. Key informant interviews 2. Desk review | 1. Narrative/thematic analysis of KII interviews and secondary literature |
| 1. To what extent are lessons learned being documented by the project team on a continual basis and shared with appropriate parties who could learn from the project?
 | Relevant officials and documentation from DHL Project, government officials, UNDP staff, implementing partners, and beneficiaries | 1. Key informant interviews 2. Desk review | 1. Narrative/thematic analysis of KII interviews and secondary literature |
| 1. To what extent do mechanisms, procedures and policies exist to allow primary stakeholders to carry forward the results attained on gender equality, empowerment of women, human rights and human development?
 | Relevant officials and documentation from DHL Project, government officials, UNDP staff, implementing partners, and beneficiaries | 1. Key informant interviews 2. Desk review | 1. Narrative/thematic analysis of KII interviews and secondary literature |
| Human rights |  |  |  |
| 1. To what extent have economically and socially marginalized groups including at- risk, persons with disabilities, women, transgender and other disadvantaged and marginalized groups benefited from DHL interventions?
 | Relevant officials and documentation from DHL Project, government officials, UNDP staff, implementing partners, and beneficiaries | 1. Key informant interviews 2. Desk review | 1. Narrative/thematic analysis of KII interviews and secondary literature |
| 1. To what extent have national and international human rights principles been integrated into the programme design.
 | Relevant officials and documentation from DHL Project, government officials, UNDP staff, implementing partners, and beneficiaries | 1. Key informant interviews 2. Desk review | 1. Narrative/thematic analysis of KII interviews and secondary literature |
| Cross-cutting theme: Gender equality  |  |  |  |
| 1. To what extent have gender equality, inclusion and the empowerment of women been addressed in the design, implementation and monitoring of the project?
 | Relevant officials and documentation from DHL Project, government officials, UNDP staff, implementing partners, and beneficiaries | 1. Key informant interviews 2. Desk review | 1. Narrative/thematic analysis of KII interviews and secondary literature |

## Annex 3: List of Documents Reviewed

1. Devolving Rights in Khyber Pakhtunkhwa, Islamic Republic of Pakistan; Project Completion Report. July 2016 – December 2019, UNDP/SDC.
2. DHL Project Brief,
3. DHL, Democratic Governance Unit, UNDP, Project Brief
4. Evaluation Report, Evaluation of UNDP’s Strengthening Electoral and legislative processes (SELP) Project, March 2021
5. First Five Year Plan on Business and Human Rights 2021- 2026. Ministry of Human Rights, Government of Pakistan.
6. Impact Evaluation of Local Level Disengagement and Rehabilitation Pilot Project Swat, 2019
7. [National Internal Security Policy (2018) http://digitalrightsmonitor.pk/wp -content/uploads/2018/06/National- Internal-Security-Policy-2018-2023-1.pdf](http://digitalrightsmonitor.pk/wp-content/uploads/2018/06/National-)
8. National Action Plan https://nacta.gov.pk/nap -2014/
9. National Counter Extremism Policy Guidelines Jan. 2018https://nacta.gov.pk/wp-content/uploads/2018/02/NCEP -Guidlines.pdf
10. Progress Report; Inclusive Capacity Development of Local Governments in Seven Tribal Districts, UNDP, August 2019.
11. Progress Report; Inclusive Capacity Development of Local Governments in Seven Tribal Districts, UNDP, October 2020.
12. Progress Report; Inclusive Capacity Development of Local Governments in Seven Tribal Districts. UNDP, August 2019.
13. Project Annual Work Plan – 2021 – UNDP DHL
14. Project Completion Report; Community Stabilization through Disengagement and Rehabilitation of Vulnerable and at Risk Youth in Multan, UNDP July 2019 - December 2020.
15. Promotion of Rule of Law and Empowering Governmental and Non-Governmental Stakeholders for Implementation of Human Rights Mandate. DHL UNDP,
16. Report on the Outcomes of the Gender Desks’ Interaction with the Civil Society Organizations of Merged Areas of Khyber Pakhtunkhwa,
17. The Dawn, October 14, 2021
18. Training Report of Capacity Building of District Khyber; Inclusive Capacity Building of Local Governments in Newly Merged Areas Project. October 2020.
19. UNDP Pakistan Local Level Disengagement and Rehabilitation Programme 2017 -2020. UNDP, July 2020.

## Annex 4: List of Key Informants, interviewed for this evaluation

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | **Component**  | **Partners** | **Location**  | **Participants**  |
| **Government** |
| 1 | Human Rights  | Ministry of Human Rights  | Zoom  | Rabiya Javeri, (past) Secretary MOHR rjagha@gmail.com+92 334 2277670 |
| 2 | Human Rights  | Department of Law, Parliamentary Affairs and Human Rights KP | In person  | Additional Secretary Mr. Qaiser Khan, 0343 9461250Qaisaracr@gmail.com |
| 3 | Human Rights  | Balochistan Department of Social Welfare, Special Education and Human Rights  |  | Abdul Ali, Assistant Director Social Welfareutopian125@yahoo.com03337950466 |
| 4 | Community Stabilization | Social Welfare Department Swat | Virtual | Ms. Nusrat Iqbal – District social welfare officer Swatnusratswat@gmail.com0946-9240203 |
| 5 | Social Inclusion | Social Welfare Department of Khyber Pakhtunkhwa | In Person | Mr. Altaf Hussain, Deputy Secretary Social Welfare Department (0342-8935550) and Ms. Saman Fawad, Assistant Coordinator SPCU |
| 6 | Social Inclusion | Ombudsperson for Protection against Harassment at the Workplace | In Person | Ms. Rakshanda Naz,Ombudsperson,rukhnaz@hotmail.comombd.women.kp@gmail.com  |
| 7 | Social Inclusion | KP Commission on the Status of Women | In Person | Ms. Riffat SardarChairperson,sardarr6@gmail.com |
| **Implementing partners** |
| 8 | Human Rights  | Bytes for All  | Zoom  | Mr. Shahzad Ahmed, Country Director, Bytes for All+92-3335236060shahzad@bytesforall.pk |
| 9 | Community Stabilization  | Best Pak | Zoom | Mr. Ejaz Khan - Project Managerejazkhan2003@gmail.com+ 92 300 9355743 |
| 10 | Community Stabilization | Best Pak | Zoom |  |
| **Beneficiaries** |
| 11 | Human Rights | Transgender Beneficiary  | Zoom | Nayab Ali |
| 12 | Community Stabilization  | Women Beneficiary from Karachi | Zoom |  |
| 13 | Community Stabilization | Women Beneficiary from Multan | Zoom |  |
| **UNDP / DHL Management** |
| 14 | Democratic Governance Unit (DGU) |  | Zoom | Mr. Kaiser Ishaque ARR, DGU UNDPkaiser.ishaque@undp.org0300-5100071 |
| 15 | Community Stabilization |  | In Person | Dr. Simbal Khan |
| 16 | Social Inclusion |  | Zoom | Mr. Yann Cress |
| 17 | Human Rights  |  | Zoom | Ms. Emma  |
| 18 | Human Rights |  | Zoom | Mr. Salman Asif |
| 19 | Human Rights (BHR) |  | Zoom | Ms. Irum  |
| 20 | Democratic Governance Unit (DGU) |  | Zoom | Ms. Anita Bakhtiar anita.bakhtiar@undp.org 0301-5149834 |
| 21 | Democratic Governance Unit (DGU) |  | Zoom | Mr. Anas Rao |
| 22 | Management Support Unit (MSU) |  | Zoom | Syed Sabeeh syed.sabeeh@undp.org 0333 9474426 |

1. DHL Project Brief, P.1 [↑](#footnote-ref-1)
2. Devolving Rights in Khyber Pakhtunkhwa, Islamic Republic of Pakistan; Project Completion Report. July 2016 – December 2019, UNDP/SDC. P.15 [↑](#footnote-ref-2)
3. Devolving Rights in Khyber Pakhtunkhwa, Islamic Republic of Pakistan; Project Completion Report. July 2016 – December 2019, UNDP/SDC. P.17 [↑](#footnote-ref-3)
4. UNDP Pakistan Local Level Disengagement and Rehabilitation Programme 2017 -2020. UNDP, July 2020. P.9 [↑](#footnote-ref-4)
5. Progress Report; Inclusive Capacity Development of Local Governments in Seven Tribal Districts, UNDP, October 2020. P.4 [↑](#footnote-ref-5)
6. King, Gary, Robert O Keohane, and Sydney Verba, Desinging Social Inquiry; Scientific Evidence in Qualitative Research: Princeton University Press, New Jersey, 1994. [↑](#footnote-ref-6)
7. See Annexure 2 for a complete list of questions in the questionnaire tool. [↑](#footnote-ref-7)
8. Devolving Rights in Khyber Pakhtunkhwa, Islamic Republic of Pakistan; Project Completion Report. July 2016 – December 2019, UNDP/SDC. P.11 [↑](#footnote-ref-8)
9. First Five Year Plan on Business and Human Rights 2021- 2026. Ministry of Human Rights, Government of Pakistan. P.4 [↑](#footnote-ref-9)
10. Devolving Rights in Khyber Pakhtunkhwa, Islamic Republic of Pakistan; Project Completion Report. July 2016 – December 2019, UNDP/SDC. P.13 [↑](#footnote-ref-10)
11. Devolving Rights in Khyber Pakhtunkhwa, Islamic Republic of Pakistan; Project Completion Report. July 2016 – December 2019, UNDP/SDC. P.7 [↑](#footnote-ref-11)
12. Devolving Rights in Khyber Pakhtunkhwa, Islamic Republic of Pakistan; Project Completion Report. July 2016 – December 2019, UNDP/SDC. P.7 [↑](#footnote-ref-12)
13. Devolving Rights in Khyber Pakhtunkhwa, Islamic Republic of Pakistan; Project Completion Report. July 2016 – December 2019, UNDP/SDC. P.9 [↑](#footnote-ref-13)
14. Devolving Rights in Khyber Pakhtunkhwa, Islamic Republic of Pakistan; Project Completion Report. July 2016 – December 2019, UNDP/SDC. P.14 [↑](#footnote-ref-14)
15. First Five Year Plan on Business and Human Rights 2021- 2026. Ministry of Human Rights, Government of Pakistan. P.11 [↑](#footnote-ref-15)
16. First Five Year Plan on Business and Human Rights 2021- 2026. Ministry of Human Rights, Government of Pakistan. P.5 [↑](#footnote-ref-16)
17. First Five Year Plan on Business and Human Rights 2021- 2026. Ministry of Human Rights, Government of Pakistan. P.5 [↑](#footnote-ref-17)
18. Key Informant Interview with Former Secretary Ministry of Human Rights, Government of Pakistan [↑](#footnote-ref-18)
19. Key Informant Interview with Additional Secretary, Department of Law, Parliamentary Affairs and Human Rights, KPK [↑](#footnote-ref-19)
20. Key Informant Interview with Representative of Implementing Partner “Bytes for All” [↑](#footnote-ref-20)
21. Key Informant Interview with Representative of Implementing Partner “Bytes for All” [↑](#footnote-ref-21)
22. National Action Plan https://nacta.gov.pk/nap -2014/ [↑](#footnote-ref-22)
23. National Internal Security Policy (2018) [http://digitalrightsmonitor.pk/wp -content/uploads/2018/06/National-](http://digitalrightsmonitor.pk/wp-content/uploads/2018/06/National-) Internal-Security-Policy-2018-2023-1.pdf [↑](#footnote-ref-23)
24. National Counter Extremism Policy Guidelines Jan. 2018https://nacta.gov.pk/wp-content/uploads/2018/02/NCEP -Guidlines.pdf [↑](#footnote-ref-24)
25. UNDP Pakistan Local Level Disengagement and Rehabilitation Programme 2017 -2020. UNDP, July 2020. P.10 [↑](#footnote-ref-25)
26. Key Informant Interview with Deputy Secretary, Social Welfare Department, Government of KPK [↑](#footnote-ref-26)
27. Progress Report; Inclusive Capacity Development of Local Governments in Seven Tribal Districts, UNDP, August 2019. P.4 [↑](#footnote-ref-27)
28. Training Report of Capacity Building of District Khyber; Inclusive Capacity Building of Local Governments in Newly Merged Areas Project. October 2020. P.4 [↑](#footnote-ref-28)
29. Progress Report; Inclusive Capacity Development of Local Governments in Seven Tribal Districts, UNDP, August 2019. P.5 [↑](#footnote-ref-29)
30. Progress Report; Inclusive Capacity Development of Local Governments in Seven Tribal Districts, UNDP, October 2020. P.1 [↑](#footnote-ref-30)
31. Progress Report; Inclusive Capacity Development of Local Governments in Seven Tribal Districts, UNDP, October 2020. P.2 [↑](#footnote-ref-31)
32. Progress Report; Inclusive Capacity Development of Local Governments in Seven Tribal Districts, UNDP, October 2020. P.2 [↑](#footnote-ref-32)
33. Progress Report; Inclusive Capacity Development of Local Governments in Seven Tribal Districts, UNDP, October 2020. P.2 [↑](#footnote-ref-33)
34. Progress Report; Inclusive Capacity Development of Local Governments in Seven Tribal Districts, UNDP, August 2019. P.7 [↑](#footnote-ref-34)
35. Evaluation Report, Evaluation of UNDP’s Strengthening Electoral and legislative processes (SELP) Project, March 2021, P.26 [↑](#footnote-ref-35)
36. Project Annual Work Plan – 2021 – UNDP DHL [↑](#footnote-ref-36)
37. Project Annual Work Plan – 2021 – UNDP DHL [↑](#footnote-ref-37)
38. Project Annual Work Plan – 2021 – UNDP DHL [↑](#footnote-ref-38)
39. Project Annual Work Plan – 2021 – UNDP DHL [↑](#footnote-ref-39)
40. Devolving Rights in Khyber Pakhtunkhwa, Islamic Republic of Pakistan; Project Completion Report. July 2016 – December 2019, UNDP/SDC. P.16 [↑](#footnote-ref-40)
41. Devolving Rights in Khyber Pakhtunkhwa, Islamic Republic of Pakistan; Project Completion Report. July 2016 – December 2019, UNDP/SDC. P.32 [↑](#footnote-ref-41)
42. First Five Year Plan on Business and Human Rights 2021- 2026. Ministry of Human Rights, Government of Pakistan. P.4 [↑](#footnote-ref-42)
43. First Five Year Plan on Business and Human Rights 2021- 2026. Ministry of Human Rights, Government of Pakistan. P.4 [↑](#footnote-ref-43)
44. Key Informant Interview with Representative of Implementing Partner “Bestpak” [↑](#footnote-ref-44)
45. Key Informant Interview with Representative of Implementing Partner “Bestpak” [↑](#footnote-ref-45)
46. Key Informant Interview with Representative of Implementing Partner “Bestpak” [↑](#footnote-ref-46)
47. UNDP Pakistan Local Level Disengagement and Rehabilitation Programme 2017 -2020. UNDP, July 2020. P.13 [↑](#footnote-ref-47)
48. UNDP Pakistan Local Level Disengagement and Rehabilitation Programme 2017 -2020. UNDP, July 2020. P.14 [↑](#footnote-ref-48)
49. UNDP Pakistan Local Level Disengagement and Rehabilitation Programme 2017 -2020. UNDP, July 2020. P.13 [↑](#footnote-ref-49)
50. UNDP Pakistan Local Level Disengagement and Rehabilitation Programme 2017 -2020. UNDP, July 2020. P.14 [↑](#footnote-ref-50)
51. UNDP Pakistan Local Level Disengagement and Rehabilitation Programme 2017 -2020. UNDP, July 2020. P.15 [↑](#footnote-ref-51)
52. Progress Report; Inclusive Capacity Development of Local Governments in Seven Tribal Districts, UNDP, October 2020. P.4 [↑](#footnote-ref-52)
53. Interview with HR Component Lead, DHL, UNDP. [↑](#footnote-ref-53)
54. Key Informant Interview with Additional Secretary, Department of Law, Parliamentary Affairs and Human Rights, KPK [↑](#footnote-ref-54)
55. Key Informant Interview with Additional Secretary, Department of Law, Parliamentary Affairs and Human Rights, KPK [↑](#footnote-ref-55)
56. Key Informant Interview with Representative of Implementing Partner “Bestpak” [↑](#footnote-ref-56)
57. Key Informant Interview with Representative of Implementing Partner “Bestpak” [↑](#footnote-ref-57)
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