

**INSTITUTIONAL SUPPORT TO CLIMATE CHANGE
ADAPTATION AND MITIGATION-II**

Mid-Term Review

DRAFT 2

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PROJECT INFORMATION

Project/outcome title	Institutional Support to Climate Change Adaptation and Mitigation-II	
Atlas ID	Atlas Project ID: 00075411	
Corporate outcome and output	<p>Country Programme Outcome: Enhanced resilience and socioeconomic development of communities</p> <p>Country Programme Output:</p> <p>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.</p> <p>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.)</p> <p>Project Outputs:</p> <p>Output 1: Increased institutional capacity of the government and key stakeholders to address climate change</p> <p>Output 2: Improved measures towards climate change adaptation and mitigation which promote sustainable use of natural resources and includes disaster risk reduction</p>	
Country	Pakistan	
Region	Asia-Pacific	
Date project document signed	May 13, 2019	
Project dates	Start	Planned end
	January 01, 2019	December 31, 2022
Total committed budget	Total budget: USD 8,385,796	
Project expenditure at the time of evaluation	<p>2018 USD774,006.24</p> <p>2019 USD 404,584.41</p> <p>2020 USD1,595,851.73</p> <p>2021 Jan-Sept – Expenses USD614,797</p>	
Funding source	<p>UNDP TRAC : USD 181,100</p> <p>GOJ : USD 3,709,386</p> <p>GWC : USD 201,352</p> <p>AICS : USD 1,400,000</p> <p>PIDSA : USD 36,843</p> <p>Serena/ Pvt Sector : USD 7,115</p>	
Implementing party	<p>Implementing Partner: UNDP</p> <p>Responsible Parties: MGPO, NED University, PMD, PRCS</p>	

EVALUATION INFORMATION

Evaluation type	Project mid-term review (MTR)	
Period under evaluation	Start	End
	2018	30 October 2021
Evaluator	Shirin Gul, Verso Consulting, Islamabad	
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Evaluation dates	Start	Completion
	15 September 2021	30 November 2021

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ACRONYMS AND ABBREVIATIONS

AICS	Italian Agency for Development Cooperation
CCAM	Institutional Support to Climate Change Adaptation and Mitigation
CO	Country Office
COP 26	26th Conference of the Parties
CPD	Country Programme Document
CSO	civil society organisation
DIM	direct implementation modality
DRR	disaster risk reduction
EAD	Economic Affairs Division
ECCU	Environment and Climate Change Unit
GOP	Government of Pakistan
IMF	International Monetary Fund
KII	key informant interview
KP	Khyber Pakhtunkhwa
M&E	monitoring and evaluation
MEL	monitoring, evaluation and learning
MGPO	Mountain and Glacier Protection Organisation
MOCC	Ministry of Climate Change
MOU	memorandum of understanding
MTR	mid-term review
NDCs	Nationally Determined Contributions
NDMA	National Development Management Authority
NDRMF	National Disaster and Risk Management Fund
NGO	non-governmental organisation
PDMA	Provincial Disaster Management Authority
PMD	Pakistan Meteorological Department
PRCS	Pakistan Red Crescent Society
RBM	results-based management
RF	results framework
SE4All	Sustainable Energy for All
TOC	theory of change
TOR	terms of reference
UN	United Nations
UNDP	United Nations Development Programme
UNSDF	United Nations Sustainable Development Framework

EXECUTIVE SUMMARY

I. PROJECT DESCRIPTION

Pakistan faces serious development challenges owing to the deteriorating state of the environment, increasing pressure on natural resources and the impacts of climate change. Pakistan is currently ranked as the 8th most vulnerable country to the impacts of climate change.¹ Climate change also poses a threat to the economy, requiring multi-sectoral and holistic adaptation and mitigation measures to be developed and implemented as a matter of priority.

The Institutional Support to Climate Change Adaptation and Mitigation-II (CCAM-II) project is aligned to the priorities outlined in Pakistan's National Climate Change Policy and National Disaster Risk Reduction Policy, the Sendai Framework for Disaster Risk Reduction and the United Nations Sustainable Development Framework (UNSDF) for Pakistan 2018-2022.

The project aims to provide assistance and support to the Government of Pakistan by supporting the government in strengthening policy areas, advocacy and awareness on environmentally sustainable adaptive practices, disaster risk reduction and sustainable energy; in adapting to climate change by mainstreaming climate resilience in all key sectors and securing investment; and in building the capacities of key stakeholders, especially communities and partners in sustainable management of resources (i.e., energy, water, forestry, biodiversity etc.).

II. PROJECT PROGRESS

A summary of project progress against output indicators is as follows.

- **Indicator 1.1: Number of climate change policies/plans/strategies developed and implemented at national and provincial levels**

The project has made good progress on the development of national and provincial climate change policies and action plans. Key achievements include support to the Ministry of Climate Change (MOCC) in the submission of the revised Nationally Determined Contributions (NDC) report ahead of COP 26 and the development of the updated National Climate Change Policy, as well as preparation of draft provincial Climate Change Action Plans. Overall the project is on track to achieve desired progress on this indicator.

- **Indicator 1.2: Extent to which disaster and climate risk management is integrated in key sectors such as development planning, environment, water resource management, health and education**

¹ Germanwatch (2021), [Global Climate Risk Index 2021](#).

To date, the project has worked primarily with water resource management, from among the sectors identified. For education and health, other than water purification (under water resource management) and school and hospital safety plans (under DRR), there is not a lot of progress on integration. The project will need to increase momentum to achieve desired results in the remaining project period.

- **Indicator 1.3: Extent to which data is collected including detailed geographical coverage and disaggregation (gender, vulnerable groups, youth)**

The project is collecting disaggregated data on beneficiaries of tsunami preparedness training and water resource management pilots. Work on developing systems for data collection on geographical coverage and on disaggregation for the government has made limited progress. It is unlikely that the project will be able to develop systems for the government to access the desired level of disaggregated data in the remaining period of the project.

- **Indicator 1.4: Number of national and subnational stakeholders that have increased capacities on tsunami risk reduction**

Training activities under the tsunami risk reduction initiative involve relevant stakeholders including the PDMA, DDMA, PMD, PRCS and local CBOs in Balochistan and Sindh. It is not possible to assess future progress as this is an input based indicator of progress and the numbers targeted are not clearly defined.

- **Indicator 2.1: Number of relevant stakeholders and institutions benefiting from UNDP thematic interventions**

The project has met its targets on the number of beneficiaries as reported. Since disaggregation is by gender only, the project commitment to 'leave no one behind' cannot be assessed. There is no clear target on the number of institutions, making progress on this indicator difficult to assess.

- **Indicator 2.2: Number of social service facilities capacitated to withstand tsunami and earthquake risks**

The project has made progress on community disaster risk management plans. Some activities with schools and health centres were sidetracked owing to the Covid-19 pandemic. Good progress is nevertheless being made and targets set for the project can be met by the end date.

- **Indicator 2.3: Number of gender sensitive and disabled friendly structural tsunami risk mitigation interventions**

Model structures are under construction. Plans identify special needs and, given the current pace of work, it is expected that the target can be met within the remaining project duration.

III. PROGRESS RATINGS

A summary of the mid-term review (MTR) ratings for progress against output indicators is presented in Table A below.

Table A: Progress on results	
Indicator	Progress*
Output 1: Increased institutional capacity of government and key stakeholders to address CC and DRR	
1.1 Number of CC policies/plans/strategies developed and implemented at national and provincial levels	On track
1.2 Extent to which disaster and climate risk management is integrated in key sectors such as development planning, environment, water resource management, health and education	Delayed
1.3 Extent to which data is collected including detailed geographical coverage and disaggregation (gender, vulnerable groups, youth)	Not achieved
1.4 Number of national and subnational stakeholders (government depts such as NDMA, PDMA, DDMA, PMD, PRCS; also CBOs, academic institutions) in districts of Sindh and Balochistan that have increased capacities on tsunami risk reduction	Target not clear
Output 2: Improved measures towards CC adaptation and mitigation which promote sustainable use of natural resources and include DRR	
2.1 Number of relevant stakeholders and institutions benefiting from UNDP thematic interventions	On track
2.2 Number of social service facilities (education, health) capacitated (through training and DRR planning) to withstand tsunami and earthquake risks	On track
2.3 Number of gender sensitive and disabled friendly structural tsunami risk mitigation interventions	Delayed
Progress assessment key:	
On track	Likely to meet target
Delayed	Momentum needs to be increased
Not achieved	Unlikely to meet target

IV. CONCLUSIONS

CCAM-II has built a critical mass of policy engagement activities around its core work of supporting climate change adaptation and mitigation and, as a result, has succeeded in achieving outcome level change in the delivery of climate resilience. By comparison, the design of activities that address experimentation and learning through pilot interventions has been less strategic.

The project has had reasonable success in taking forward the resilience agenda from a disaster preparedness perspective. Building on this and on UNDP's long term relationship of trust with the MOCC, UNDP has the opportunity to be a thought leader in climate resilience in Pakistan.

Work on integrating climate resilience into sectoral plans has yet to gain momentum. The MTR recognises that some of the engagement with government officials and other activities were hampered owing to Covid-19 restrictions. The project will need to recalibrate targets for integration in light of the current pace.

All project partners and stakeholders have the will to take work forward but have expressed the need for continued support for some crucial gaps to be filled before the work can be reasonably sustained beyond project support.

V. RECOMMENDATIONS

Recommendations of the MTR are divided into two sections. The first section (short term) provides recommendations to inform project implementation for the remaining duration of the current phase. The second (medium term) highlights key issues to keep in mind when planning for a possible next phase of implementation and provides forward-looking recommendations that are intended to serve as a starting point for the project to determine the scope of its activities in the future.

A summary of MTR recommendations is presented in Table B below.

Table B: Recommendations summary	
Short term (6 months-1 year)	
Design	Review the project theory of change (TOC), particularly change pathways, to clarify the results chain and outcomes sought. Refine indicators to remove duplication and clarify the difference between outcomes and outputs. Ensure alignment between the TOC and RF for more clarity on the project strategy and the manner in which outcomes sought are to be monitored, tracked and achieved.
Project management	Develop a work plan narrative to tie together thematic threads and activity level details, and to capture synergies from different workstreams, project partners and responsible parties. This will help to recentre the work plan as the driver for implementation.
Monitoring, evaluation and learning (MEL)	Develop a comprehensive value added MEL plan incorporating the following elements: (i) direct beneficiary feedback tools, (ii) systems and tools to collect information and data on outcome level indicators (i.e., not restricting regular reporting to activities and outputs), and (iii) explicitly integrating learning into monitoring and evaluation (M&E).
Cross-cutting	Conduct climate and disaster vulnerability risk assessments related to gender, vulnerable groups and youth.
Medium term (1-3 years)	
Continuity and positioning	Continue the support under CCAM project to fill the crucial gaps identified by project stakeholders. This support will be essential to consolidate the gains of the project in the current phase and help UNDP position itself better as the emphasis on climate resilience increases in Pakistan.
Design	Refine the criteria for selection of thematic areas to focus on fewer, more strategic workstreams so as not to dilute the project's impact

	in adaptation and resilience related work, particularly if UNDP seeks to emerge as a key player and thought leader on climate resilience in Pakistan.
Project management	Define clearly in the project strategy the way in which different workstreams are expected to interact to bring about outcome level change. This should also be reflected in TOC causal relationships. RF indicators should capture the intermediate level of change to better document output results and contribution to outcome level change.
New initiatives	Expand the scope of activities supported for strengthening community level climate resilience, moving towards climate proofing of community infrastructure (e.g., sea walls) and the protection of local livelihoods and assets (e.g., social protection, disaster insurance).

1. INTRODUCTION

1.1 Mid-term review purpose and objectives

The purpose of this mid-term review (MTR) is to assess the Institutional Support to Climate Change Adaptation and Mitigation-II (CCAM-II) project since launch of the second phase in 2019. The MTR examines the relevance, effectiveness, efficiency and sustainability of project interventions. It identifies what has been achieved so far, assesses progress against planned results, and highlights challenges, opportunities and risks. The report assesses progress towards achievement of project outputs and their contribution to outcomes.

The analysis aims to identify early signs of project success or failure, and to highlight factors contributing to success or failure, with the goal of providing input for course correction as and where required. The MTR also recommends ways in which UNDP can increase the effectiveness, relevance and coherence of the project with respect to emerging national government priorities.

The key audience for this evaluation report is the UN in general and UNDP Pakistan in particular, along with the relevant government departments such as the Ministry of Climate Change (MOCC) and provincial government departments partnering with UNDP on climate change and disaster risk reduction (DRR) initiatives.

1.2 Evaluation scope and approach

The MTR assesses project activities from 2018 to date, involving support provided to the MOCC for the development and finalisation of the updated National Climate Change Policy, Nationally Determined Contributions (NDCs) document and other key national policy instruments. Other areas assessed include work with provincial governments to promote policy development, with provincial and district departments for earthquake and tsunami risk preparedness, and with CSO partners for community level pilots.

The project's approach to building partnerships with grassroots organisations, research institutions, civil society and the private sector are also assessed. Initiatives to tackle water scarcity through pilot projects on different prioritised themes are reviewed.

The integration in project activities of cross-cutting areas of focus (e.g., innovation, gender mainstreaming, building resilience of persons with disabilities, youth engagement) are assessed as well.

The MTR examines the key assumptions that underlie the logic chain in the results framework (RF) and their links to causal pathways for change. The report also examines linkages between causal pathways and the strategies through which change is expected to

be achieved. RF indicators are reviewed in depth to assess the appropriateness of indicators, incorporation of cross-cutting issues and coherence with the UNDP Pakistan Country Programme Document (CPD).

1.2.1 Evaluation objectives

The MTR assesses progress towards the achievement of project outputs and the contribution to United Nations Sustainable Development Framework (UNSDF III)/Country Programme Document (2018-2022) outcomes as specified in the CCAM-II Project Document. It highlights early signs of project success or failure, and contributing factors, with the goal of identifying course correction required to set the project on track to achieve intended results.

1.2.2 Evaluation criteria

Evaluation criteria for this assessment and data sources used for the assessment are shown in Table 1 below.

Table 1: Evaluation criteria and data sources	
Criteria	Data sources
Relevance and coherence	
<i>To what extent is the project in line with national development priorities, country programme outputs and outcomes, the UNDP Strategic Plan and the SDGs?</i>	
Evidence that the issues and problem identification in the programme document and theory of change (TOC) are aligned with CPD, UNSDF and SDGs, and other partners.	<ul style="list-style-type: none"> • UNDP documents • Project document or standalone context analysis • Interviews with project staff
Evidence that adequate context analysis and assessment of climate change risks and needs has informed project design and TOC.	<ul style="list-style-type: none"> • Project documents • Government documents (legislation, policy, etc.) • Project TOC • Project risk matrix • Interviews with project teams
Evidence that the project has used political economy analysis (PEA) in the development of project design.	<ul style="list-style-type: none"> • Project documents • Government documents (legislation, policy, etc.) • Project TOC • Project risk matrix • Interviews with project teams
Evidence that project activities and outputs are aligned with CPD 2018-2022 outputs and outcomes.	<ul style="list-style-type: none"> • Project documents • Project TOC, RF • Interviews with project teams and MSU
<i>To what extent does project M&E capture and support project results?</i>	
Evidence that an M&E framework exists, that it is aligned with the RF, TOC and project document.	<ul style="list-style-type: none"> • Project documents • Internal reports and review documents by project and country office M&E • Interviews with project teams

Evidence that lessons learned analyses and case studies, etc., have been developed and shared. (What has worked and what has not worked?)	<ul style="list-style-type: none"> • Project progress reports • Project review board minutes • Case studies, best practices, etc. • Experience sharing and replication tools/documents and other products • Interviews with project teams
Evidence that risk register is developed, and is updated regularly.	<ul style="list-style-type: none"> • Project progress reports • Project review board minutes • Project risk register
Effectiveness	
<i>To what extent does the project contribute to the country programme outcomes and outputs and national development priorities?</i>	
Evidence that project has identified entry points and implemented pilot interventions for (a) climate change adaptation and mitigation measures, (b) sustainable resource use, (c) emission control, and (d) DRR responses.	<ul style="list-style-type: none"> • M&E data and documentation • Key informant interviews (KIIs) with government, other partners • KIIs with project team
Evidence of enhanced capacity of national and subnational governments: (a) development of plans and policies, (b) implementation of plans and policies, and (c) collection of relevant data (disaggregated).	<ul style="list-style-type: none"> • M&E data and documentation • KIIs with relevant government counterparts • KIIs with project team
<i>To what extent has progress been made towards delivering project outputs?</i>	
Extent to which disaster and climate risk management is integrated in key sectors such as development planning, environment, water resource management, health and education	<ul style="list-style-type: none"> • Information provided by project staff
<i>To what extent have project partnerships helped to deliver project outputs?</i>	
Evidence that private sector involvement and donor involvement are increasing.	<ul style="list-style-type: none"> • KIIs with project staff • KIIs with government and other partners
Evidence that all project interventions are planned, discussed and approved by relevant government counterparts/ stakeholders.	<ul style="list-style-type: none"> • M&E data and documentation • Minutes of planning meetings • KIIs with project staff • KIIs with government and other partners
Evidence that decision making and implementation for all community based interventions/pilots is participatory and consultative	<ul style="list-style-type: none"> • M&E data and documentation • Minutes of planning meetings • KIIs with project staff • KIIs with government and other partners
<i>How effectively have project activities and outputs been converted into outcomes?</i>	
Evidence of outcome level change in (a) climate change adaptation and mitigation measures, (b) sustainable resource use, (c) emission control and (d) DRR responses.	<ul style="list-style-type: none"> • M&E data and documentation • Project and/or government documentation on key policy interventions, response/input to international commitments and other products • KIIs with government and other partners
Efficiency	
<i>To what extent has project implementation been efficient and cost-effective?</i>	
Evidence that the project has identified main cost drivers that are benchmarked, tracked and reported on.	<ul style="list-style-type: none"> • Project workplan, project after action report • M&E data and documentation • KIIs with project team, CO staff • KIIs with project partners government
<i>To what extent is the project management structure as outlined in the project document efficient in</i>	

<i>generating the expected results?</i>	
Evidence that the project has a value proposition which is aligned with and contributing to the country's national and international climate change commitments.	<ul style="list-style-type: none"> • M&E data and documentation • KII's with project team, CO staff • KII's with project partners, government
Sustainability	
<i>To what extent do stakeholders support the project's long-term objectives?</i>	
(a) Evidence that stakeholders have will and capacity to take forward work initiated by the project. (b) Evidence that initiatives have been embedded or operationalised within institutions.	<ul style="list-style-type: none"> • M&E data and documentation • KII's with government and other partners • KII's with project team • Relevant private sector commitments, international commitments, national government documents (e.g., communiqués, policy objectives etc.)
Cross-cutting	
<i>To what extent have women, vulnerable groups and youth benefited from the work of CCAM-II project at UNDP?</i>	
(a) Evidence of integration of gender elements in project design and strategy documents (i.e., project document, TOC, RF, etc.). (b) Evidence of climate change adaptation and mitigation pilots at the district level that are responsive to the needs of women, vulnerable groups and youth.	<ul style="list-style-type: none"> • M&E data and documentation • Minutes of planning meetings • KII's with project staff • KII's with government and other partners
Evidence for gender responsive climate change action plans/policy/strategies at national and/or subnational level.	<ul style="list-style-type: none"> • Project documents • M&E data and documentation • Minutes of planning meetings • KII's with project staff • KII's with government and other partners

1.2.3 Evaluation questions

Evaluation questions and sub-questions for the analysis are listed in Table 2 below.

Table 2: Evaluation questions and sub-questions
Relevance and coherence
<p>To what extent is the project in line with national development priorities, country programme outputs and outcomes, the UNDP Strategic Plan and the SDGs?</p> <p>Sub-questions:</p> <ul style="list-style-type: none"> – To what extent were perspectives of those who could affect the outcomes, and those who could contribute information or other resources to the attainment of stated results, taken into account during the project design processes? – To what extent has the project been responsive to the needs of national constituents? – To what extent has the project identified key political, legal, economic, institutional, etc., aspects of the country context? – To what extent is the project aligned with the relevant country programme outcomes? <p>To what extent does project M&E capture and support project results?</p> <p>Sub-questions:</p> <ul style="list-style-type: none"> – 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? – Does the project maintain and regularly update their risk register and develop mitigation measures?

Effectiveness
<p>To what extent does the project contribute to the country programme outcomes and outputs and national development priorities?</p> <p>Sub-questions:</p> <ul style="list-style-type: none"> – To what extent has the project been able to develop entry points and interventions at the national and subnational government levels on (a) adaptation and mitigation measures, (b) sustainable use interventions, (c) emission control and (d) DRR responses. – To what extent has the project been able to engage and/or enhance the capacity of national and subnational governments on adaptation and mitigation measures, sustainable use interventions and DRR responses. <p>To what extent has progress been made towards delivering project outputs?</p> <p>To what extent have project partnerships helped to deliver project outputs?</p> <p>Sub-questions:</p> <ul style="list-style-type: none"> – Has project partnerships been appropriate and effective? – To what extent is planning for project interventions participatory, taking into account the relevant stakeholders? – To what extent have community-level stakeholders been involved in project implementation? <p>How effectively have project activities and outputs been converted into outcomes?</p>
Efficiency
<p>To what extent has project implementation been efficient and cost-effective?</p> <p>Sub-question:</p> <ul style="list-style-type: none"> – To what extent have resources been used efficiently? <p>To what extent is the project management structure as outlined in the project document efficient in generating the expected results?</p> <p>Sub-questions:</p> <ul style="list-style-type: none"> – 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?
Sustainability
To what extent do stakeholders support the project's long-term objectives?
Cross-cutting
<p>To what extent have women, vulnerable groups and youth benefited from the work of CCAM-II project at UNDP?</p> <p>Sub-questions:</p> <ul style="list-style-type: none"> – To what extent have gender equality, vulnerable groups and youth empowerment been addressed in the design and implementation of the project? – To what extent has the project promoted positive changes in gender equality, vulnerable groups and youth empowerment?

1.3 Methodology

This MTR report is based on an in-depth review of project documents related to design, implementation and monitoring. Lessons learned and success stories, as highlighted in project documents and communications products, are also reviewed.

The desk review is supported by key informant interviews, all of which were conducted online. Interviews provide a means to triangulate information obtained through project documents and reporting materials. A semi-structured interview guide was developed in line

with the evaluation criteria and questions provided in the terms of reference (TOR) for this assignment (see Annex 1). The guide was tailored for different stakeholders, government officials, donors and partners, team members, as required.

Methods used are as follows:

- **Document review:** In-depth review of project documents. (For a list of documents reviewed, see Annex 2.)
- **Secondary data review:** Review of project monitoring and evaluation (M&E) systems and data gathered by the project through research and M&E.
- **Key informant interviews:** Interviews and group discussions with key project staff, partners, government stakeholders, civil society organisations (CSOs) and partners in academia. A template was prepared for semi-structured interviews with various informants. All interviews and meetings were conducted online or by telephone, as needed. (For a list of interviews, see Annex 3.)

1.4 Data analysis

Contribution analysis, the analytical approach used in this report, helps to determine the degree to which various project activities contribute towards expected outcomes. It uses information provided in internal reporting and evidence documents, along with information gleaned from informant interviews, to (i) assess the contribution of various outputs towards the stated outcome, (ii) identify what works and what does not work, and (iii) generate recommendations for course correction, as required.

The structure of the report is based on the key evaluation questions set out in the inception report and elaborated in the evaluation matrix. Detailed responses to evaluation questions, along with evidence and sources, are shown in the evaluation matrix (see Annex 4). The discussion in the MTR report takes a more analytical approach, focusing on key themes and strategic issues, and providing recommendations. In line with the TOR and the agreed methodology in the inception phase for a contribution analysis, the findings focus on the contribution of results to outcomes.

The data analysis and synthesis in the MTR are in line with this approach. They are based on the assessment of data points using multiple sources including document review, in-depth interviews and group discussions with a variety of stakeholders. All discussions with stakeholders were conducted independently, without the presence any project team member, to enable respondents to share candid views on various aspects of the project being assessed. Evidence was triangulated on an ongoing and continuous basis to maintain the quality and strength of evidence. The analysis systematically links results and

achievements to evidence during the process of desk review and consultations. (For details of evidence sources used and strength of evidence for findings, see evaluation matrix in Annex 4.)

Beneficiary interviews were conducted ensuring the inclusion of women and youth in the beneficiaries consulted. No persons with disabilities could be consulted owing to the fact that interviews were conducted remotely (no field visits were possible because of travel restrictions related to the Covid-19 pandemic) and persons with disabilities faced difficulties accessing the locations (offices) from where beneficiaries were able to access online video conferencing facilities.

Report writing. Following the document review, secondary data review and key informant interviews, a meeting was held with the project team to discuss initial key findings. The draft report was shared with the project team for feedback. Team comments and responses were incorporated and the draft report was finalised.

1.5 Limitations

Meetings with certain key informants could not be arranged. These include representatives of the Balochistan government, representatives of the Government of Japan and beneficiaries of the water resources management pilot. There was limited interaction with private sector partners (some partnerships were still under negotiation) and senior officials at the MOCC (owing to time constraints of senior officials). Senior MOCC officials were not available during the MTR consultation period owing to COP 26 related commitments and were only available for a short consultation during the report writing phase of the MTR exercise. Detailed discussions with middle management at the MOCC were able to provide substantive input on the engagement with UNDP and operational level information related to this partnership.

The project has not developed tools for systematic measurement of beneficiary experiences or feedback, limiting the ability of the MTR to comment on community perceptions of project interventions.

1.6 Structure of the report

The preliminary section of this report covers basic information about the CCAM-II project and provides an executive summary that presents key findings and recommendations of the MTR in a condensed format.

The main report, containing detailed findings and analysis, is divided into four sections, as follows:

- The first section provides an introduction to the MTR report, covering purpose and scope, methodology and limitations.
- The second section presents an overview of the project, including the context in which it operates, the problems it seeks to address, the project strategy, partnerships and implementation arrangements. Project objectives, outcomes and expected results are also discussed.
- The third section contains key findings of the MTR, covering the project strategy, progress towards results, implementation and management, and sustainability.
- The final section presents the conclusions of the MTR exercise and provides recommendations to improve the performance of the project.
- Research materials, data sources and supplementary information are provided in the annexes.

2. PROJECT DESCRIPTION AND BACKGROUND

2.1 Development context

2.1.1 Environmental context

Pakistan is among the 10 most disaster prone countries in the world. Drought, floods, earthquakes and landslides are among the key threats the country faces, with an estimated 136 million people (68 per cent of the population) vulnerable to the impacts of natural disasters.² With increasing urbanisation, population growth and environmental degradation, vulnerability is likely to increase as well.

The country must also prepare for the climate challenges that lie ahead. Although Pakistan's contribution to carbon emissions is among the lowest in the world, with an annual share of global CO₂ emissions of 0.67 per cent in 2020,³ it is ranked as the world's 8th most vulnerable country to the effects of climate change.⁴

Annual mean temperatures in Pakistan have risen over the last 50 years and the number of heatwave days per year has increased nearly fivefold in the last 30 years. By the end of this century, the annual mean temperature in Pakistan is expected to rise by 3°C to 5°C for a central global emissions scenario, while higher global emissions may result in an increase of as much as 4°C to 6°C.⁵

Similarly, the sea level along the Karachi coast has risen approximately 10 cm in the last century and is expected to rise by a further 60 cm by the end of this century, with potentially devastating effects on low lying coastal areas.

Under future climate change scenarios, Pakistan is expected to experience increased variability of river flows due to increased variability of precipitation and the melting of glaciers. This increases the risk of floods, while rising temperatures may result in water scarcity especially for irrigation.⁶

2.1.2 Socio-economic context

Already, the country loses approximately 1.16 per cent of GDP annually to natural and human induced disasters.⁷ With climate change, agricultural yields are expected to decline, affecting food security. While higher temperatures will increase energy demands, current

² CCAM-II Project Document (2021).

³ Our World In Data (2021), [Pakistan CO₂ Country Profile](#).

⁴ Germanwatch (2021), [Global Climate Risk Index 2021](#).

⁵ CCAM-II Project Document (2021).

⁶ CCAM-II Project Document (2021).

⁷ CCAM-II Project Document (2021).

power generation capacities are unlikely to meet increased requirements. Water availability for hydropower generation may decline and warmer air and water temperatures may decrease the efficiency of nuclear and thermal power plant generation.

Climate change impacts will affect infrastructure and livelihoods as well, particularly in coastal and mountain communities, and in water stressed areas. There are also increased risks to public health not only as a result of extreme heatwaves but also from the potential spread of vector borne disease.

These factors have the potential to slow down economic growth, undermining development gains made over the last three decades.

2.1.3 Policy context

The Government of Pakistan recognises the critical importance of adaptation and mitigation measures for climate change. This commitment was demonstrated nearly a decade ago in the country's National Climate Change Policy (2012), with the goal to achieve climate resilient development by mainstreaming climate change concerns throughout key sectors. The government's continued commitment to address climate change risks is set out in the updated National Climate Change Policy (draft 2021). Pakistan has also developed and submitted its Updated Nationally Determined Contributions (NDCs) document (2021). Both these documents were developed with the support of UNDP.

Pakistan has also developed a number of other policies and actions plans, as follows:

- Framework for Implementation of Climate Change Policy 2014-2030 (2013)
- National Water Policy (2018)
- Sustainable Energy For All National Action Plan (2018)
- Alternative and Renewable Energy Policy (2019)
- At the provincial level, Climate Change Action Plans (2021) have been developed for Balochistan, Khyber Pakhtunkhwa (KP), Punjab and Sindh, also with the support of UNDP.

2.2 Problems and threats addressed

Key areas of concern that the project seeks to address are as follows:

- **Energy scarcity.** The project aims to address Pakistan's severe energy crisis through the Sustainable Energy for All (SE4All) initiative. It has provided support to the Government of Pakistan in the development of the National Action Plan for SE4All (2018), which has been approved.

- **Water scarcity.** The ‘Innovative Approaches to Integrated Water Resources Management in Balochistan’ pilot project has been concluded and will be replicated in other parts of the province. Extensive research on the ‘Vulnerabilities of Pakistan’s Water Sector to the Impacts of Climate Change’ has also been conducted, highlighting actions that can be taken to address water scarcity in the country. UNDP will continue its partnership with private sector companies like Coca Cola for water conservation initiatives.
- **Climate refugees.** The project intends to work on the issue of climate refugees, as thousands of vulnerable communities migrate or plan to migrate from high-risk areas as a result of changing climatic patterns and dwindling natural resources, seeking livelihood opportunities.
- **Innovation and technology.** The project seeks to explore innovative solutions to manage climate related data and risk information at the country level, while leveraging technology to achieve national climate resilience objectives.
- **Waste management.** Pilot initiatives are being developed and discussions are underway with potential partners.
- **Tsunami risk preparedness.** The project has a two-pronged approach. It is building the capacity of national, provincial and district agencies through training and research to develop the necessary policy frameworks, working with the National Development Management Authority (NDMA), the Sindh and Balochistan Provincial Disaster Management Authorities (PDMAs) and the Pakistan Meteorological Department (PMD). At the same time, it is partnering with CSOs operating at the community level to provide disaster preparedness training and infrastructure in selected vulnerable communities in three coastal districts. Infrastructure development includes the designation of evacuation sites, construction of shelters and retrofitting selected buildings (schools, hospitals) against earthquake and tsunami risk.
- **Technical support.** The country needs large scale investments to address climate change risks. Pakistan’s climate change adaptation needs alone have been estimated to require an investment of between USD 7 billion and USD 14 billion per year. It is also of critical importance for the government to promote and invest in renewable energy. The government needs support in strengthening its technical and financial capacities to meet these emerging needs. The project is positioned to provide the required technical support to the MOCC, its partners and other key stakeholders, both to build institutional capacity and to assist in resource mobilisation.

2.3 Project description and strategy

2.3.1 Description

CCAM-II aims to provide assistance and support to the Government of Pakistan and other partners for environmental sustainability and increased resilience to climate change and natural disasters. It operates at the national, provincial and local levels, working to:

- Support the government in strengthening policy, advocacy and awareness on environmentally sustainable adaptive practices, disaster risk reduction (DRR) and sustainable energy
- Strengthen national and provincial capacities to adapt to climate change by mainstreaming climate resilience in key sectors and securing investment
- Build the capacities of key stakeholders, especially communities and partners, in the sustainable management of resources (energy, water, forestry, biodiversity, etc.).

The first phase of the CCAM project ran from 2013 to 2018. The second phase, CCAM-II, was launched in January 2019 and is currently in its third year of implementation.

The project is aligned with the UNDP Pakistan Country Programme Document (CPD) 2018-2022 and the United Nations Sustainable Development Framework (UNSDF) for Pakistan 2018-2022. It is also aligned with the priorities outlined in the National Climate Change Policy, National Disaster Risk Reduction Policy and the Sendai Framework for DRR.

2.3.2 Strategy

The project aims to contribute towards building resilience at all levels through a comprehensive and inclusive approach involving support to policy advocacy, capacity enhancement, technical support and empowering local communities. The project operationalises the main objectives of UNDP's strategy to build climate resilience by focusing on the following areas:

- Integrating climate resilient and environmentally sustainable policies into development plans and programmes in Pakistan.
- Increasing environment awareness through capacity enhancement at various government levels and by implementing pilot initiatives for biological and environmental preservation.
- Building resilience by providing risk information and strengthening disaster risk management.
- Addressing development challenges by creating livelihood and employment opportunities and working towards sustainable natural resource management.

- Protecting and empowering vulnerable groups and marginalised communities, particularly those who are likely to be the most severely affected by climate change impacts.

2.4 Implementation arrangements

CCAM-II is structured as an umbrella project encompassing different interventions with multiple implementing partners. The project is implemented through UNDP's direct implementation modality (DIM) in accordance with UNDP Programme and Operations Policies and Procedures. Overall decision making, including financial accountability, lies with UNDP.

2.4.1 Project Board

The board provides guidance and advice on policy and strategic matters, and oversees implementation. The Steering Committee is co-chaired by the UNDP Resident Representative with the Economic Affairs Division (EAD) and includes representatives from the relevant ministries and departments including the MOCC. The board meets annually but additional sessions may be called if needed.

2.4.2 Key implementing partners

The project is directly implemented by UNDP with the following responsible parties:

- Mountain and Glacier Protection Organisation (MGPO)
- NED University of Engineering and Technology
- Pakistan Meteorological Department (PMD)
- Pakistan Red Crescent Society (PRCS).

2.5 Main stakeholders

The main stakeholders of the project are as follows:

- National: Ministry of Climate Change (MOCC), National Disaster Management Authority (NDMA), Pakistan Meteorological Department (PMD)
- Provincial: Provincial Disaster Management Authorities (PDMAs) in Balochistan and Sindh
- Local: District Administrations of Gwadar and Karachi (Malir, West Karachi)
- NGOs/CSOs: Mountain and Glacier Protection Organisation (MGPO), Pakistan Red Crescent Society (PRCS), Rotary
- Academia: NED University of Engineering and Technology.

2.6 Project timing

The first phase of the CCAM project ran from 2013 to 2018. The second phase, CCAM-II, launched in January 2019, is now in its third year of implementation. It is expected to conclude in 2022.

3. FINDINGS

This section presents the key findings of the MTR. The analysis is based on the evaluation criteria and questions set out in the TOR (see Annex 1). Evidence sources for findings are shown in the footnotes throughout this section and elaborated in the evaluation matrix presented in Annex 4, where findings are discussed in greater detail and the strength of evidence for individual findings is provided.

3.1 Relevance and coherence

3.1.1 Project strategy

The overall project strategy is to strengthen government capacity for policy making and action on climate adaptation and mitigation, while simultaneously working with partners to implement community level pilots for adaptation and disaster risk preparedness, and supporting research and data collection.⁸ The project focuses on certain key thematic areas such as water, energy, waste management and tsunami risk preparedness.

Finding 1: The project approach is delivering important results, with key national and provincial policies and plans finalised and/or approved.⁹ The approach of implementing pilots to serve as demonstration projects for climate resilience and adaptation measures is also appropriate.¹⁰ There is a need to strengthen links with research and data collection to complete the loop of learning from pilots, knowledge from research and evidence based policy formulation.¹¹

For the policy piece, activities are based on an assessment of capacity gaps and the identification of areas requiring UNDP support.¹² The project has not provided evidence of a strategy underlying the selection of pilots in the current phase or any specific needs assessment/research to prioritise areas of urgent concern.¹³

Research is a necessary component of climate action and the project has supported research activities for tsunami risk assessment and preparedness.¹⁴ As with the selection of pilots, the project has not provided evidence of systematic needs assessments to guide

⁸ Document review.

⁹ Policy review.

¹⁰ Key informant interviews (KIIs) with civil society organisations (CSOs).

¹¹ KII with provincial department representative.

¹² Document review, KIIs with government representatives.

¹³ Document review.

¹⁴ Document review, KII with research partner.

research priorities or shown how research feeds into community level pilots or policy actions.¹⁵

Finding 2: The project has identified key thematic areas of work based on the context set out in the project document. Criteria for prioritisation of themes selected for project implementation are not clearly defined.¹⁶

As noted above, key thematic areas identified by the project are: energy scarcity, water scarcity, climate refugees, innovation and technology, waste management and tsunami risk preparedness. Work on some thematic areas is ongoing or has been completed (energy, water, tsunami risk preparedness) or is in the planning stages (waste management).¹⁷ There does not appear to be any activity on two thematic areas: (i) climate refugees and (ii) innovation and technology.

Technical support is listed as a thematic area although it is a means to operationalise the overall project strategy with respect to engagement with national and provincial governments and agencies and as such should not be included as a thematic area. For further comments, see the evaluation matrix presented in Annex 4.

3.1.2 Project design

Finding 3: CCAM-II has been a good fit with the wider UNSDF (Outcome 6) and the CPD (Output 6.2 and Output 6.3).¹⁸ By tackling policy development it has supported the Government of Pakistan in meeting its key climate change related commitments.¹⁹ It is likely to remain aligned with UNSDF and UNDP strategic objectives in the future.

The project brings together catalytic support to the government, technical expertise and support in policy formulation, providing necessary advancement in leading the work related to climate change adaptation and mitigation in Pakistan. As an umbrella project, CCAM-II is designed to ensure UNDP Pakistan's visibility in taking forward the national climate agenda and contribution to global objectives under climate change. The project is strategically positioned to give an added advantage to UNDP among development players as the partner of choice for the government on climate change and DRR. Discussions with government representatives highlight alignment of the project with the government's own policy priorities.

CCAM-II has complemented the work of sister UN agencies in operationalising the UNSDF outcome on resilience by providing a direct connection to the MOCC, updating its policy

¹⁵ Document review.

¹⁶ Document review.

¹⁷ Document review, KII with CSO partners, KII with project team.

¹⁸ Document review.

¹⁹ KII with ministry representative.

framework and focusing on the community experience of DRR. Through its policy support the project also harmonises the three thematic threads of ECCU work, namely (i) glacial outburst flood reduction, (ii) sustainable energy for all and (iii) ecosystem protection.

The project is aligned with the focus area of 'climate promise' which will continue to influence and inform priority areas for the UNDP corporate strategy, specifically its emphasis on the inclusion of vulnerable groups. Alignment with and contribution to this has further scope of expansion as work on plastic waste (circular economy) with corporate partners (Coca-Cola Foundation) matures and lessons from the tsunami risk preparedness work (adaptation and resilience) are applied to develop a climate resilience framework and practice for Pakistan. Moreover, work on climate finance and emphasis on the inclusion of vulnerable groups in project design are also relevant to the climate promise.

Finding 4: The project objectives and design are informed by climate change needs and government priorities in relation to adaptation and mitigation at both the national and provincial levels.²⁰

UNDP Pakistan has an understanding of Pakistan's climate vulnerability and the need for adaptation and mitigation, as well as of the policy and institutional context. The project document draws a straight line from situation analysis to project objectives which aim to improve policy responsiveness around and build awareness and capacities for resilience.

The project identifies opportunities to respond to and capitalise on government priorities, most notably the SNC and biennial reporting along with other international commitments.

The project has supported the government in responding to national priorities while also placing it on track to meet its global environmental commitments. Government stakeholders at the national level and most provincial government informants confirm that the project is responsive to national priorities with respect to climate change adaptation and mitigation, efforts to reduce carbon emissions, climate risks, and the socio-economic and environmental vulnerability of rural populations to these effects. Stakeholders consulted also demonstrate a good degree of national ownership of the project and of the collaboration with the MOCC, NDMA and provincial government institutions. The project is deemed to be a national effort that involves institutions and organisations associated with climate change adaptation and mitigation. Provincial stakeholders discuss the need to tweak some interventions to be more responsive to hazards and disasters more directly related to climate change.

²⁰ Document review, KII with ministry representative, KII with provincial department representative.

Finding 5: The project has taken an appropriate multi-stakeholder approach to identifying and engaging relevant and diverse stakeholders across its capacity building and policy engagement workstreams.²¹

The project has engaged a diverse set of relevant interlocutors through a range of activities aligned to each type of stakeholder: government officials (through policy engagement, training of officials), district government officials involved in the delivery of DRR (through training), and community members (through technical mentoring and training).

A multi-stakeholder approach is well suited to the national and provincial policy and institutional context. Disaster risk management and environment (including climate change) are provincial subjects, with relevant agencies operating at the federal level as well. Climate resilience and adaptation require community involvement. There is a clear need for the project to expand the scope of its multi-stakeholder approach to engage with a wider range of stakeholders from both the government and civil society on climate and disaster preparedness. At the provincial level, some initiatives are mature enough to explore deeper engagement with the project going forward.

Finding 6: A rearticulation of the project theory of change (TOC) will help to more clearly define levels of change, change pathways, assumptions and risks so that the TOC is set out as a causal framework leading to the outcome as the desired change, where solution or change pathways (outputs) contribute to that outcome.²²

The project design is supported by a TOC set out in the project document. It is important for the TOC to clearly define the desired change. The project TOC gives the development challenge (impact level result) but does not give the change to which the project plans to contribute (outcome level results).

Usually the practice is to place the desired change at the outcome level to clearly define causal links in the solutions proposed. This allows the TOC to refine solution pathways as interconnected and mutually reinforcing, collectively contributing to the desired change.

For example, the current solution pathway is “Increased institutional and community level capacities to deal with impacts and recover from climate change and disasters.” This statement, shown in the TOC as a solution pathway, is not a solution. It can however be refined to express the desired change. The above solution pathway is supported with a secondary level solution pathway, “Promoting policy and legal instruments at the institutional level and instilling viable adaptation and mitigation practices in high risk populations.” The statement gives two distinct solutions, one aimed at supporting policy and legal instruments

²¹ Document review, KII with project staff.

²² Document review, KII with CSOs, KII with provincial department representatives.

for adaptation and mitigation, and the other supporting adaptation and mitigation practices at the community level. For a clearer understanding of the level of change and causal pathways, as is intended in a TOC, the two solutions should represent two separate pathways. This will allow for the project to identify clear and distinct actions (causal pathways) and to appropriately mark the interconnectedness of the actions.

The project TOC aims to present a well integrated set of actions (causal pathways). However, in the current iteration the causal links are not clearly shown. This lack of clarity in the TOC has also affected project implementation, which is not well integrated at the level of actors in the field.

The schematic of the TOC in the project document is facilitated by a narrative that starts with elaborating the assumptions. These are in fact the change pathways (or solution pathways), as they represent if/then relationships between actions and outputs. Assumptions are statements of context relevant realities that can disrupt an action or change the course of a set of actions, hindering desired change.

3.1.3 Results framework

Finding 7: It is necessary to capture in the project RF the intermediary stages of learning from pilots going into policy development to tell the story of the project's contribution well. The RF currently does not effectively unpack these intermediary stages such as key collaborations, critical support provided or the effective leveraging of relationships.²³

An RF sets out how project objectives will be achieved and shows how achievements will be measured over time. The RF is the basis for managing a programme's performance, guiding M&E and informing programme refresh or redesign.

The CCAM-II RF has 2 outputs and 7 output indicators supported by yearly targets. The RF is aligned with the UNSDF and as such the outcome is captured in the UNSDF resilience output (Output 6). The project RF therefore has no outcome indicator. Progress towards outcome statements is currently evidenced through progress on UNSDF indicators. Upon reviewing the UNSDF indicator, it appears that RF Indicator 1.1 duplicates UNSDF Indicator 6.2. An output is a tangible service or product that the project delivers; a government policy is not a product that a project delivers but only a product to which the project contributes, making a policy an outcome level result.

Detailed comments on the RF are set out in Table 3 below. The RF provided in the signed Project Document (2019) is reproduced in Annex 5.

²³ Document review, written inputs from project staff on RF.

Table 3: Results framework indicators and coherence*

Output 1: Increased institutional capacity of government and key stakeholders to address climate change and disaster risk reduction	
Indicator	Remarks
1.1 Number of CC policies/plans/strategies developed and implemented at national and provincial levels	Duplicates UNSDF Outcome 6/CPD Outcome 2 Outcome Indicator 6.2.
1.2 Extent to which disaster and climate risk management is integrated in key sectors such as development planning, environment, water resource management, health, and education Scale: 1 = Not at all, (0%) 2 = To a very partial extent (up to 20%) 3 = To some extent; (21-50%) 4 = To a significant extent; (51-85%) Baseline: Scale 2 Target: Scale 4	Climate risk and disaster risk should be defined and assessed separately. Integration assessed through availability of sector-specific plans. 'Key sectors' not specified, making percentage calculation non-measurable. It is therefore unclear how the number of different themes discussed feeds into outcome level change. Scale-based criteria require benchmarks. Scale not useful unless sectors specified and locked (no denominator, see above). This is a judgement-based scale, with "extent" being measured which is not an objective criterion.
1.3 Extent to which data is collected including detailed geographical coverage and disaggregation (gender, vulnerable groups, youth) Scale: 1 = Not adequately 2 = Very partially 3 = Partially 4 = Largely	Indicator needs to be refined to clarify who is collecting this data. If it is a reference to government data collection capacities, that should be specified here. This indicator is also scale-based but it is not clear what criteria are used to decide benchmarks and determine progress.
1.4 Number of national and subnational stakeholders (government depts such as NDMA, PDMA, DDMA, PMD, PRCS; also CBOs, academic institutions) in districts of Sindh and Balochistan have increased capacities on tsunami risk reduction	The output is "Output 1: Increased institutional capacity of government and key stakeholders to address CC and DRR" — which is the result of programme activities. The indicator 1.4 repeats the output statement of increased capacities without introducing any measurement criteria for capturing increased capacities.
Output 2: Improved measures towards CC adaptation and mitigation which promote sustainable use of natural resources and include DRR	
2.1 Number of relevant stakeholders and institutions benefiting from UNDP thematic interventions (a) number of stakeholders benefiting from provision of clean drinking water (b) number of stakeholders benefiting from provision of energy access (c) number of institutions benefiting from improved financial mechanisms	Ideally, indicators should be disaggregated not just by thematic intervention but also according to the (i) CC adaptation, (ii) CC mitigation and (iii) DRR aspects of the programme's work in order for results to have more clarity. Programme will benefit from refining (expanding) this indicator to include the full range of thematic interventions (e.g., tsunami and earthquake risk reduction and preparedness, waste management, etc.). For (c), it is not clear what criteria have been used to measure benefit or improvement. If

	<p>“improved financial mechanisms” is a reference to climate budget tagging, that activity should be specified in the indicator.</p> <p>The indicator has no metric for inclusion of gender, vulnerable groups and youth.</p>
2.2 Number of social service facilities (education, health) capacitated (through training and DRR planning) to withstand tsunami and earthquake risks in selected communities of 3 selected coastal districts of Sindh and Balochistan	The indicator combines inputs (training, DRR planning) with results (capacity to withstand tsunami and earthquake risks).
2.3 Number of gender sensitive and disabled friendly structural tsunami risk mitigation interventions (mangrove plantations, tsunami resistant model structures, tsunami evacuation sites) in 3 selected coastal districts of Sindh and Balochistan	<p>Gender integration as cross cutting issue should not be a separate indicator, inclusion should be part of the metric for all indicators on preparedness.</p> <p>As a separate indicator, the hierarchy from indicators to output and results chain is not clear.</p>
* For the RF provided in the signed Project Document (2019), see Annex 5.	

From a results-based management (RBM) perspective, for coherent programme design and a robust results chain (each output or result deriving logically from the previous input), it is imperative at the design level for the TOC and RF to be aligned. As noted above, the project TOC does not set out clearly defined levels of change (starting with problem identification and linking this to change pathways and desired change). As a consequence, the TOC is not fully integrated with RF outcomes, outputs and indicators. A realignment between the RF and TOC is required.

3.2 Effectiveness

3.2.1 Progress towards results

Finding 8: At the output level, the first output has shown promising results. The tsunami project has done well on activity level progress but results on some key deliverables awaits government approvals/partner agreements.²⁴

- **Indicator 1.1: Number of climate change policies/plans/strategies developed and implemented at national and provincial levels**

The project has made good progress on the development of national and provincial climate change policies and action plans. Key achievements include submission of the revised NDC report in time for COP 26 and the approval of the updated National Climate Change Policy, as well as preparation of draft provincial Climate Change Action Plans. With respect to provincial action plans, the project is currently in dialogue with the respective provincial

²⁴ Document review, KII with provincial department representative, KII with ministry representative, KII with project staff.

governments on a prioritisation exercise. The project has also supported policy research both to inform and to operationalise climate change related policies. Overall the project is on track to achieve desired progress on this indicator.

- **Indicator 1.2: Extent to which disaster and climate risk management is integrated in key sectors (development planning, environment, water resource management, health, education, etc.)**

To date, the project has worked primarily with water resource management, from among the sectors identified. For education and health, other than water purification (under water resource management), and school and hospital safety plans (under DRR), there is not a lot of progress on integration. The project has also provided support for the development of a water sector vulnerability report. The project will need to increase momentum to achieve desired results in the remaining project period. However, there is a good framework available for the project to do so under the updated NDCs. New sectors identified in NDC 2021 for coordination and policy integration on adaptation and mitigation include blue carbon ecosystems, health, waste, water, sanitation and hygiene, air pollution, gender, and youth.

- **Indicator 1.3: Extent to which data is collected including detailed geographical coverage and disaggregation (gender, vulnerable groups, youth)**

The project is collecting disaggregated data on beneficiaries of tsunami preparedness training and water resource management pilots. However, work on developing systems of data collection on geographical coverage and on disaggregation for the government has made limited progress. It is unlikely that the project will be able to develop systems for the government to access the desired level of disaggregated data in the remaining period of the project. For gender and youth there is a good framework available for the project to find impetus under the updated NDCs since gender and youth are included in the new sectors identified in NDC 2021 for coordination and policy integration on adaptation and mitigation.

- **1.4: Number of national and subnational stakeholders (government depts, CSOs, academic institutions) that have increased capacities on tsunami risk reduction**

Training activities under the tsunami risk reduction initiative involve relevant stakeholders including the PDMA, DDMA, PMD, PRCS and local CSOs in Balochistan and Sindh. It is not possible to assess progress as this is an input based indicator and targets are not clearly defined.

- **Indicator 2.1: Number of relevant stakeholders and institutions benefiting from UNDP thematic interventions**

The project has met its targets on the number of beneficiaries as reported. However, disaggregation is by gender only. Therefore, the project commitment to 'leave no one behind' cannot be assessed. There is no clear target on the number of institutions, making progress on this indicator difficult to assess.

- **Indicator 2.2: Number of social service facilities (education, health) capacitated (through training and DRR planning) to withstand tsunami and earthquake risks**

The project has made progress on community disaster risk management plans. Discussions show that work to operationalise these plans and to designate responsible parties (e.g., district government, CSOs) is the logical next step. Activities with schools and health centres was sidetracked as a result of the Covid-19 pandemic. Some work with schools has been conducted and progress is being made. Given the otherwise healthy momentum of the tsunami related intervention, targets set for the project can be met by the end date.

- **Indicator 2.3: Number of gender sensitive and disabled friendly structural tsunami risk mitigation interventions**

Model structures are under construction. Plans do identify special needs and it is expected that the target can be met within the remaining project duration.

A summary of progress on results is presented in Table 4 below.

Table 4: Progress on results	
Output 1: Increased institutional capacity of government and key stakeholders to address CC and DRR	
Indicator	Progress*
1.1 Number of CC policies/plans/strategies developed and implemented at national and provincial levels	On track
1.2 Extent to which disaster and climate risk management is integrated in key sectors such as development planning, environment, water resource management, health, and education	Delayed
1.3 Extent to which data is collected including detailed geographical coverage and disaggregation (gender, vulnerable groups, youth)	Not achieved
1.4 Number of national and subnational stakeholders (government depts such as NDMA, PDMA, DDMA, PMD, PRCS; also CBOs, academic institutions) in districts of Sindh and Balochistan have increased capacities on tsunami risk reduction	Target not clear
Output 2: Improved measures towards CC adaptation and mitigation which promote sustainable use of natural resources and include DRR	
2.1 Number of relevant stakeholders and institutions benefiting from UNDP thematic interventions (a) number of stakeholders benefiting from provision of clean drinking water (b) number of stakeholders benefiting from provision of energy access (c) number of institutions benefiting from improved financial mechanisms	On track
2.2 Number of social service facilities (education, health) capacitated (through training and DRR planning) to withstand tsunami and earthquake risks in selected communities of 3 selected coastal districts of Sindh and Balochistan	On track
2.3 Number of gender sensitive and disabled friendly structural tsunami risk mitigation interventions (mangrove plantations, tsunami resistant model structures, tsunami evacuation sites) in 3 selected coastal districts of Sindh and Balochistan	Delayed
Progress assessment key:	
Achieved	Target has been met
On track	Target likely to be achieved
Delayed	Momentum needs to be increased
Not achieved	Target unlikely to be met

3.2.2 Progress towards outcomes

Finding 9: Training and technical mentoring of stakeholders at the community level has contributed to increased knowledge on protection and preparedness. There is need to invest further in capacities, and additionally in equipment and safety nets to help communities be more resilient.²⁵

Meetings with community members highlight the importance of training and technical mentoring by CSO staff.²⁶ Respondents comment on the good quality of training, noting its interactive format and focus on practical applications. Provincial government representatives interviewed also comment on the quality and responsiveness of training.

Communities are proactive in identifying key needs for disaster preparedness, which can be used to inform implementation. These include (i) organised community unit for search and rescue, (ii) additional training for search and rescue, (iii) provision of basic equipment such as jackets to improve community readiness and response, and (iv) mechanisms for compensation in the case of damage to or loss of assets through instruments such as disaster insurance.

Finding 10: The project's contribution to policy outcomes is well recognised. The project has provided catalytic support that has enabled policy interventions even in areas where the project may not provide direct technical assistance.²⁷

The project has been able to support a number of key policy level outcomes for the government at the national and provincial levels. These include the National Water Policy (2018), Sustainable Energy for All National Action Plan (2018), Renewable and Alternate Energy Policy (2020), National Climate Change Policy (2021), and Nationally Determined Contributions (2021) report. Support is ongoing for the development of the National Adaptation Plan (2021), while draft provincial action plans (2021) have also been prepared.

The project has provided technical resources to the MOCC which helped it in developing project proposals that generated additional financing of approximately USD 111 million (GLOF USD 37 million, ADB for BRT Karachi USD 49 million, FAO for Climate Agriculture USD 35 million), creating space for policy impact for the MOCC.

Finding 11: Effectiveness in bringing about outcome level change for climate resilience, adaptation and mitigation stands to gain from the development of synergies between pilot interventions, capacity building and policy engagement.²⁸

²⁵ KIIIs with CSOs, KIIIs with community members/trainees.

²⁶ No meetings arranged with community level beneficiaries in water management projects.

²⁷ KIIIs with ministry representatives.

Currently the project is focusing on individual interventions and products. For coordination as well, structures (other than the Project Board) respond to particular workstreams. There is no visible formal system for cross fertilisation of ideas and learning across workstreams. This results in learning from pilot interventions not finding a way into policy formulation and policy prioritisation in a systematic manner. A more systematic engagement across workstreams will help the project identify systemic issues more clearly and help in addressing such issues more effectively. It would also help the project in prioritising future investments in research, at the policy level and for pilot interventions.

Finding 12: Achieving a level of complementarity and mutual reinforcement between project workstreams on the wider issue of climate resilience and DRR requires increased engagement across different partners.²⁹

The project has not achieved a critical mass of activities in support of issues related to climate resilience. However, there are partners that have a clear understanding and experience of holistic approaches to climate resilience. Learning and experience from these partners should be used to inform the project's work, and to deepen engagement in key areas of focus in the remaining period of the project and in any subsequent phases, as follows: (i) include climate related disasters, (ii) expand disaster preparedness activities to include disaster recovery, and (iii) broaden the definition of resilience for more robust interventions.

3.3 Efficiency

3.3.1 Management arrangements

Finding 13: The project has good coordination structures at different tiers of operation.³⁰ There should be better horizontal and vertical integration of these structures.

As mentioned above, the project is implemented through UNDP's direct implementation modality (DIM) in accordance with UNDP Programme and Operations Policies and Procedures. Overall decision making, including financial accountability, lies with UNDP. Strategic direction is provided by the Project Board, which also approves work plans. Due to the nature of the project, there are coordination structures and working groups at the provincial and district levels as well.

The working groups are important for the approval of community level plans and activities in the tsunami project. In the water project, there is no formal working group but government

²⁸ KIIs with CSOs, KII with ministry representative, KIIs with provincial department representatives.

²⁹ KIIs with CSOs, KII with provincial department representative.

³⁰ KIIs with CSOs, KII with project staff.

and other stakeholders are invited to inception workshops to take all relevant parties on board. However, learning from field level groups is not filtered through well enough to the provincial level. Similarly, while provincial government departments are represented in the Project Board, there is a need to further strengthen federal to provincial coordination.

Finding 14: UNDP is well regarded as a partner but its procedures are at times considered cumbersome.³¹

During interviews with CSO partners and government representatives, the quality of support provided by UNDP has been appreciated across the board. However, it is observed that processes and paperwork are often disproportionately detailed compared to the task at hand. There are also delays reported by government representatives due to inter agency (two or more UN agencies) incompatibility of process. On the other hand, it has been emphasised that technical assistance is timely and that UNDP Country Office support remains essential.

Finding 15: Team composition and strength appear to be adequate for current project requirements, with the main CCAM-II team based in Islamabad and a dedicated tsunami project management team based in and operating out of Karachi.³²

As shown in the organisational structure chart included in the Annual Work Plan (2021), the project team consists of the following members based in Islamabad:³³

- Programme Officer
- Research and Reporting Officer
- Technical Specialist
- Admin and Finance Assistant (CPEIR) Project
- Admin and Finance Associate (UNEP) Project
- Administrative and Finance Associate
- Monitoring and Reporting Associate
- Driver and Office Assistant
- National UN Volunteer.

The project tsunami team in Karachi consists of the following members:

- Project Manager
- Administrative and Finance Associate
- Monitoring and Evaluation Officer.

³¹ KII with private sector partner, KII with CSO.

³² Document review, KII with project staff.

³³ Information based on project organisational structure as shown in the CCAM-II Annual Work Plan 2021.

The work of the CCAM-II team is overseen by the Assistant Resident Representative ECCU-UNDP.

3.3.2 Work planning

Finding 16: The project has detailed decentralised planning which works well for interventions in real time and on the ground. The consolidated Annual Work Plan is less detailed, which limits its use as a planning tool.³⁴

As noted above, CCAM-II is structured as an umbrella project encompassing different interventions with multiple implementing partners. Various partners ranging from UN agencies to local level CSOs develop their individual work plans which are shared with UNDP. Although the project develops a consolidated annual work plan, project work planning does not follow the conventional process of the annual work plan guiding project implementation. It appears that day-to-day implementation and recalibration of activities is guided by partner work plans. While this practice is adequate for work planning at the activities level, and to some extent the output level, the project will require a recentring of work planning to ensure that work is relevant for and contributes to overall outcomes. For example, the project TOC and RF become sidelined when work planning becomes too decentralised without adequate percolation upwards for realignment with project design. A mechanism for collective review and recalibration of a consolidated annual work plan should be part of the project implementation and M&E structure. This would help streamline a number of issues, and allow different partners to better understand their role in the bigger picture, enabling them to more effectively plan and report on the 'so what?' of the project.

3.3.3 Finance and co-finance

Finding 17: The project has adequate co-financing available from different partners, though the project is not fully funded yet and financing in most cases is tied to specific activities, which means the project has limited flexibility on reallocating funds for activities to address emerging priorities.³⁵

At the time of writing the MTR, the project has secured around 87 per cent of the total budget (USD 8.35 million). Money from the Adaptation Fund to the tune of USD 1.5 million is forthcoming but has not yet hit UNDP accounts. The project therefore is on track to be fully funded.

Additionally, the project is in negotiation with a private sector financial partner for a new waste management intervention in South Punjab. UNDP has also signed a memorandum of

³⁴ Document review, KII with CSO, KII with project staff.

³⁵ Written input from project staff on financials.

understanding (MOU) to partner on potential bilateral financing on energy. If secured, these partnerships will extend beyond the current duration of the project. (For details on the main cost drivers of the project, see Annex 6.)

3.4 Sustainability

Finding 18: All project partners and stakeholders have the will to take work forward but have expressed the need for continued support to fill some crucial gaps before the work can be reasonably sustained beyond project support.³⁶

Stakeholders and partners generally have the will to take work forward. The capacity required to convert will into practice varies across partners. For example, with new international mechanisms and national needs for adaptation and mitigation, the MOCC requires continued support to ensure that initiatives are sustainable in the long term. Similarly, the PMD requires in-house expertise to expand training on software use while PMD Sindh requires project implementation (equipment, software, training) to be completed.

Meanwhile, PDMA Sindh is replicating activities initiated under CCAM in other areas and with other funding sources, including the National Disaster and Risk Management Fund (NDRMF) and the Government of Sindh, which complements project activities and increases the likelihood of sustainability for activities across the province. However, PDMA Sindh also requires project implementation (installation of tsunami early warning equipment) to be completed.

Communities, as mentioned above, point to key requirements to ensure that interventions are sustainable. CSO partners overall have the capacity and will to continue the work initiated by the project but require funding support to create a critical mass of activities. Some have been able to access new sources of funding through results demonstrated under this project which is good sign for continuation and sustainability.

3.4.1 Financial risks to sustainability

Finding 19: The project will need to capitalise on some of the potential financial options currently in negotiation to ensure support in the medium term and to make sure the investments made remain sustainable in the longer run.³⁷

With financing at 87 per cent to date, there does not appear to be any immediate financial risk. However, for continuation of the project, the partnerships currently in negotiation will be critical. Moreover, fiscal space for the government is likely to be under increasing pressure

³⁶ KII with community members, KII with provincial department representatives, KII with ministry representative, KII with CSOs.

³⁷ Document review.

with the International Monetary Fund (IMF) package the country is currently pursuing. This would mean that continued technical support to the MOCC and other relevant government stakeholders is critically important for Pakistan to continue to meet national and international climate change related priorities and commitments.

3.4.2 Socio-economic risks to sustainability

Finding 20: The project will need to further invest in communities to avoid socio-economic risks to sustainability.³⁸

While the project has engaged communities in adaptation efforts, the pace and scale of the engagement is far slower than is needed to manage rising levels of climate risk. In other words, climate risks are here today whereas interventions like CCAM-II, ostensibly, are preparing them for the future.

In work with communities, including pilot initiatives and tsunami preparedness, efforts to date must be reinforced to allow interventions to be sustainable, replicable and scalable.

3.4.3 Institutional framework and governance risks to sustainability

Finding 21: The project has to deepen engagement with coordination structures at the provincial and district levels to increase their utility for the government and other stakeholders ensuring continuity beyond project support.³⁹

There is a good degree of commitment and ownership of the project by the government at the senior leadership and MOCC team levels.

From the inter-institutional and governmental sustainability perspective it is also important to take advantage of coordination structures at the district and provincial levels for furthering project outcome level contributions. These structures should be institutionalised beyond this specific project.

3.4.4 Environmental risks to sustainability

Finding 22: The project needs to continue investing in community infrastructure from a multi-hazard perspective to ensure that investments are relevant to ongoing as well as emerging needs, and to minimise environmental risks to investments.⁴⁰

³⁸ KIIs with community members.

³⁹ KIIs with CSOs, KII with project staff.

⁴⁰ Document review, KII with provincial department representative.

All activities contribute to the achievement of project objectives and therefore improve sustainability. One such example is the water replenishment pilot, where the corporate partner recognises the project area as water positive after the series of interventions.

3.5 'Leave no one behind'

Finding 23: Current disaggregated data collection efforts are a good start but more systematic and comprehensive data collection is required for more meaningful application of data in project implementation and future planning.⁴¹

Gender disaggregated data is collected from implementing partner CSOs to ensure participation of women in planning and as beneficiaries. Data on youth engagement is also provided by implementing partners. No data is provided on other vulnerable groups or persons with disabilities. It is worth noting that the use of data is exclusively for reporting purposes. There is no evidence that data is collected for other reasons, such as to identify project priorities, improve implementation or feed into future strategy.

3.6 Project level monitoring and evaluation systems

Finding 24: There is need for better coherence across project M&E frameworks and tools, to help capture results effectively and provide evidence to inform project activities, allowing the project to learn and adapt, and to ensure continued relevance of activities.⁴²

The project document has a monitoring, evaluation and learning (MEL) plan and the project also shared reports of periodic monitoring visits. However, the MEL plan missed three crucial elements that can provide additional value: (i) explicitly integrating learning into monitoring and evaluation, (ii) collecting information and data on outcome level indicators (i.e., not restricting regular reporting to activities and outputs), and (iii) direct beneficiary feedback tools.

3.6.1 Reporting

Finding 25: The project has good output based reporting but needs to emphasise outcome relevance and contribution.⁴³

Reports are not consistently aligned with the RF and do not summarise results against outcome and output statements and indicators clearly or at all. This has resulted in the listing of activities which is narrative and output focussed rather than drawing out outcome results.

⁴¹ KIIs with CSOs, written inputs from project on beneficiaries, KII with project staff.

⁴² Document review.

⁴³ Document review.

Moreover, since the TOC has crowded out mutual reinforcement of activities, it is difficult for the project to report on the 'so what?' component of the results.

3.7 Stakeholder engagement

Finding 26: The project has a diverse partnership landscape for delivering results. The interconnectedness and integration of partners across activities and outputs needs to be strengthened.

The project document identifies coordination, networking and partnerships as a theme. The schematic included in the TOC shows engagement of ecosystem actors for better coordination. The project's approach to stakeholder engagement to date falls short of a fully integrated approach in all activities, thereby missing opportunities to leverage pilot initiatives and connect stakeholders for the benefit of communities, for example by expanding on the engagement between provincial government stakeholders, CSOs and community groups. The project can also strengthen the community groups already established and groups organised across districts to directly engage with district authorities for more effective and sustainable engagement. However, the emphasis is on results in all efforts, perhaps at the cost of wider engagement.

3.8 Communications

Finding 27: The project develops a number of communications materials in multiple formats to highlight project activities and success stories, which require wider dissemination.⁴⁴

The formats selected for external communications include press releases, blog posts and success stories. Recent examples of success stories in particular are well produced with high quality professional photography and well-written text (photo essays). It is not clear whether these stories have been widely disseminated, for example in mainstream news publications and platforms not owned by UNDP. While the project does not require external communications in order to achieve its objectives, communicating achievements and successes will increase UNDP Pakistan's public profile as well as that of its partners. Interviews with corporate sector partners also highlight the need to strengthen external communications in order to publicise project achievements more widely.

⁴⁴ Document review, KII with private sector partner.

4. CONCLUSIONS AND RECOMMENDATIONS

4.1 Conclusions

1. CCAM-II has had particular success in building a critical mass of policy engagement activities around its core work of supporting climate change adaptation and mitigation and, as a result, in achieving outcome level change in the delivery of climate resilience.
2. By comparison, the design of activities that address experimentation and learning through pilot interventions has been less strategic. This stems in part from the project design, especially the inability of the RF to articulate and measure linkages and stages between pilot interventions and policy change.
3. The project has had reasonable success in taking forward the resilience agenda from a disaster preparedness perspective. Building on this and its long term relationship of trust with the MOCC, UNDP has the opportunity to be a thought leader in climate resilience in Pakistan.
4. The Gender Mainstreaming Actions and Potential Targets, and Youth Perception Survey are important entry points for the project to further engage with the government on 'leave no one behind' in climate resilience.
5. Work on integrating climate resilience into sectoral plans has yet to gain momentum. The MTR recognises that engagement with government officials and some activities were also hampered due to Covid-19 restrictions. The project will need to recalibrate its targets for integration in light of the current pace.
6. External communications is a need identified by corporate partners. While the project does not require external communications in order to achieve its objectives, communicating achievements and successes will increase UNDP Pakistan's visibility as well as that of its partners.
7. All project partners and stakeholders have the will to take work forward but have expressed the need for continued support for some crucial gaps to be filled before the work can be reasonably sustained beyond project support.

4.2 Recommendations

The recommendations of the MTR are divided into two sections. The first section (short term) provides recommendations to inform project implementation for the remaining duration of the current phase. The second section (medium term) highlights key issues to keep in

mind when planning for a possible next phase of implementation and provides forward looking recommendations that are intended to serve as a starting point for the project to determine the scope of its activities in the future.

4.2.1 Short term (6 months to 1 year)

1. Review the project TOC, particularly change pathways, to clarify the results chain and outcomes sought. Refine indicators to remove duplication and clarify the difference between outcomes and outputs. Ensure alignment between the TOC and RF for more clarity on the project strategy and the manner in which outcomes sought are to be monitored, tracked and achieved.
2. Develop a work plan narrative to tie together thematic threads and activity level details, and to capture synergies from different workstreams, project partners and responsible parties. This will help to recentre the work plan as the driver for implementation.
3. Develop a comprehensive value added MEL plan incorporating the following elements: (i) direct beneficiary feedback tools, (ii) systems and tools to collect information and data on outcome level indicators (i.e., not restricting regular reporting to activities and outputs), and (iii) explicitly integrating learning into M&E.
4. Conduct climate and disaster vulnerability risk assessments related to gender, vulnerable groups and youth (see Finding 23 on gender disaggregated data).

4.2.2 Medium term (1 to 3 years)

5. Continue support provided under CCAM-II to fill critical gaps identified by project stakeholders. This support will be essential to consolidate the gains of the project in the current phase and help UNDP position itself better as the emphasis on climate resilience increases in Pakistan.
6. Refine the criteria for selection of thematic areas to focus on fewer, more strategic workstreams so as not to dilute the project's impact in adaptation and resilience related work, particularly if UNDP seeks to emerge as a key player and thought leader on climate resilience in Pakistan.
7. Define clearly in the project strategy the way in which different workstreams are expected to interact to bring about outcome level change. This should also be reflected in TOC causal relationships. RF indicators should capture the intermediate level of change to better document output results and contribution to outcome level change.

8. Expand the scope of activities supported for strengthening community level climate resilience, moving towards climate proofing of community infrastructure (e.g., sea walls) and the protection of local livelihoods and assets (e.g., social protection, disaster insurance).

ANNEXES

Annex 1. MTR TOR

Provided in the PDF version of the report.

UNDP Midterm Evaluation
National Consultant - Terms of Reference
Project: Institutional Support to Climate Change Adaptation and Mitigation-II

1. Background and context

This is the Terms of Reference (ToR) for a National Consultant for the UNDP Midterm Evaluation (MTE) of the project titled “*Institutional Support to Climate Change Adaptation and Mitigation-II*” which is to be undertaken in 2021. The first phase of the project was from 2013-2018 and the second phase was aligned with the next CPD cycle i.e. from 2019-2022. Under the second phase, the project is now in its third year of implementation. This ToR sets out the expectations for this MTE.

Pakistan presently faces serious development challenges due to deteriorating state of environment, increasing pressure on natural resources and climate change. As per the global climate index, Pakistan ranks 7th most vulnerable country to the impacts of climate change. The annual mean temperature has increased by 0.5°C, over last 5 decades, with changes in the pattern of precipitation. The variability in climate and weather pattern has resulted in an increase in the intensity and frequency of disasters which is drastically undermining development in the country. Moreover, Pakistan’s economy remains highly vulnerable to likely future threats posed by climate change and multi-sectoral and holistic mitigation measures are required to be accorded high priority to mitigate these threats. The proposed project is aligned to the priorities outlined in the national climate change policy, national DRR policy, and sustainable development agenda, the Sendai Framework for DRR and most importantly UNSDF for Pakistan 2018-2022. The proposed project aims to provide assistance and support to the GoP and its partners in the field of environmental sustainability and increased resilience to climate change and natural disasters at national, provincial and local level through:

- Supporting the government in strengthening policy areas, advocacy and awareness on environmentally sustainable adaptive practices, disaster risk reduction and sustainable energy
- Strengthening national and provincial capacities to adapt to climate change by mainstreaming climate resilience in all key sectors and securing investment
- Building capacities of the key stakeholders especially the communities and partners in sustainable management of resources, i.e. energy, water, forestry, biodiversity etc.

The Climate Change Adaptation and Mitigation (CCAM) is an umbrella project which includes several initiatives that enable and promote policy implementation and institutional strengthening at the national and provincial levels. The CCAM project provides strategic support to ECCU’s portfolio through multiple initiatives. These initiatives are planned on yearly basis and reflect ECCU’s strategy to ensure UNDP’s visibility and contribution in taking forward the national climate agenda as well as in support of global objectives under climate change. Under this project, various important initiatives have taken place in 2020 such as Climate Change Policy update, NDC support programme through Climate Promise and Climate Action Enhancement Package initiatives, Water access projects with Coca Cola created new partnerships with Unilever besides pipeline initiatives under GCF and the Adaptation Fund.

In 2021, besides the continuation of ongoing activities and implementation of the NDC work in Pakistan, the project will be moving towards waste management initiatives in Islamabad, piloting plastic waste management in Rahimyarkhan, exploration of opportunities in Blue Economy, collaboration with USAID-RTI in energy sector, collaboration with CORE (private sector consortium) and development of Climate Change Action Plans in the provinces. These initiatives give an added advantage to UNDP among other development partners, demonstrate effective strategic planning and provide necessary advancement in leading the work related to Climate Change Adaptation and Mitigation in Pakistan.

The CCAM-II project has been instrumental in tackling water scarcity issue through pilot projects like ‘innovative approaches to Integrate Water Resources management in Balochistan’ shall be replicated in other parts of the province. The project has also explored innovative solutions to manage climate-related data and risk information on the country level, whilst leveraging technology to achieve national climate resilience objectives. The project has also worked closely with national, provincial and district governments for promoting policy and legal instruments and instilling tsunami risk preparedness. Prioritized building partnerships with grass-root organizations, academia, and research institutions, civil society as well as the private sector.

- The project has been concentrated in Islamabad Capital Territory, Karachi, South Punjab, Gwadar, Baltistan region in GB and various soft interventions are spread across Pakistan.
- The CCAM-II project has been pursuing various cross-cutting programmatic areas such as innovation, gender mainstreaming, building resilience of Persons with Disabilities, engagement of youth in climate change projects implementation, data collection under various important initiatives such as water, energy, electric vehicle etc.
- The MTE of the first phase of the project was conducted in 2016 therefore it is proposed that the project should be evaluated after the previous MTE was carried out i.e. from Jan 2017 till May 2021.
- It is expected that the MTE shall provide future direction to the project in terms of ECCU’s strategic and programmatic approach, planned and ongoing interventions, thematic opportunities and overall assessment of resources.

Contributing Outcome (UNSDF/CPD, RPD or GPD):

- **UNSDF/CPD Outcome 6 (2018-2022):** By 2022, the resilience of the people in Pakistan, especially key populations, is increased by addressing natural and other disasters, including climate change adaptation measures and the sustainable management of cultural and natural resources
- **CPD Output(s): Output 6.3 (2018-2022):** 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.
- **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.)
- **CPD Outcome (2013-2017):** Vulnerable populations benefit from improved sustainable environmental management practices, including climate change mitigation and adaptation
- **CPD Output (2013-2017):** Climate change adaptation and mitigation strategies and action plans developed and piloted at local level by federal and provincial governments, private sector, academia, and civil society including women groups.

Project Budget:

PROJECT/OUTCOME INFORMATION	
Project/outcome title	Institutional Support to Climate Change Adaptation and Mitigation-II
Atlas ID	00116110
Corporate outcome and output	2018-2022 <ul style="list-style-type: none"> • UNSDF/CPD Outcome 6: By 2022, the resilience of the people in Pakistan, especially key populations, is increased by addressing

	<p>natural and other disasters, including climate change adaptation measures and the sustainable management of cultural and natural resources</p> <ul style="list-style-type: none"> • CPD Output(s): 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. • 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.) <p>2013-2017</p> <ul style="list-style-type: none"> • CPD Outcome (2013-2017): Vulnerable populations benefit from improved sustainable environmental management practices, including climate change mitigation and adaptation • CPD Output (2013-2017): Climate change adaptation and mitigation strategies and action plans developed and piloted at local level by federal and provincial governments, private sector, academia, and civil society including women groups. 	
Country	Pakistan	
Region	Asia Pacific Region	
Date project document signed	May 13, 2019	
Project dates	Start	Planned end
	May 13, 2016	December 31, 2022
Project budget	Total Budget: USD 8,385,796 Available budget: USD 4,749,444	
Project expenditure at the time of evaluation	USD 1,563,721	
Funding source	UNDP TRAC: USD 551,100 GoJ: USD 3,709,386 GWC: USD 445,000 PIDSA: USD 36,843 Serena/ Pvt Sector: USD 7,115	
Implementing party¹	UNDP	

2. Evaluation purpose, scope and objectives

Scope and OBJECTIVES OF THE MTE

The MTE will assess progress towards the achievement of the project outputs and contribution towards the United Nations Sustainable Development Framework (UNDAF III)/Country Programme Documents (2013-2017 & 2018-2022) outcomes as specified in the Project Document and assess early signs of project success or failure and factors contributing to that with the goal of identifying the necessary changes to be made in order to set the project on-track to achieve its intended results. The MTE will also review the project's strategy. The evaluation will also review

the project's strategy with regards to its relevance, effectiveness, efficiency, impact, and sustainability of major interventions. Overall, the evaluation should specify what the project has achieved so far, along with the value addition; assess the progress made against planned results, as well as assess challenges, opportunities, risks, and lessons learnt. It should recommend ways in which UNDP may increase its effectiveness, relevance, and coherence of project with emerging national government priorities. The major audience of this evaluation will be UN in general and UNDP Pakistan, along with relevant Government Departments, including MOCC and provincial Planning and Development departments of KP, Punjab, Balochistan, GB and Sindh. The project has been concentrated in Islamabad Capital Territory, Karachi, South Punjab, Gwadar, Baltistan region in GB and various soft interventions are spread across Pakistan.

The evaluation recommendations will help UNDP in making timely course correction for supporting the national/sub-national governments related interventions.

3. Evaluation criteria and key guiding questions

The MTE consultant will assess the following aspects of the project like Project strategy, relevance, efficiency, effectiveness, sustainability, gender equality, progress towards project results, Project implementation and adaptive management through the criteria as given below.

More specifically, the MTE will address the following questions (the questions do not present an exhaustive list and more may be added while finalizing the Inception Report).

Relevance:

- To what extent was the project in line with the national development priorities, 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 programme outcome?
- To what extent were lessons learned from other relevant projects considered in the project's design?
- To what extent were perspectives of those who could affect the outcomes, and those who could contribute information or other resources to the attainment of stated results, taken into account during the project design processes? (Stakeholder consultations?)
- ~~▪ To what extent does the project contribute to gender equality, the empowerment of women and the human rights-based approach?~~
- To what extent has the project been appropriately responsive to political, legal, economic, institutional, etc., changes in the country?

Effectiveness

- To what extent did the project contribute to the country programme outcomes and outputs, the SDGs, the UNDP Strategic Plan and national development priorities?
- To what extent were the project outputs achieved?
- What factors have contributed to achieving or not achieving intended ~~country programme~~ outputs and outcomes?
- To what extent has the ~~UNDP~~ partnership strategy been appropriate and effective?
- What factors contributed to effectiveness or ineffectiveness?

- 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?
- 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?
- What, if any, alternative strategies would have been more effective in achieving the project's objectives?
- Are the project's objectives and outputs clear, practical and feasible within its frame?
- To what extent have stakeholders been involved in project implementation?
- To what extent are project management and implementation participatory and is this participation contributing towards achievement of the project objectives?
- To what extent has the project been appropriately responsive to the needs of the national constituents and changing partner priorities?
- To what extent has the project contributed to gender equality, the empowerment of women and the realization of human rights?

Efficiency (key deliverables to be selected by the project – 5 things... we will analyze it across HR, time, cost)

- To what extent was the project management structure as outlined in the project document efficient in generating the expected results?
- To what extent have the UNDP project implementation strategy and execution been efficient and cost-effective?
- 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 resources been used efficiently? Have activities supporting the strategy been cost-effective?
- To what extent have project funds and activities been delivered in a timely manner?
- To what extent do the M&E systems utilized by UNDP ensure effective and efficient project management?

Sustainability

- Are there any financial risks that may jeopardize the sustainability of project outputs?
- To what extent will financial and economic resources be available to sustain the benefits achieved by the project?
- Are there any social or political risks that may jeopardize sustainability of project outputs and the project's contributions to country programme outputs and outcomes?
- Do the legal frameworks, policies and governance structures and processes within which the project operates pose risks that may jeopardize sustainability of project benefits?
- To what extent did UNDP actions pose an environmental threat to the sustainability of project outputs?
- What is the risk that the level of stakeholders' ownership will be sufficient to allow for the project benefits to be sustained?
- 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?
- To what extent do stakeholders support the project's long-term objectives?
- 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?
- To what extent does UNDP project have well-designed and well-planned exit strategies?

- What could be done to strengthen exit strategies and sustainability?

Human rights

- To what extent have poor, indigenous and physically challenged, women and other disadvantaged and marginalized groups benefited from the work of CCAM-II project at UNDP?

Gender equality

- To what extent have gender equality and the empowerment of women been addressed in the design and implementation of the project?
- Is the gender marker data assigned to this project representative of reality?
- To what extent has the project promoted positive changes in gender equality and the empowerment of women? Were there any unintended effects?

4. Methodology

The MTE must provide evidence-based information that is credible, reliable, and useful. The MTE consultant will review all relevant sources of information including documents prepared during the preparation and implementation phase (i.e. the Project Document, project reports including Annual Progress Reports, UNDP Environmental & Social Safeguard Policy, project budget revisions, PQAs, ROAR, Annual Work Plans, and any other materials that the team considers useful for this evidence-based review).

The MTE consultant is expected to follow a collaborative and participatory and gender sensitive approach ensuring close engagement with the Project Team, Implementing Partner, government counterparts, the UNDP Country Office and other key stakeholders.

Engagement of stakeholders is vital to a successful MTE. Stakeholder involvement should include interviews with stakeholders who have project responsibilities, including but not limited to executing agency senior officials and task team/component leaders, key experts and consultants in the subject area, Project Board, project stakeholders, local government, CSOs, project beneficiaries, etc The final list of interviews will be agreed upon with the evaluator at the inception phase of the evaluation

Additionally, the MTE consultant may conduct field missions to project sites, to be decided in consultation with the UNDP evaluation manager/MSU at the inception phase.

The final MTE report should describe the full MTE approach taken and the rationale for the approach making explicit the underlying assumptions, challenges, strengths and weaknesses about the methods and approach of the review.

The following approach may be used by the evaluator:

- Evaluation should employ a combination of both qualitative and quantitative evaluation methods and instruments.
- **Document review of all relevant documentation.** This would include a review of inter alia
 - Project document (contribution agreement).
 - Theory of change and results framework.
 - Annual workplans.

- Consolidated quarterly and annual reports.
- Highlights of project board meetings.
- Technical/financial monitoring reports.
- ROAR, PQAs, SESP checklist
- **Semi-structured interviews** with key stakeholders including key government counterparts, donor community members, representatives of key civil society organizations, UNCT members and implementing partners:
 - **Development of evaluation questions** around relevance, effectiveness, efficiency and sustainability and designed for different stakeholders to be interviewed.
 - Key informant and focus group discussions with men and women, beneficiaries and stakeholders.
 - All interviews should be undertaken in full confidence and anonymity. The final evaluation report should not assign specific comments to individuals.
- **Field visits** and on-site validation of key tangible outputs and interventions.
- The evaluator is expected to follow a participatory and consultative approach that ensures close engagement with the evaluation managers, implementing partners and direct beneficiaries.

5. Evaluation products (deliverables)

The following products are requested from the evaluator.

- **Evaluation inception report (10-15 pages).** The inception report should be carried out following and based on preliminary discussions with UNDP after the desk review, and should be produced before the evaluation starts (before any formal evaluation interviews, survey distribution or field visits) and prior to the country visit in the case of international evaluators.
- **Evaluation debriefings.** Immediately following an evaluation, UNDP may ask for a preliminary debriefing and findings.
- **Draft evaluation report (within an agreed length).** The programme unit and key stakeholders in the evaluation should review the draft evaluation report and provide an amalgamated set of comments to the evaluator within an agreed period of time, addressing the content required (as agreed in the TOR and inception report) and quality criteria as outlined in these guidelines.
- **Evaluation report audit trail.** 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.
- **Final evaluation report.**
- **Presentations to stakeholders and/or the evaluation reference group**

#	Deliverable	Description	Timing	Responsibilities
1	MTE Inception Report	MTE Consultant clarifies objectives and methods of Midterm Evaluation	1 week after on boarding (by 31 st August)	MTE Consultant submits to the Commissioning Unit and project management
2	Presentation	Initial Findings	2 weeks after conclusion of findings (by 14 th Sept)	MTE consultant presents to project management and the Commissioning Unit

3	Draft Final Report	Full report (using guidelines on content outlined in Annex B) with annexes	Within 10 days after presenting the findings (by 24 th Sept)	Sent to the Commissioning Unit and reviewed by MSU
4	Final Report*	Revised report with audit trail detailing how all received comments have (and have not) been addressed in the final MTE report	Within 10 days of receiving UNDP comments on draft (by 4 th Oct)	Sent to the Commissioning Unit

20% of payment upon approval of the final MTE Inception Report

40% upon submission of the draft MTE report

40% upon finalization of the MTE report

6. Evaluation team composition and required competencies

One independent consultant will conduct the MTE with experience and exposure to projects and evaluations in other national or regional projects. The consultant must not have participated in the project preparation, formulation, and/or implementation (including the writing of the Project Document) and should not have a conflict of interest with project's related activities.

The selection of consultant will be aimed at maximizing the overall qualities in the following areas:

Criteria for the National Consultant	Points
• A Master's degree in environmental sciences, development studies, international development, or other closely related field	15
• Work experience in the development of a project document or development of a national or provincial development strategy for at least 05 years (03 marks for each years)	15
• Experience in carrying out project evaluations of UN related projects with a gender sensitive approach for at least 05 years (03 marks for each years)	15
• Demonstrated understanding of issues related to NDC's, climate change adaptation and mitigation II	15
• Excellent written communication skills in English and report writing skill as demonstrated in the technical proposal	10
Total	70

7. 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."

8. Implementation arrangements

The principal responsibility for managing this MTE resides with the Management Support Unit (MSU). Though the commissioning unit is the Environment and Climate Change Unit but the evaluation process will be guided by the Management Support Unit (MSU), UNDP to ensure all corporate evaluation guidelines are followed. The Project team will facilitate information sharing, identifying stakeholders for meetings and overall coordination of the assignment.

9. Time frame for the evaluation process

The total duration of the MTE will be approximately 30 working days over a time-period of 6 weeks from when the consultant is hired. The tentative MTE time frame is as follows:

ACTIVITY	NUMBER OF WORKING DAYS	COMPLETION DATE
Document review and preparing MTE Inception Report	5 days	31 st August
MTE mission: Stakeholder meetings, interviews, field Visits and Presentation of initial findings	10 days	14 th Sept
Preparing draft report (within days after presenting the findings)	8 days	24 Sept
Incorporating feedback and finalization of MTE report	7 days	04 Oct
Estimated total days for the evaluation	30 Days	Till 4th Oct

10. Application submission process and criteria for selection

- Letter of Confirmation of Interest and Availability** using the [template](#)¹⁰ provided by UNDP;
- CV** and a **Personal History Form** ([P11 form](#)¹¹);
- Brief description of approach to work/technical proposal** of why the individual considers him/herself as the most suitable for the assignment, and a proposed methodology on how they will approach and complete the assignment; (max 1 page)
- Financial Proposal** that indicates the all-inclusive fixed total contract price and all other travel related costs (such as flight ticket, per diem, etc), supported by a breakdown of costs, as per template attached to the [Letter of Confirmation of Interest template](#). If an applicant is employed by an organization/company/institution, and he/she expects his/her employer to charge a management fee in the process of releasing him/her to UNDP under Reimbursable Loan Agreement (RLA), the applicant must indicate at this point, and ensure that all such costs are duly incorporated in the financial proposal submitted to UNDP.

Criteria for Evaluation of Proposal: Only those applications which are responsive and compliant will be evaluated. Offers will be evaluated according to the Combined Scoring method – where the educational background and experience on similar assignments will be weighted at 70% and the price proposal will weigh as 30% of the total scoring. The applicant receiving the Highest Combined Score that has also accepted UNDP's General Terms and Conditions will be awarded the contract.

11. TOR annexes

- UNDP Project Document
- UNDP Environmental and Social Screening template
- All Annual Performance Reports (APRs)
- Annual Work Plans
- Audit reports
- Mission reports
- All monitoring reports prepared by the project
- Financial and Administration guidelines used by Project Team

The following documents will also be available:

- Project operational guidelines, manuals and systems
- UNDP country/countries programme document(s)

11. Minutes of the Project Board Meetings and other meetings (i.e. Project Appraisal Committee meetings)
12. Project site location maps

Table 1. Sample evaluation matrix

Relevant evaluation criteria	Key questions	Specific sub questions	Data sources	Data-collection methods/tools	Indicators/ success standard	Methods for data analysis

Contents for the Midterm Evaluation Report

- i. Basic Report Information *(for opening page or title page)*
 - Title of UNDP project
 - UNDP project ID
 - MTE time frame and date of MTE report
 - Executing Agency/Implementing Partner and other project partners
 - MTE team members
 - Acknowledgements
- ii. Table of Contents
- iii. Acronyms and Abbreviations
1. Executive Summary *(3-5 pages)*
 - Project Information Table
 - Project Description (brief)
 - Project Progress Summary (between 200-500 words)
 - MTE Ratings & Achievement Summary Table
 - Concise summary of conclusions
 - Recommendation Summary Table
2. Introduction *(2-3 pages)*
 - Purpose of the MTE and objectives
 - Scope & Methodology: principles of design and execution of the MTE, MTE approach and datacollection methods, limitations to the MTE
 - Structure of the MTE report
3. Project Description and Background Context *(3-5 pages)*
 - Development context: environmental, socio-economic, institutional, and policy factors relevant to the project objective and scope
 - Problems that the project sought to address; threats and barriers targeted
 - Project Description and Strategy: objective, outcomes and expected results, description of fieldsites (if any)
 - Project Implementation Arrangements: short description of the Project Board, key implementing partner arrangements, etc.
 - Project timing and milestones
 - Main stakeholders: summary list
4. Findings *(12-14 pages)*
 - 4.1 Project Strategy
 - Project Design
 - Results Framework/Log frame

- 4.2 Progress Towards Results
 - Progress towards outcomes analysis
 - Remaining barriers to achieving the project objective
- 4.3 Project Implementation and Adaptive Management
 - Management Arrangements
 - Work planning
 - Finance and co-finance
 - Project-level monitoring and evaluation systems
 - Stakeholder engagement
 - Reporting
 - Communications
- 4.4 Sustainability
 - Financial risks to sustainability
 - Socio-economic to sustainability
 - Institutional framework and governance risks to sustainability
 - Environmental risks to sustainability
- 5. Conclusions and Recommendations (4-6 pages)
 - 5.1 Conclusions
 - Comprehensive and balanced statements (that are evidence-based and connected to the MTE's findings) which highlight the strengths, weaknesses and results of the project
 - 5.2 Recommendations
 - Corrective actions for the design, implementation, sustainability, impact, monitoring and evaluation of the project
 - Actions to follow up or reinforce and upscale benefits from the project
 - Proposals for future directions ensuring effective programme delivery as per country's requirements and needs
- 6. Annexes
 - MTE ToR (excluding ToR annexes)
 - MTE evaluative matrix (evaluation criteria with key questions, indicators, sources of data, and methodology)
 - Example Questionnaire or Interview Guide used for data collection
 - Ratings Scales
 - MTE mission itinerary
 - List of persons interviewed
 - List of documents reviewed
 - Co-financing table (if not previously included in the body of the report)
 - Signed UNEG Code of Conduct form
 - Signed MTE final report clearance form
 - *Annexed in a separate file:* Audit trail from received comments on draft MTE report

ToR ANNEX D: UNEG Code of Conduct for Evaluators/Midterm Evaluation Consultants¹³

Evaluators/Consultants:

1. Must present information that is complete and fair in its assessment of strengths and weaknesses so that decisions or actions taken are well founded.
2. Must disclose the full set of evaluation findings along with information on their limitations and have this accessible to all affected by the evaluation with expressed legal rights to receive results.
3. Should protect the anonymity and confidentiality of individual informants. They should provide maximum notice, minimize demands on time, and respect people's right not to engage. Evaluators

must respect people's right to provide information in confidence and must ensure that sensitive information cannot be traced to its source. Evaluators are not expected to evaluate individuals and must balance an evaluation of management functions with this general principle.

4. Sometimes uncover evidence of wrongdoing while conducting evaluations. Such cases must be reported discreetly to the appropriate investigative body. Evaluators should consult with other relevant oversight entities when there is any doubt about if and how issues should be reported.
5. Should be sensitive to beliefs, manners and customs and act with integrity and honesty in their relations with all stakeholders. In line with the UN Universal Declaration of Human Rights, evaluators must be sensitive to and address issues of discrimination and gender equality. They should avoid offending the dignity and self-respect of those persons with whom they come in contact in the course of the evaluation. Knowing that evaluation might negatively affect the interests of some stakeholders, evaluators should conduct the evaluation and communicate its purpose and results in a way that clearly respects the stakeholders' dignity and self-worth.
6. Are responsible for their performance and their product(s). They are responsible for the clear, accurate and fair written and/or oral presentation of study limitations, findings and recommendations.
7. Should reflect sound accounting procedures and be prudent in using the resources of the evaluation.

MTE Consultant Agreement Form

Agreement to abide by the Code of Conduct for Evaluation in the UN System:

Name of Consultant: _____

Name of Consultancy Organization (where relevant): _____

I confirm that I have received and understood and will abide by the United Nations Code of Conduct for Evaluation.

Signed at _____ (Place) on _____ (Date)

Signature: _____

MTE Report Clearance Form

(to be completed by the Commissioning Unit and MSU and included in the final document)

Midterm Evaluation Report Reviewed and Cleared By:

Commissioning Unit

Name: _____

Signature: _____ Date: _____

UNDP- Evaluation Manager/Head MSU

Name: _____

Signature: _____ Date: _____

Annex 2. List of documents consulted

- Annex 1: Integrated Results and Resources Framework of the UNDP Strategic Plan, 2018-21 and Report Card 11 July 2019
- Annex 4: UNDP Strategic Plan 2018-2021 Theory of Change
- Annual Progress Report 2018
- Annual Progress Report 2020
- Back to office report, Gilgit 2020
- Back to office report, Gilgit 2021
- Back to office report, Karachi 2018
- Back to office report, Rahim Yar Khan 2020
- Balochistan Provincial Climate Change Action Plan, Suggested Actions (Draft, 2021)
- CCAM-II Field Monitoring Report, Oct 2020
- Climate Change Risk Assessment, Chatham House, 2021
- Climate Risk Profile Pakistan, WB and ADB, 2021
- Community Preparedness Plan Surbandar, Gwadar, Balochistan
- Country Programme Document for Pakistan (2018-2022)
- Database of Elements at Risk (NED)
- Development Advocate UNDP Pakistan, Volume 8, Issue 2, April 2021
- Earthquake Hazard Assessment (NED)
- Final Report of 4-Day Search and Rescue Trainings Organized in Karachi, Gwadar and Ormara for Government Officials
- Gender and Water (Case study)
- Global Climate Risk Index 2021, Briefing Paper, Germanwatch
- Health Facility Response and Evacuation Plan, Surbandar, Gwadar, Balochistan
- IWRM an immediate economic support of UNDP to the poor community of Chinjan Village of Balochistan (Case study)
- KP Provincial Climate Change Action Plan, Suggested Actions (Draft, 2021)
- Letter of Support-RTI collaboration, Additional Note, Environment and Climate Change Unit
- Meaning of New World (Case study)
- Minutes of the 1st Project Steering Committee (PSC) Meeting, 'Climate Change Adaptation and Mitigation - Phase II Project', Feb 2020
- Minutes of the Project Steering Committee (PSC) Meeting, 'Climate Change Adaptation and Mitigation - Phase II Project', Feb 2021
- MOU between Taraqee Foundation and Forest Department, Government of Balochistan

- National Climate Change Policy (updated, 2021)
- National School Safety Guide for Coastal Areas of Pakistan
- Nationally Determined Contributions (2021)
- Project Annual Work Plan 2018
- Project Annual Work Plan 2019
- Project Annual Work Plan 2020
- Project Annual Work Plan 2021
- Project Document, Glaciers and Students (Draft)
- Project Document, Institutional Support to Climate Change Adaptation and Mitigation - II
- Project report, A water resource management project for mountain community, Nov 01, 2019 to 30 April 2021
- Project report, Community Stewardship and Water Replenishment for Drinking and Hygiene, Jan 2018 - Mar 2019
- Project report, Water Security and Building Resilience for Mountain Communities, Jan 2020 - September 2020
- Project report, Zindagi Phase 2, Nov 2017 - Dec 2018
- Provincial Climate Change Action Plans (drafts, 2021, 4 provinces)
- PSU Construction Request for Approval or Delegation for Project Document that includes Construction Works
- Punjab Provincial Climate Change Action Plan, Suggested Actions (Draft, 2021)
- Quarterly Progress Report, Mangrove Plantation and Restoration on 100 Hectare in Coastal Areas of District Gwadar, Balochistan, under Strengthening Tsunami and Earthquake Preparedness Project, June-Nov 2021
- Scaling Up Electric Mobility in Pakistan technical brief (2021)
- Sendai Framework for Disaster Risk Reduction, 2015 - 2030
- Sindh Provincial Climate Change Action Plan, Suggested Actions (Draft, 2021)
- Statement of intent Between the United Nations Development Programme and RTI International (Dec 2020)
- Strengthening Tsunami and Earthquake Preparedness in Coastal Areas of Pakistan District: Gwadar, 14-16 September 2021, Training Report
- Sustainable Energy for All Investment Prospectus (2018)
- Sustainable Energy for All Investment Prospectus (2018)
- Thar Dhat Development Organization (Case Study 1)
- Thar Dhat Development Organization (Case Study 2)
- Thar Dhat Development Organization (Case Study 3)
- Tsunami Bye Laws and Building Codes (NED)

- Tsunami Early Warning SOPs (NED)
- Tsunami Early Warning SOPs (NED)
- Tsunami Preparedness Guidelines (Draft) 2020
- Tsunami Risk Assessment (NED)
- Tsunami Safe Structures (NED)
- UN Sustainable Development Framework 2018 - 2022
- Vulnerability Assessment of Buildings (NED)
- Water and Education (Case study)
- Water and Livelihood (Case study)
- Water sector vulnerability report (No date)
- Youth and Climate Change Perception Report (2021)

Annex 3. List of interviews

- Abdul Khaliq, Community member Gwadar
- Ahsan Kundi, CFU, MoCC
- Airsh Manzoor
- Aisha Khan, MGPO
- Amanullah Khan EECU UNDP
- Amanullah UNDP
- Ameer Hyder, PMD
- Arish Naseem ECCU UNDP
- Asher Ali, PNPPCT
- Dr. Sanaullah, PDMA Sindh
- Irfan Tariq, DG, MOCC
- Karam Khan, PMD
- Laura Sheridan, UNDP Youth Programme
- Maryam Bibi, Community member Gwadar
- Mohammad Masood Rafi NED
- Murad Ali Red Crescent
- Murad Ali, Community member, Malir
- Natasha Haroon Coca Cola
- Navera Sami Taraqee Foundation
- Sabih UNDP
- Shams ul Haq, PRCS
- Syed Sabeen, MSU UNDP
- Syed Salman Shah, PDMA Sindh
- Usman Manzoor ECCU UNDP

Annex 4. MTR evaluation matrix

Assessment criteria, key assessment questions and findings of the MTR are set out in the table below:

Sub-questions	Assessment criteria	Findings	Data sources*	Strength of evidence**
Relevance and coherence				
To what extent is the project in line with national development priorities, country programme outputs and outcomes, the UNDP Strategic Plan and the SDGs?				
To what extent were perspectives of those who could affect the outcomes, and those who could contribute information or other resources to the attainment of stated results, taken into account during the project design processes?	Evidence that the issues and problem identification in the programme document and TOC are aligned with CPD, UNDSF and SDGs, and other partners.	ProDoc, TOC are aligned with CPD, UNDSF and SDGs Government views were integrated at the design stage Community views not integrated at design stage	<ul style="list-style-type: none"> • UNDP documents • Project document or stand-alone context analysis • Interviews with project staff 	4
To what extent has the project been responsive to the needs of national constituents?	Evidence that adequate context analysis and assessment of climate change risks and needs has informed project design and TOC.	Context analysis is in ProDoc, but not clear if recent risk, vulnerability and needs assessments have informed programme activities	<ul style="list-style-type: none"> • Project documents • Government documents (legislation, policy, etc.) • Project TOC • Project risk matrix • Interviews with project teams 	1
To what extent has the project identified key political, legal, economic, institutional, etc., aspects of the country context?	Evidence that the project has used political economy analysis (PEA) in the development of project design.	No PEA has been conducted	<ul style="list-style-type: none"> • Project documents • Government documents (legislation, policy, etc.) • Project TOC • Project risk matrix • Interviews with project teams 	3
To what extent is the project aligned with the relevant country programme outcomes?	Evidence that project activities and outputs are aligned with CPD 2018-2022 outputs and outcomes.	As above (aligned with CPD)	<ul style="list-style-type: none"> • Project documents • Project TOC, RF • Interviews with project teams and MSU 	4
To what extent does project M&E capture and support project results?				

N/A	Evidence that an M&E framework exists, that it is aligned with the RF, TOC and project document.	Annual Work Plan is accompanied by an M&E plan Reporting against individual activities is set out by implementing partners Contribution to outcomes and outputs is not captured	<ul style="list-style-type: none"> • Project documents • Internal reports and review documents by project and country office M&E • Interviews with project teams and MSU 	3
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?	Evidence that lessons learned analyses and case studies, etc., have been developed and shared. (What has worked and what has not worked?)	No lessons learned documents have been shared Some lessons have been reported by partners, which should be used to fine-tune and course correct for implementation of activities	<ul style="list-style-type: none"> • Project progress reports • Project review board minutes • Case studies, best practices, etc. • Experience sharing and replication tools/documents and other products • Interviews with project teams and PRB 	3
Does the project maintain and regularly update their risk register and develop mitigation measures?	Evidence that risk register is developed, and is updated regularly.	A detailed risk register is included in the ProDoc No evidence that this is updated periodically Mitigation has not been included However, overall the project is low-risk and risks are mostly low impact	<ul style="list-style-type: none"> • Project progress reports • Project review board minutes • Project risk register 	3
Effectiveness				
To what extent does the project contribute to the country programme outcomes and outputs and national development priorities?				
To what extent has the project been able to develop entry points and interventions at the national and subnational government levels on (a) adaptation and mitigation measures, (b) sustainable use interventions, (c) emission control and (d) DRR	Evidence that project has identified entry points and implemented pilot interventions for: (a) climate change adaptation and mitigation measures (b) sustainable resource use (c) emission control and	Support provided for development of: <ul style="list-style-type: none"> • Sustainable Energy for All Investment Prospectus (2018) • Youth and Climate Change Perception Report (2021) • Water sector vulnerability report 	<ul style="list-style-type: none"> • M&E data and documentation • Key informant interviews (KIIs) with government, other partners • KIIs with project team 	4

responses.	(d) DRR responses.	<p><u>Pilot initiatives</u> Water resource management activities with partners for sustainable water use:</p> <ul style="list-style-type: none"> • Water Resource management Project for Mountain Community (Coca-Cola, 2019-2021) • Water Security and Building Resilience for Mountain Communities (Coca-Cola, 2020) • Community Stewardship and Water Replenishment for Drinking and Hygiene (Coca-Cola, 2018-19) • Zindagi Phase II (Coca-Cola, 2017-18) • Balochistan karez (SEEP, 2018) <p><u>Natural resource management</u> Activities with partners:</p> <ul style="list-style-type: none"> • Glaciers and Students (Government of Italy, 2021) • Strengthening Community-Managed Protected Areas for Conserving Biodiversity and Improving Local Livelihoods (GEF, 2022) <p><u>Emissions control</u> Support provided for development of:</p> <ul style="list-style-type: none"> • Scaling Up Electric Mobility in Pakistan technical brief (2021). 		
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		<u>DRR response</u> Tsunami risk reduction activities with partners: <ul style="list-style-type: none"> • Strengthening Tsunami and Earthquake Preparedness in Coastal Areas • Mangrove Plantation and Restoration on 100 Hectares in Coastal Areas of District Gwadar (2021) 		
<p>To what extent has the project been able to engage and/or enhance the capacity of national and subnational governments on adaptation and mitigation measures, sustainable use interventions and DRR responses.</p>	<p>Evidence of enhanced capacity of <u>national and subnational governments</u>:</p> <p>(a) development of plans and policies,</p> <p>(b) implementation of plans and policies</p> <p>(c) collection of relevant data (disaggregated).</p>	<p>(a) As noted above, multiple national and subnational policies developed:</p> <ul style="list-style-type: none"> • Revised climate policy developed and approved • Provincial plans developed and approved • 3 sector plans developed <p>Training activities conducted on</p> <ul style="list-style-type: none"> • 01 National school safety guide • 01 tsunami guidelines <p>DRR research outputs prepared, their use in capacity development activities in planning stages.</p> <ul style="list-style-type: none"> • 01 tsunami earthquake risk assessment • 01 tsunami building bylaws building • 01 Tsunami SOPs Report <p>(b) No evidence shared for implementation of plans and policies</p>	<ul style="list-style-type: none"> • M&E data and documentation • KIs with relevant government counterparts • KIs with project team 	4

		<p>(c) Programme is collecting disaggregated data for:</p> <ul style="list-style-type: none"> • Tsunami preparedness training • Beneficiaries of water resource management pilots <p>No evidence of disaggregated data collection by national and/or subnational governments.</p>		
To what extent has progress been made towards delivering project outputs?				
N/A	Extent to which disaster and climate risk management is integrated in key sectors such as development planning, environment, water resource management, health and education	<p>No evidence that disaster and climate risk management is integrated in key sectors like development planning, environment, water, health and education.</p> <p><u>DRR</u> Background work and consultations with NDMA and PDMA's ongoing on school safety guidelines, tsunami guidelines and earthquake and tsunami risk assessment report.</p> <p><u>Climate risk</u> No evidence provided for integration in other sectors.</p> <p>New sectors identified in NDC 2021 for coordination and policy integration on adaptation and mitigation: blue carbon ecosystems, health, waste, water sanitation and hygiene, air pollution, gender and youth.</p>	Information provided by project staff	3
To what extent have project partnerships helped to deliver project outputs?				

Has project partnerships been appropriate and effective?	Evidence that private sector involvement and donor involvement are increasing.	<p>The project has no formal partnership strategy.</p> <p>Baseline assessment of waste management in Rahim Yar Khan conducted in partnership with Unilever</p> <p>Project is in the process of finalising partnership with new corporate sector donor (Unilever)</p> <p>MOU for possible funding on energy is in place. Process is at a nascent stage</p> <p>No evidence for additional financing from private sector (subject to meetings with private sector partners, Coca-Cola, Serena)</p> <p>Additional financing mobilised from Italian Agency for Development Cooperation (AICS)</p> <p>Project provided technical resources to MOCC which helped in developing project proposals that generated additional financing of approximately USD 111m (GLOF 37m, ADB for BRT Karachi 49m, FAO for Climate Agriculture 35 m)</p>	<ul style="list-style-type: none"> • KIs with project staff • KIs with government and other partners 	3
To what extent is planning for project interventions	Evidence that all project interventions are planned,	Government partners involved in project planning and decision	<ul style="list-style-type: none"> • M&E data and documentation • Minutes of planning meetings 	3

participatory, taking into account the relevant stakeholders?	discussed and approved by relevant government counterparts/ stakeholders.	making Opportunities exist to strengthen and expand involvement of provincial partners at all levels	<ul style="list-style-type: none"> • KIs with project staff • KIs with government and other partners 	
To what extent have community-level stakeholders been involved in project implementation?	Evidence that decision making and implementation for all community based interventions/pilots is participatory and consultative	<p>Project review board includes members from government counterparts at national and provincial levels.</p> <p>No evidence provided for community involvement in programme development (planning) or implementation review/monitoring.</p> <p>Communities are proactive in identifying key needs and gaps for disaster preparedness, which can be used to inform implementation.</p> <p>(No meetings arranged with community-level stakeholders/beneficiaries in water management projects.)</p>	<ul style="list-style-type: none"> • M&E data and documentation • Minutes of planning meetings • KIs with project staff • KIs with government and other partners 	3
How effectively have project activities and outputs been converted into outcomes?				
N/A	Evidence of outcome level change in: (a) climate change adaptation and mitigation measures (b) sustainable resource use (c) emission control and (d) DRR responses.	<p>The project has been able to support a number of key policy-level outcomes for the government at national and provincial levels.</p> <p><u>National policies</u> Support provided for development of: <ul style="list-style-type: none"> • National Water Policy (2018) </p>	<ul style="list-style-type: none"> • M&E data and documentation • Project and/or government documentation on key policy interventions, response/input to international commitments and other products • KIs with government and other partners 	4

		<ul style="list-style-type: none"> • Sustainable Energy for All National Action Plan (2018) • National Climate Change Policy (2021) • Nationally Determined Contributions (2021) report • Renewable and Alternate Energy Policy (2020) <p>RAC sector included in NDCs 2021 for mitigation.</p> <p>Support ongoing for development of National Adaptation Plan (2021).</p> <p><u>Provincial action plans</u> Support provided for development of draft provincial Action Plans (2021)</p> <ul style="list-style-type: none"> • Balochistan • KP • Punjab • Sindh 		
Efficiency				
To what extent has project implementation been efficient and cost-effective?				
To what extent have resources been used efficiently?	Evidence that the project has identified main cost drivers that are benchmarked, tracked and reported on.	<p>Current work planning and budgeting practice is partner centred where individual partners develop activity level and task level detailing and breakdowns</p> <p>This level of detail and breakdown over activities and tasks is not reflected in the consolidated budgets. The expenditure for consecutive</p>	<ul style="list-style-type: none"> • Project workplan, project after action report • M&E data and documentation • KIs with project team, country office (CO) staff • KIs with project donor, government 	2

		<p>Annual Work Plans against for what were categorised by the MTR as big ticket items (USD 50,000 and more) were reported as booked at no expense made.</p> <p>There were no thresholds for big ticket item or main cost drivers earmarked by the project. Such earmarking would help the project to monitor their budgets better and more efficiently.</p>		
To what extent is the project management structure as outlined in the project document efficient in generating the expected results?				
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?	Evidence that the project has a value proposition which is aligned with and contributing to the country's national and international climate change commitments.	<p>Interviews with government partners indicate that the project is delivering value in its engagement and support activities.</p> <p>At the community level, the gains are recognised by partners specifically in the NWP series of work where the main financier considers the efforts to have contributing to a water positive categorisation for the project. In Tsunami and earthquake, early warning system it was pointed out in discussions with provincial government was to invest in multi hazard early warning systems using the same approach for community based evacuation plans and organization. Moreover, for the work in Balochistan more watersheds are being supported based on</p>	<ul style="list-style-type: none"> • M&E data and documentation • KIIs with project team, CO staff • KIIs with project donor, government 	3

		the learning from the UNDP support for SEEP.		
Sustainability				
To what extent do stakeholders support the project's long-term objectives?				
N/A	<p>(a) Evidence that stakeholders have will and capacity to take forward work initiated by the project.</p> <p>(b) Evidence that initiatives have been embedded or operationalised within institutions.</p>	<p>Stakeholders and partners generally have the will to take work forward. Capacity varies, as follows:</p> <ul style="list-style-type: none"> • MOCC requires continued support to ensure that initiatives are sustainable in the long term. • PMD Sindh requires project implementation (equipment, software, training) to be completed. In house expertise is required to expand training on software use required. • PDMA Sindh requires project implementation (installation of early warning system for tsunamis) to be completed. PDMA Sindh is replicating activities initiated in the project in other areas and with other funding sources (National Disaster and Risk Management Fund [NDRMF], Government of Sindh). • Meetings with Balochistan government departments not held. • CSO partners overall have the capacity and will to continue the work initiated by the project but require funding support. Some have been able to 	<ul style="list-style-type: none"> • M&E data and documentation • KIIs with government and other partners • KIIs with project team • Relevant private sector commitments, international commitments, national government documents (e.g., communiqués, policy objectives etc.) 	4

		<p>access new sources of funding through results demonstrated under this project. (One CSO does not seek continued engagement with the project.)</p> <ul style="list-style-type: none"> • Communities point to key requirements to ensure that interventions are sustainable. 		
Cross-cutting				
To what extent have women, vulnerable groups and youth benefited from the work of CCAM-II project at UNDP?				
To what extent have gender equality, vulnerable groups and youth empowerment been addressed in the design and implementation of the project?	<p>(a) Evidence of integration of gender elements in project design and strategy documents (i.e., project document, TOC, RF, etc.).</p> <p>(b) Evidence of climate change adaptation and mitigation pilots at the district level that are responsive to the needs of women, vulnerable groups and youth.</p>	<p>(a) No evidence provided for climate and disaster vulnerability risk assessment related to gender, vulnerable groups and youth.</p> <p>(b) Women are participating in implementation of pilot interventions (DRR, water), participate in project committees, and are part of the work force. (No evidence provided for vulnerable groups and youth.)</p>	<ul style="list-style-type: none"> • M&E data and documentation • Minutes of planning meetings • KIIs with project staff • KIIs with government and other partners 	3
To what extent has the project promoted positive changes in gender equality, vulnerable groups and youth empowerment?	Evidence for gender responsive climate change action plans/policy/strategies at national and/or subnational level.	<ul style="list-style-type: none"> • NDCs contain Gender mainstreaming Actions and Potential Targets, Youth Engagement. • National Climate Change Policy (revised) acknowledges NDCs and commitment to gender mainstreaming. • Youth Perception Survey with MOCC to inform future engagement and policy. 	<ul style="list-style-type: none"> • Project documents • M&E data and documentation • Minutes of planning meetings • KIIs with project staff • KIIs with government and other partners 	4
<p>* Project documents include technical reports, research findings/reports, training modules/guidelines, policy guidelines and briefs, etc. M&E data and documentations will be from both the project M&E and/or CO M&E teams. It includes project perception surveys, case studies, success stories, process evaluations, third party monitoring reports, progress reports and the MoVs in the RF.</p>				

** Scale used to determine strength of evidence as follows:

Strength of evidence scale for evaluation		
Rating	Strength	Description
1	Limited	Single Source verbal, single source verbal, other
2	Reasonable	Verbal and document source,
3	Strong	Multiple sources, verbal documentary source
4	Very strong	Multiple sources, documentary and verbal, government, other

Annex 5. Project results framework

Provided in the PDF version of the report.

V. RESULTS FRAMEWORK ⁷										
UNSD Outcome 6/CPD Outcome 2: By 2022, the resilience of the people in Pakistan, especially key populations, is increased by addressing natural and other disasters, including climate change adaptation measures and the sustainable management of cultural and natural resources										
RELATED STRATEGIC PLAN OUTCOME 3: Strengthening resilience to shock and crisis.										
Project title: Institutional Support to Climate Change Adaptation and Mitigation – II					Atlas Project Number: 00075411					
EXPECTED OUTPUTS	OUTPUT INDICATORS ⁸	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)					DATA COLLECTION METHODS & RISKS
			Value	Year	Year 1	Year 2	Year 3	Year 4	FINAL	
Output 1: Increased institutional capacity of the government and key stakeholders to address climate change and disaster risk reduction	1.1 Number of climate change policies/plans/strategies are developed and implemented at national and provincial level	Policy, plan or strategy documents, progress reports	1 (National policy on climate change and national action plan on sustainable energy for all))	2018	1 (national action plan developed)	2 (National Action Plan implemented, one sector specific plans developed)	1 (National Action Plan implemented, one sector specific plan developed)	2 (National Action Plan implemented, one sector specific plan developed)	6 (1 National Action Plan developed & implemented and 4 sector specific plans & strategies)	project monitoring visits and reports, assessments, evaluations & survey reports

⁷ UNDP publishes its project information (indicators, baselines, targets and results) to meet the International Aid Transparency Initiative (IATI) standards. Make sure that indicators are S.M.A.R.T. (Specific, Measurable, Attainable, Relevant and Time-bound), provide accurate baselines and targets underpinned by reliable evidence and data, and avoid acronyms so that external audience clearly understand the results of the project.

⁸It is recommended that projects use output indicators from the Strategic Plan IRRF, as relevant, in addition to project-specific results indicators. Indicators should be disaggregated by sex or for other targeted groups where relevant.

1.2: Extent to which disaster and climate-risk management is integrated in key sectors such as development planning, environment, water resource management, health, education <i>Scale:</i> 1 = Not at all, (0%) 2 = to a very partial extent, (upto 20%) 3=to some extent; (21-50%) 4= to a significant extent; (51-85%)	Progress reports, meeting minutes, sectoral plans	Scale 2	2018	Scale 3	Scale 3	Scale 4	Scale 4	Scale 4	project monitoring visits and reports, assessments, evaluations & survey reports
1.3: Extent to which data is collected including detailed geographical coverage and disaggregation (gender, vulnerable groups, and youth) <i>Scale:</i> 1. Not adequately 2. Very partially 3. Partially 4. Largely	Database and data analysis reports, progress reports	Scale 1	2018	Scale 2	Scale 3	Scale 3	Scale 4	Scale 4	Monitoring visits, observations, assessments, evaluation and surveys, feedback from stakeholders
1.4. Number of national and subnational stakeholders (Government departments such as NDMA, PDMA, DDMA, PMD, PRCS; also CBO's and academic institutions), in districts of Sindh and Balochistan, have increased capacities on tsunami risk reduction	Progress reports, training reports, training attendance, training modules	0 (capacity on coastal tsunami is negligible)	2018	1 (NDMA, 2XPDMA', NED University, PMD)	2 (2x DDMA's, IFRC, PRCS, 3x CBO's)	No Target	No Target	3 (tsunami policy guidelines, tsunami, earthquake risk assessment and school safety guidelines)	project monitoring visits and reports, assessments, evaluations & survey reports

Output 2: Improved measures towards climate change adaptation and mitigation which promote sustainable use of natural resources and includes disaster risk reduction	2.1: Number of relevant stakeholders and institutions benefitting from UNDP thematic interventions <ul style="list-style-type: none"> a. # of stakeholders benefitting from provision of clean drinking water b. # of stakeholders benefitting from energy access c. # of institutions benefitting from improved financial mechanisms 	GOP Records, project completion reports and programme data	273,000 (4x institutions and 269,000 beneficiaries)	2018	31,501	26,701	36,501	42,002	136,705	project monitoring visits and reports, assessments, evaluations & survey reports
	2.2: Number of social service facilities (education and health) capacitated (through trainings and DRR planning) to withstand tsunami and earthquake risks in selected communities of three selected coastal districts of Sindh and Balochistan	Progress report, school plans, DRR and evacuation plans for education and health facilities	0 (0 schools + 0 hospitals)	2018	30 (25 schools + 5 hospitals) in 10 communities of each district	60 (50 schools + 10 hospitals) in 20 communities in each district	No Target	No Target	90 social service facilities (75 schools + 15 hospitals) in 30 communities	Monitoring visits, observations, assessments, evaluation and surveys, feedback from stakeholders
	2.3: Number of gender sensitive and disabled friendly structural tsunami risk mitigation interventions (mangrove plantations, tsunami resistant model structures, tsunami evacuation sites) in three selected coastal districts of Sindh and Balochistan are established	Progress reports, MoUs, LOAs	0	2018	0 (No activity in first year)	34 (1+19 +14)	No Target	No Target	34(100 hectares of mangrove plantations, 19 tsunami resistant model structures and 14 tsunami evacuation sites)	Monitoring visits, observations, assessments, evaluation and surveys, feedback from stakeholders

VI. MONITORING AND EVALUATION

In accordance with UNDP's programming policies and procedures, the project will be monitored through the following monitoring and evaluation plans: *[Note: monitoring and evaluation plans should be adapted to project context, as needed]*

Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
Track results progress	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Quarterly, or in the frequency required for each indicator.	Slower than expected progress will be addressed by project management.	MOCC, NDMA, IFRC, PMD, PDMA's of Sindh and Balochistan	10,000 USD
Monitor and Manage Risk	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Quarterly	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.	MOCC, NDMA, IFRC, PMD, PDMA's of Sindh and Balochistan	5000 USD
Annual Project Quality Assurance	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	Annually	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.		5000 USD
Review and Make Course Corrections	Internal review of data and evidence from all monitoring actions to inform decision making.	At least annually	Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.		
Project Report	A progress report will be presented to the Project Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk log with mitigation measures, and any evaluation or review reports prepared over the period.	Annually, and at the end of the project (final report)			
Project Review (Project Board)	The project's governance mechanism (i.e., project board) will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Project Board shall hold an end-of project review to capture lessons learned and discuss	Specify frequency (i.e., at least annually)	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.	MOCC, NDMA, Donors, EAD, IFRC, PMD, PDMA's of Sindh and Balochistan	2000 USD

	opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.				
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Evaluation Plan⁹

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	UNDAF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
Midterm Review	No	Outcome 3	CPD Outcome 2	January 2021	UNDP, GoP	Project
Terminal Evaluation	No	Outcome 3	CPD Outcome 2	December 2022	UNDP, GoP	Project

VII. MULTI-YEAR WORK PLAN ¹⁰¹¹

All anticipated programmatic and operational costs to support the project, including development effectiveness and implementation support arrangements, need to be identified, estimated and fully costed in the project budget under the relevant output(s). This includes activities that directly support the project, such as communication, human resources, procurement, finance, audit, policy advisory, quality assurance, reporting, management, etc. All services which are directly related to the project need to be disclosed transparently in the project document.

EXPECTED OUTPUTS	PLANNED AND INDICATIVE ACTIVITIES	Planned Budget by Year				RESPONSIBLE PARTY	PLANNED BUDGET		
		Y1	Y2	Y3	Y4		Funding Source	Budget Description	Amount
Output 1: Increased institutional capacity of the government and key stakeholders to address climate change and disaster risk reduction	1.1: National Action Plan for Climate change is developed	25,000	-	-	-	UNDP/MOCC	TRAC		25,000
	1.2: Mainstreaming CC into national planning and budgeting system	150,000	-	-	-	UNDP/MOCC	DFID/UNDP BRH		150,000

⁹ Optional, if needed

¹⁰ Cost definitions and classifications for programme and development effectiveness costs to be charged to the project are defined in the Executive Board decision DP/2010/32

¹¹ Changes to a project budget affecting the scope (outputs), completion date, or total estimated project costs require a formal budget revision that must be signed by the project board. In other cases, the UNDP programme manager alone may sign the revision provided the other signatories have no objection. This procedure may be applied for example when the purpose of the revision is only to re-phase activities among years.

	1.3: Support to implement National Action Plan on Sustainable Energy for All	3,000	-	-	-	UNDP/MoPDR	TRAC		3,000
	1.4: Tsunami policy and institutional support at national and sub-national level	312,500	447,500	100,000		UNDP	Government of Japan		860,000
Output 2: Improved measures towards climate change adaptation and mitigation which promote sustainable use of natural resources and includes disaster risk reduction	2.1: Solid Waste Management to be implemented in 02 selected sites	-	15,000	15,000	-	UNDP	TBC		30,000
	2.2: Drought risk management Baluchistan	TBC	tbc	tbc	tbc	UNDP/Government of Balochistan	TBC		
	2.3: Initiative on Integrated Water Resource Management		200,000	100,000	100,000	UNDP	TBC		400,000
	2.4: Promoting green energy to mitigate climate change	35,770	-	-	-	UNDP	PIDSA		35,770
	2.5: Develop linkages with academia to promote research on climate change	3,000	3,000	3,000	3,000	UNDP	TRAC		12,000
	2.6: Improved access to sustainable energy in rural areas of Pakistan	tbc	tbc	tbc	tbc	UNDP	TBC		
	2.7: Mass awareness and education on CC adaptation with interested entities	-	5,000	-	5,000	UNDP	TBC		10,000
	2.8: Created partnerships to ensure better management of natural resources	-	10,000	-	10,000	UNDP	TBC/UNDP		20,000
	2.9: Institutional support to improve capacity of key stakeholders at national and international forums	25,000	5,000	5,000	5,000	UNDP	TRAC		40,000

	2.10: Implementation of international protocols and conventions at national level in collaboration with other agencies	176,000	150,000	100,000	-	MOCC	UNEP		426,000
	2.11: Conservation of wildlife endangered species	6,545	0	0		MoCC	Private Sector/Sere na Hotel		6,545
	2.12: Manage New World: Inclusive Sustainable Development Initiatives	185,243 2,000	-	-	-	UNDP	GWC UNDP		185,243 2,000
	2.13: Development/Update of Pakistan Glaciers Inventory		1,288,000	-	-	UNDP	AICS		1,288,000
	2.14: Climate Change and Persons with Disabilities	12,000	400,000	450,000	518,000	UNDP	Adaptation Fund		1,380,000
	2.15: Communities and educational and health facilities capacitated to withstand tsunami and earthquake risks through trainings and DRR planning	231,666	1,258,334	400,000		UNDP	Government of Japan		1,890,000
Evaluation (as relevant)		51,100	10,000	0	10,000	UNDP	TRAC		71,100
Staff Salaries		133,600	148,800	15,200		UNDP	GOJ		297,600
Travel (ECCU)		0	15,000	15,000	15,000	UNDP	TRAC		45,000
Travel (Tsunami)		14,850	19,800	4,950		UNDP	GOJ		39,600
DPC		40,000	45,000	45,000	45,000	UNDP	TRAC		175,000
DPC		42,044	52,555	10,511		UNDP	GOJ		105,110
Communication & Audio Visual		2,000	2,000	2,000	2,000	UNDP	TRAC		8,000
Miscellaneous Expenses		15,000	15,000	15,000	15,000	UNDP	TRAC		60,000
Rental & Maintenance		10,000	10,000	10,000	10,000	UNDP	TRAC		40,000
Rental & Maintenance		48,288	60,288	12,000		UNDP	GOJ		120,576
Maint and Opr of Transport Equipment		5,000	3,000	3,000	3,000	UNDP	TRAC		14,000

Security Cost		12,150	16,200	4,050		UNDP	GOJ		32,400
Training Cost		25,960	33,960	8,000		UNDP	GOJ		67,920
Office running Cost		7,706	10,706	3,000		UNDP	GOJ		21,411
GMS		66,301 1,043 - 1,073 570 16,109	163,851 34,784 112,000	44,617 39,130	- 45,043	UNDP	GOJ Ad. Fund AICS PIDSA Pvt Sector GWC		274,769 120,000 112,000 1073 570 16,108
Total		1,660,518	4,534,777	1,404,458	786,043				8,385,796
TOTAL									8,385,796

Annex 6. Main cost drivers

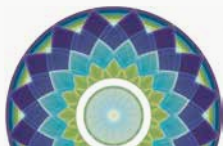
NOTE: Budgeted amounts over USD 50,000. As shown in Annual Work Plan (2021) and provided by the project.

Year	Activity	Budget allocation (USD)	Actual expenditure (USD) (as provided by project)	Remarks by project team
2018				
	Activity Result 1.1.1 (mainstreaming climate responsive budgeting)	150,000	0	Climate Finance Roadmap Funds managed by BRH directly
	Activity Result 1.1.3 (Biennial Update Reports, SNC)	183,500	0	N/A UNEP activity implemented by MOCC, UNDP facilitated transfer of funds
	Activity Result 1.1.5 (1.1.5c feasibility study and community mitigation schemes)	75,000	0	OneFund Project
	Activity Result 1.2.2 (water pilot projects)	145,833	146,299	Zindagi II project solar water filtration plants implemented and concluded in 2018
2019				
	Activity Result 1.1.1 (Biennial Update Reports, SNC)	176,000	0	N/A UNDP facilitated routing of funds from UNEP to MOCC
	Activity Result 1.1.3 (mainstreaming climate responsive budgeting)	150,000	0	Climate Finance Roadmap Funds managed by BRH directly
	Activity Result 1.2.1 (national and provincial policy dialogues)	[No information provided]	0	No activity planned for 2019 Activities carried out in 2020: <ul style="list-style-type: none"> • International tsunami SOPs workshop • Policy dialogues in Balochistan and Sindh • Feedback of stakeholders (NIO, PDMAs)

				Allocated budget in 2020: 55,000 Expense: 15,591
	Activity Result 1.2.2 (NED earthquake and tsunami studies)	58,000	0	No activity planned for 2019 by NED LOA was signed between NED and UNDP in October 2019
	Activity Result 1.2.2 (early warning systems)	20,000	0	LOA was signed with PMD in 2019

Annex 7. Pledge of ethical conduct in evaluation form

Provided in the PDF version of the report.



PLEDGE OF ETHICAL CONDUCT IN EVALUATION

By signing this pledge, I hereby commit to discussing and applying the UNEG Ethical Guidelines for Evaluation and to adopting the associated ethical behaviours.



INTEGRITY

I will actively adhere to the moral values and professional standards of evaluation practice as outlined in the UNEG Ethical Guidelines for Evaluation and following the values of the United Nations. Specifically, I will be:

- **Honest and truthful** in my communication and actions.
- **Professional**, engaging in credible and trustworthy behaviour, alongside competence, commitment and ongoing reflective practice.
- **Independent, impartial and incorruptible**.



ACCOUNTABILITY

I will be answerable for all decisions made and actions taken and responsible for honouring commitments, without qualification or exception; I will report potential or actual harms observed. Specifically, I will be:

- **Transparent regarding evaluation** purpose and actions taken, establishing trust and increasing accountability for performance to the public, particularly those populations affected by the evaluation.
- **Responsive** as questions or events arise, adapting plans as required and referring to appropriate channels where corruption, fraud, sexual exploitation or abuse or other misconduct or waste of resources is identified.
- **Responsible** for meeting the evaluation purpose and for actions taken and for ensuring redress and recognition as needed.



RESPECT

I will engage with all stakeholders of an evaluation in a way that honours their dignity, well-being, personal agency and characteristics. Specifically, I will ensure:

- **Access to** the evaluation process and products by all relevant stakeholders – whether powerless or powerful – with due attention to factors that could impede access such as sex, gender, race, language, country of origin, LGBTQ status, age, background, religion, ethnicity and ability.
- **Meaningful participation and equitable treatment** of all relevant stakeholders in the evaluation processes, from design to dissemination. This includes engaging various stakeholders, particularly affected people, so they can actively inform the evaluation approach and products rather than being solely a subject of data collection.
- **Fair representation** of different voices and perspectives in evaluation products (reports, webinars, etc.).



BENEFICENCE

I will strive to do good for people and planet while minimizing harm arising from evaluation as an intervention. Specifically, I will ensure:

- **Explicit and ongoing consideration of risks and benefits** from evaluation processes.
- **Maximum benefits** at systemic (including environmental), organizational and programmatic levels.
- **No harm**. I will not proceed where harm cannot be mitigated.
- **Evaluation makes an overall positive contribution** to human and natural systems and the mission of the United Nations.

I commit to playing my part in ensuring that evaluations are conducted according to the Charter of the United Nations and the ethical requirements laid down above and contained within the UNEG Ethical Guidelines for Evaluation. When this is not possible, I will report the situation to my supervisor, designated focal points or channels and will actively seek an appropriate response.

Shirin Gul

15 September 2021

(Signature and Date)