

# Mid-term Evaluation Report

## Balochistan SDGs Accelerated Delivery Project, 2018-2024



Before

Girls School Renovated by Government of China

After

Time frame of the evaluation:

September-November 2024

Date of the report:

November 29, 2024

Countries of intervention:

Pakistan

Name of evaluator:

Niaz Murtaza, Ph.D.

Commissioning organization:

United Nations Development Program, Pakistan

## PROJECT AND EVALUATION INFORMATION DETAILS

Project/outcome information		
<b>Project/outcome title:</b> Balochistan SDGs Accelerated Delivery Project		
Atlas ID: 00112279; Quantum ID: 00130298		
<b>Corporate outcomes:</b> to enhance resilience and socio-economic development in Balochistan by focusing on vulnerable and marginalized groups, including women, children, persons with disabilities, internally displaced persons, and those affected by natural and human induced disasters		
<b>Outputs</b>		
<ul style="list-style-type: none"> <li>• Enhanced capacity of local governments to effectively plan and deliver services to achieve the SDGs.</li> <li>• Accelerating the delivery of SDGs by investing in basic services to address immediate and urgent needs.</li> <li>• Developing alternate livelihoods and stimulating the local economy through skills training, business development and trade.</li> </ul>		
<b>Country:</b> Pakistan		
<b>Region:</b> Asia and the Pacific		
<b>Date project document signed:</b> December 19, 2018		
<b>Project dates</b>	<b>Start:</b> January 2019	<b>Planned end :</b> December 2024
<b>Total committed budget:</b> \$30 million		
<b>Total committed budget:</b> \$4.94 million		
<b>Project expenditure at the time of evaluation:</b> \$3.81 million		
<b>Funding source:</b> UNDP, the Government of China (China International Development Cooperation Agency (CIDCA)), and the Government of Balochistan (Pakistan)		
<b>Implementing party:</b> UNDP		

Evaluation information		
Evaluation type: Project		
Final/midterm evaluation/ other : Mid-term		
Period under evaluation	Start January 2019	End June 2024
Evaluator : Niaz Murtaza, Ph.D.		
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Evaluation dates	Start: 23/09/2024	Completion: 12/11/2024

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## LIST OF ACRONYMS

AWP	Annual Work Plan
ATINs NLC	Applied Technologies Institutes, National Logistic Cell
BCDGS	Balochistan Comprehensive Development and Growth Strategy
BEPA	Balochistan Environment Protection Agency
BHUs	Basic Health Units
BRACE	Balochistan Rural Development and Community Empowerment
BSDGs	Balochistan SDGs Accelerated Project
CIF	Country Investment Fund
CPEC	China Pakistan Economic Corridor
CNAG	Chinese National Academy of Governance
CSA	Cost Sharing Agreement
ECI	Empowerment thru Creative Integration
EPA	Environment Protection Agency
FATA	Federally Administered Tribal Areas
FGDs	Focus Group Discussions
FMIS	Financial Management Information System
GDF	Global Development Fund
GIL	Government Innovation Lab
GIT	Gwadar Institute of Technology
GoB	Government of Balochistan
GOR	Government Officer Residence
HR-MIS	HR Management Information System and Complaint System
HRMIS	Human Resource Management Information System
IBA	Institution of Business Administration
KIIs	Key Informant Interviews
LMS	Learning Management System
LNOB	Leave No One Behind
LOA	Letter of Agreement
MCQ	Metropolitan Corporation of Quetta
MoP&SI	Ministry of Planning, Development & Special Initiatives
MPI	Multi-Dimensional Poverty indicators
M&E	Monitoring and Evaluation
MOU	Memorandum of Understanding
MTE	Mid-Term Evaluation
NLC	National Logistics Cell
NGOs	Non-Governmental Organization
PHED	Public Health Engineering Department
P&DD	Planning & Development Department
POPP	Program, Operations, Policies and Procedures
PHE	Public Health Engineering
QDA	Quetta Development Authority
Q-WASA	Quetta-Water and Sewerage Authority
RAHA	Refugee Affected and Hosting Areas
SDG	Sustainable Development Goals
SMEs	Small and Medium Enterprises
SEZs	Special Economic Zones

SO	Strategic Objectives
SSC	South-South cooperation
SSS	Small-Scale Suppliers
SWM	Solid Waste Management
TMS	Training Management System
TUSDG	Tsinghua University of Sustainable Development Goals
UNDP	United Nations Development Program
WASA	Water and Sanitation Agency
WESS	Water, Environment and Sanitation Society
WFP	Water Filtration Plants
YES	Youth Entrepreneurship Scheme

## EXECUTIVE SUMMARY

With a staggering 71.2 percent of its population experiencing multi-dimensional poverty, Balochistan ranks second highest in terms of poverty headcount among all provinces in Pakistan. The Balochistan Sustainable Development Goals Accelerated Delivery (BSDG) Project by the United Nations Development Program (UNDP) and the Government of Balochistan aims to enhance resilience and socio-economic development in Balochistan by focusing on over 200,000 vulnerable and marginalized persons, including women, children, persons with disabilities (PWDs), internally displaced persons, and those affected by natural and human induced disasters. The project aims to achieve these outcomes through the following key outputs: i) Enhancing the capacity of local governments to effectively plan and deliver services to achieve the SDGs; ii) Accelerating delivery of SDGs by investing in basic services to address immediate and urgent needs; and iii) Developing alternate livelihoods and stimulating the local economy through skills training, business development and trade. While the project initially envisaged a target budget of \$30 million, the actual funds made available by donors are \$4.944 million. The main source of funding was a \$3.5 million grant from the Government of China through its Global Development Initiative to accelerate the 2030 Agenda for Sustainable Development in developing countries. Other sources of funding include seed funding of \$600,000 from the Balochistan Government and \$800,000 by UNDP.

The project is being implemented in seven districts of Balochistan ie Gwadar, Khuzdar, Quetta, Qila Saifullah, Qila Abdullah, Nushki, and Zhob, focusing on poverty alleviation, education, health, water, sanitation, gender mainstreaming, and engagement with marginalized groups, including PWDs, in line with the "Leave No One Behind" (LNOB) principle. The main source of funding was a \$3.5 million grant from the Government of China from its Global Development Initiative to accelerate the 2030 Agenda for Sustainable Development in developing countries to tackle challenges, promote post-COVID recovery and renew commitments to the SDGs. The current Chinese-funded project targets policy barriers and village-level vulnerabilities which keep people in poverty or push people back into poverty when shocks and/or crises occur. Inclusive and accountable governance systems and processes are recognized as crucial for sustainable development and human security. Other sources of funding include seed funding from the Government of Balochistan (Rupees 100 million). While the project initially envisaged a target budget of \$30 million, the actual funds made available by donors are \$ 4.94 million.

This Mid Term Evaluation of the Balochistan Sustainable Development Goals Accelerated Delivery Project (BSDGs) covers the project's performance against its targets and objectives and the impact it has had since its inception in 2018. The objectives of the evaluation are to; assess the project effectiveness and draw upon lessons, evaluate the appropriateness on the project activities in terms of achieving the outputs as per project documents as per the development needs of Balochistan, and other government and non-government stakeholders, explore strategies for replication and scale up i.e. serve as evidence base for policy and institutional reforms and draw upon the lessons learnt from the evaluation to feed into future programming considerations. This evaluation's audience includes UNDP, development partners, donors, government counterparts and implementing partners. The Evaluation is aligned with the Organization of Economic Cooperation and Development-Development Aid Committee (OECD-DAC) criteria of Relevance/Coherence, Effectiveness, Efficiency, Impact and Sustainability. Furthermore, it provides a list of recommendations to inform the future programming direction and priorities of the project.

The evaluation a mixed methods approach including Key Informant Interviews (KIIs) and Focus Group Discussions (FGDs) to collect primary data from key project stakeholders including representatives from key government line departments involved in the project, civil society organizations undertaking downstream interventions, and project beneficiaries. A total of 26 KIIs and five FGDs were undertaken with selected respondents covering all three outputs of the project. The evaluation's qualitative approach for primary data collection provided rich information about the perspectives of different stakeholders on problems, challenges, successes, and recommendations. Furthermore, primary data collection was complimented with the review of secondary data including project documents, development sector reports on Balochistan, and key Government frameworks influencing social and economic development work in the province. This helped in assessing the extent to which the project activities were aligned with both UNDP and Government of Balochistan's development frameworks and programming priorities.

In terms of relevance/coherence, the evaluation finds that all project activities were very relevant to the development needs of communities. The Project's interventions were well reflected in the strategic priorities of the Government of Balochistan, as well as those of donors. Project staff enjoyed good working relationships with their counterparts among the institutions. Similarly, project activities are contributing to the UNDP Strategic Plan, the Country Program Document (CPD) for Pakistan, and the SDGs to a very large extent.

In terms of effectiveness, the project is responsive to the development needs of Balochistan and provides a range of institutional and downstream development solutions for end users including vulnerable groups. The Project has created mechanisms for meaningfully involving key stakeholders in design and implementation. In this regard, there is more involvement of institutional actors in these activities and more efforts are required to involve project beneficiaries. In terms of the involvement of vulnerable groups in project activities, tailored interventions have been implemented to specifically benefit PWDs in Balochistan which is a positive outcome.

On the question of efficiency, the project has successfully implemented all planned activities based on the funds mobilized so far. The project has mobilized \$4.94 million against an ambitious target of \$30 million envisaged in the project document. While the resource mobilization has been low (compared to the initial estimation), the project has successfully reached out to the planned number of beneficiaries through strategic deployment and utilization of a modest team of professionals based in Islamabad and Quetta. The Project has also developed an effective Monitoring and Evaluation System based on multiple levels of analysis and validation. Furthermore, the project has developed an informal system for documenting lessons learned and integrating them to inform future interventions. Furthermore, the evaluation finds that the Project has been following standard UNDP protocols and that its ratings on cost and procurement efficiencies are similar to other projects of UNDP Pakistan. Therefore, the evaluation concludes that the Project has been efficient in its procurement policies. The project has also reached out to a significant section of vulnerable population groups among the total targeted beneficiaries, especially under outputs 2 and 3.

On the question of sustainability, the evaluation finds that various initiatives of the Project have been institutionalized, including full funding and ownership of GIL by the Government of Balochistan, agreements with health and education departments for upkeep of improved health and education facilities, and job placement of trainees. Furthermore, sustainability was ensured by aligning all project activities with the development priorities of the province as envisaged in provincial strategies and development plans. This can be further improved by working directly with government counterparts on allocating government resources for the maintenance and upkeep of facilities renovated under the project.

On cross cutting issues, the project was designed to directly benefit marginalized groups including women, youth, and PWDs. Furthermore, the targeting of public sector facilities for renovation under output 2 also benefitted vulnerable groups including the poorest of the poor. In this regard, the project has targeted almost equal numbers of boys' and girls' schools; furthermore, the total number of women beneficiaries through skills development work is 40% which is a significant number in Balochistan considering the prevalence of conservative social and cultural norms that limit women's participation in public life including economic activities.

## **Conclusions**

In the judgment of the evaluation team, the project was highly **relevant** to and **coherent** with the priorities of all key stakeholders, including the main donor (Chinese government), UN, federal government, the Government of Balochistan as well as key implementing partners and beneficiaries. This conclusion is confirmed by the findings from the documents reviewed, and stakeholders interviewed. The various project activities have also contributed coherently to the outputs and outcomes included in the theory of change and the overall aim of sustained progress can be made for government and youth led progress towards reduced inequalities under the SDG framework. On the issue of learning from and coordinating with other similar projects, interviews with key stakeholders suggest that this happened, but the documents provide limited evidence of that. Both the documents review and interviews with key stakeholders confirm that the involvement of key stakeholders at the broader level has been high through studies, consultative meetings and field surveys. The evaluation team concludes that the project has been appropriately responsive to political, legal, economic, institutional, etc., factors in Balochistan and Pakistan through thorough situational analysis and close and strong collaboration with key political and government stakeholders in the province.

The Project has been effective in achieving **results** under majority of interventions, despite contextual and operational challenges. Key achievements include the flagship Government Innovation Lab for introducing innovation and technology solutions in government departments; renovation and of government hospitals and schools in target districts, skills development of 1672 youth (1009 men and 663 women).

The project achieved these results with a reasonable level of time and cost **efficiency** through a wide range of management and oversight processes including the establishment of a Project Board (co-chaired by UNDP and Planning & Development Department Govt. of Balochistan) and Project Management Units in Islamabad and Quetta.

The Project took effective measures to ensure **sustainability**. These include government ownership and funding for GIL under Output 1, commitment for maintenance and upkeep of health and education facilities improved under Output 2, and enhanced income generation and job placement prospects of trainees under Output 3.

The Project has been instrumental in terms of supporting marginalized groups and all outputs as required in the **cross-cutting thematic focus** of the evaluation. Furthermore, the project has specifically reached out to the most vulnerable population groups like PWDs through tailored interventions aimed at improving their quality of life.



In summary, the project has achieved significant progress on its overall aims and objectives. Its theory of change has largely held as its activities have contributed strongly to the outputs, which in turn have contributed to the overall outcomes of sustainable socio-economic development.

### **Recommendations:**

- The project should consider assisting GIL in identifying projects with Government departments that align with broader development goals while exploring opportunities for expanding the scope of technological innovation with other partner universities in Balochistan.
- The project should focus more on documenting effectiveness and impact of activities under each output. For example, under output 1, data should be collected on effectiveness of GIL pilots, under output 2, data on improvements in health and education outcomes as a result of project activities should be collected, and under output 3 data on job creation should be gathered.
- The Project could benefit from empirically measuring lasting changes on grounds that can be confidently attributed to the Project, especially against high level targets given in the Theory of Change as well as the Results Framework.
- As part of improving monitoring and evaluation, the project should improve data collection for measuring its contribution towards changes at impact and outcome levels.
- Given the risk of non-use or diversion of UNDP provided equipment under output 2, UNDP should explore the development of virtual monitoring for the equipment provided, leveraging digital technology through GIL.
- For vocational trainees under output 3 in finding jobs and for building local capacities for imparting trainings, UNDP is advised to ensure more systematic efforts by training partners for providing follow-up support to trainees, especially women who face greater challenges, with finding jobs through greater outreach to employers and setting up businesses. UNDP should also lay greater focus on partnering with Balochistan-based training institutes (including GIL) to help build capacities of local institutions.
- The Project is recommended to further align its ongoing activities to benefit vulnerable groups by 1) encouraging GIL to provide services for women, poor and PWDs, improving access for PWDs to health and education facilities renovated under the project, and carrying out vocational services for PWDs.

## I: INTRODUCTION

This report presents the background and findings of the Mid-term Evaluation (MTE) conducted for UNDP Balochistan SDGs Accelerated Delivery Project (BSDG). The project aims to enhance resilience and socio-economic development in Balochistan by focusing on vulnerable and marginalized groups, including women, children, PWDs, internally displaced persons, and those affected by natural and human induced disasters. The midterm evaluation serves as a critical appraisal of project's effectiveness, efficiency, relevance, coherence, and sustainability at this juncture and provides an evidence-based assessment of the project's performance. The main users of the evaluation are UNDP, the Government of Balochistan, implementing partners, and program beneficiaries. It is being conducted at this stage to provide key findings, conclusions, and recommendations to these users to help them improve performance during the remaining life of this project and provide ideas, lessons and recommendations for designing the next phase of the project.

The findings, conclusions, recommendations, and lessons will help the main users acquire systematic, objective, and comprehensive information about the achievements and successes of the project as well as insights into the main challenges and gaps. This will help them in designing strategies for building on the successes of the project and overcoming the gaps and challenges in the next phase.

## 2: DESCRIPTION OF THE INTERVENTION

### 2.1 Situational analysis

As Pakistan's largest province<sup>1</sup>, Balochistan presents unique geographic and socio-economic challenges, including remote and underserved areas, limited infrastructure, and a diverse ethnic landscape. These challenges affect delivery of social services and the implementation of development initiatives, resulting in huge socio-economic disparities with other provinces. With a staggering 71.2 percent<sup>2</sup> of its population experiencing multi-dimensional poverty, Balochistan ranks highest in terms of poverty headcount among all provinces. The literacy rate is the lowest in the country at 54.5%<sup>3</sup>. Access to clean water and sanitation facilities remain severely limited, with around 70% of households relying on unsafe water sources, and only 41% having access to sanitation<sup>4</sup>.

**Table I: Balochistan Comparative Statistics**

Indicator	Pakistan	Balochistan	Punjab	Sindh	Khyber Pakhtunkhwa
<b>Poverty Rate (%)<sup>5</sup></b>	40.5	70.5	30.4	45.2	48.5
Urban	10.7	44.6	13.7	18.9	19.6
Rural	29.8	80.4	40.5	75.2	54.1
Literacy Rate <sup>6</sup>	73.4	54.5	63.3	61.8	55.1
Electricity Access (%) <sup>7</sup>	70	22	99	42	86
Clean Water Access (%) <sup>4</sup>	78	29	100	63	90
Sanitation Access (%) <sup>4</sup>	79	41	99	60	94

### 2.2 Project details

The Balochistan Sustainable Development Goals Accelerated Delivery Project (BSDGs) aims to provide sustainable solutions to some of the pressing development challenges in Balochistan. The project aims to enhance resilience and socio-economic development in Balochistan by focusing on vulnerable and marginalized groups, including women, children, PWDs, internally displaced persons, and those affected by natural and human induced disasters. Specifically, the project aims to reach 100,000 women, 100,000 children, and vulnerable groups by the end of its implementation<sup>8</sup>.

**The intended impact** is "Communities in the target districts have a 10% lower headcount of key Multi-Dimensional Poverty (MPI) indicators, better coverage and access to basic services, and lowered income poverty through skills training and paid work" (compared to the average in non-targeted districts). The Theory of change statement of the project is as follows:

<sup>1</sup> Evaluation TORs

<sup>2</sup> Poverty Eradication in Balochistan: A Study of Community Development (source: [https://www.researchgate.net/publication/335401493\\_Poverty\\_Eradication\\_in\\_BalochistanA\\_Study\\_of\\_Community\\_Development\\_Programs](https://www.researchgate.net/publication/335401493_Poverty_Eradication_in_BalochistanA_Study_of_Community_Development_Programs))

<sup>3</sup> Balochistan Education Statistics 2021-22 (source: [http://www.emis.gob.pk/uploads/BalochistanEducationStatistics/Balochistan\\_Education\\_Statistics\\_2021-22.pdf](http://www.emis.gob.pk/uploads/BalochistanEducationStatistics/Balochistan_Education_Statistics_2021-22.pdf))

<sup>4</sup> Drinking Water Quality in Pakistan: Current Status and Challenges (sources: <https://pcrwr.gov.pk/wp-content/uploads/2021/10/Drinking-Water-Quality-in-Pakistan-2021.pdf>)

<sup>5</sup> Pakistan Development Update October 2024 (World Bank Report); Multidimensional Poverty Report\_ PIDE, 2020

<sup>6</sup> Economic Survey of Pakistan-2023 (Chapter 10\_Education)

<sup>7</sup> Pakistan Education Statistics\_2022/23 (Ministry of Federal Education and Professional Training)

<sup>8</sup> ibid

**If** capacities of local governments and line departments are developed to effectively plan and deliver services to achieve SDGs,

**AND** innovative investments are made in addressing the urgent and basic needs of the most vulnerable segments of the population including youth and women,

**AND** alternative livelihoods are developed by stimulating local economy by skills training and business development,

**THEN** sustained progress can be made for government and youth led progress towards reduced inequalities under the SDG framework

The project has the following outputs to achieve these outcomes:

**Output 1: Enhanced capacities of the government departments to effectively plan and deliver services to achieve the SDGs:** The main activities under this output were: **1)** Establishment of a Government Innovation Lab (GIL) at the University of Balochistan for introducing technology innovations in government departments to overcome development challenges and enhance entrepreneurship among youth; **2)** capacity building trainings for government departments.

**Output 2: Accelerating the delivery of SDGs by investing in basic services to address immediate and urgent needs:** Main activity under this output was repair and equipping of schools and hospitals in five districts i.e., Gwadar, Noshki, Quetta, Qilla Abdullah and Chaman.

**Output 3: Developing alternate livelihoods and stimulating the local economy through skills training, business development and trade:** Main activities under this output included trainings for improving the capacities and skills of youth in different trades that had potential in the market either for employment purposes or starting businesses. In addition, a project to support displaced persons with income and other support was also implemented.

The project is being implemented in seven districts ie, Gwadar, Khuzdar, Quetta, Qila Saifullah, Qila Abdullah, Nushki, and Zhob. While the project initially envisaged a target budget of \$30 million, the actual funds made available by donors are around \$ 4.94 million. The main source of funding for the project was a \$3.5 million grant from the Government of China from its Global Development Initiative to accelerate the 2030 Agenda for Sustainable Development in developing countries. The rest of the funds were provided by the Government of Balochistan (\$600,000)and UNDP (\$800,000).

## 3: EVALUATION SCOPE AND OBJECTIVES

### 3.1 Evaluation scope and objectives

The primary objectives of the evaluation included:

- Evaluate the project's theory of change by analyzing the relationship between activities, outputs, outcomes, and the broader context.
- Assess the appropriateness of the implementation strategy and the project's overall performance in achieving intended outputs and contributing to outcome-level goals. Provide an objective assessment of achievements, constraints, relevance, and sustainability.
- Identify factors facilitating or hindering results achievement, both externally and internally.
- Evaluate the project's risk management mechanisms and adaptability to unforeseen factors and risks.
- Determine how well the project addressed cross-cutting issues such as gender, human rights, disability, and conflict sensitivity.
- Document the positive signs of changes and any unintended consequences of activities in relation to the overall strategy, particularly in supporting coexistence efforts and empowering vulnerable groups in decision-making and resource sharing.
- Document lessons learned, best practices, successes, and challenges encountered throughout project design and implementation stages to inform future initiatives.
- Provide clear, focused recommendations for the project to consider going forward and future UNDP Pakistan programming in the face of ongoing political, social, and economic instability.

### 3.2 Evaluation criteria and questions

The evaluation used the OECD-DAC criteria of relevance, coherence, effectiveness, efficiency, sustainability and cross-cutting issues (LNOB, gender, disabilities, crisis prevention, disaster risk reduction (DRR) and environment. The agreed evaluation questions were as follows:

#### Relevance/Coherence

- To what extent was the project in line with national development priorities, Balochistan's provincial goals, country program outputs and outcomes, the UNDP Strategic Plan, and the SDGs?
- To what extent does the project contribute to the theory of change for the relevant country program outcome in Balochistan?
- To what extent were lessons learned from other relevant projects in similar contexts considered in the project design?
- To what extent were perspectives of men and women who could affect the outcomes, and those who could contribute information or other resources to the attainment of stated results, considered during project design processes?
- To what extent does the project contribute to gender equality, the empowerment of women, and the human rights-based approach, considering the principles of Leave No One Behind (LNOB) and including the inclusion and empowerment of people with disabilities?
- To what extent has the project been appropriately responsive to political, legal, economic, institutional, etc., changes in Balochistan and Pakistan?

#### Effectiveness

- To what extent did the project contribute to the country Program outcomes and outputs, the SDGs, the UNDP Strategic Plan, and national development priorities, specifically in Balochistan?



- To what extent were the project outputs achieved, considering men, women, and vulnerable groups in Balochistan?
- To what extent have different stakeholders been involved in project implementation?
- To what extent are project management and implementation participatory, and is this participation of men, women, and vulnerable groups contributing towards achievement of the project objectives?
- To what extent has the project been appropriately responsive to the needs of the national constituents (men, women, other vulnerable groups) and changing partner priorities?

### **Efficiency**

- To what extent was the project management structure as outlined in the project document efficient in generating the expected results?
- To what extent were resources mobilized and used to address inequalities in general, and gender issues in particular?
- To what extent have the project implementation strategy and execution been efficient and 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 affecting women, men, and vulnerable groups?
- To what extent will target men, women, and vulnerable people benefit from the project interventions in the long-term?
- 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 contributions to country Program 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?
- What is the chance that the level of stakeholder ownership will be sufficient to allow for the project benefits to be sustained?
- To what extent are lessons learned documented by the project team on a continual basis and shared with appropriate parties who could learn from the project?
- What could be done to strengthen exit strategies and sustainability to support female and male project beneficiaries as well as marginalized groups?

### **Human rights (LNOB)**

- How does the project design and strategy specifically address the needs of poor, Indigenous, physically challenged individuals, and other disadvantaged and marginalized groups in Balochistan to ensure equitable benefits?
- To what extent have poor, Indigenous and physically challenged, women, men and other disadvantaged and marginalized groups benefited from the Project implementation in Balochistan?

### **Gender equality**

- To what extent have gender equality and the inclusion of women and transgender been addressed in the design, implementation, and monitoring of the project?

- Is the gender marker assigned to this project representative of reality?

**Disability**

- Were persons with disabilities consulted and meaningfully involved in the project design, planning and implementation?
- What proportion of the beneficiaries of a project were persons with disabilities?
- What barriers did persons with disabilities face?

## 4: EVALUATION APPROACH AND METHODOLOGY

### 4.1 Evaluation approach

The evaluation team selected a range of project interventions across all outputs to gain a comprehensive picture. This choice was guided by considerations pertaining to the availability of time and resources for this evaluation, along with the prevailing security situation in Balochistan that allowed limited travel outside main districts like Quetta and Gwadar. To ensure that the scope and output of the evaluation meets the quality criteria and expectations of UNDP, the evaluation team covered all program components through mixed methods data collection using both primary and secondary sources of information to obtain and triangulate a range of data for analysis and incorporation in the report. The evaluation's qualitative approach for primary data collection provided rich information about the perspectives of different stakeholders on problems, challenges, successes, and recommendations.

The evaluation team collected primary data on selected components from beneficiaries focusing on women's education (Output 2), the youth innovation lab (Output 1), and support to PWDs (Output 3). This choice was based on the non-availability of the participants of other vocational training programs to participate in focus group discussions (FGDs). A cross-section of marginalized groups was covered during FGDs with beneficiaries.

### 4.2 Evaluation tools

The review process used the following main tools and methods:

#### **Inception phase documents review and key informant interviews**

The evaluation team reviewed key project documents, including: project proposal, evaluation review reports, revisions in the plans, TOCs, results framework, inception and annual reports, monitoring, evaluation and learning (MEL) plan, report on adaptive programming, project briefings and presentations, progress reports (narrative and financial), internal monitoring/mission reports, operational reports etc. The complete list of documents reviewed is given in Annex I.

#### **Primary data collection**

The evaluation team collected data through FGDs, with beneficiaries and KIIs with stakeholders. The evaluation team applied a mixed-methods approach using qualitative techniques to collect data from multiple sources (including external sources) in consultation with UNDP to ensure multiple levels of triangulation. The specific tools were selected keeping in view the time, budget and security constraints mentioned earlier. Strict health and security protocols were followed in the field as per UNDP policies.

#### Key Informant Interviews (16 men and 6 women)

The evaluation included semi-structured KIIs interviews with the following:

- 6 UNDP staff in Islamabad and Quetta.
- 4 KIIs with four government officials in Quetta.
- KIIs with 12 staff of 4 implementing partners in Quetta, Karachi, Gwadar, and Islamabad.

The KIIs used an open-ended instrument which included sub-questions for all the criteria and questions given in the TORs. The complete list of interviews is included in the annexes.

### Focus Group Discussions (18 women and 19 men)

FGDs were conducted in selected field locations covering beneficiaries from different districts, villages, gender, disability, and other key dimensions. The FGDs used an open-ended instrument which included subs-questions for all the criteria and questions given in the TORs. Six FGDs with beneficiary groups from different components in Quetta and Gwadar were conducted as follows:

- School teachers at renovated schools
- BHU staff
- PWDs
- Male and female training beneficiaries from Gwadar
- Implementing partners

### Rationale

The complete list of interviews is included in the annexes (2 and 3). These specific qualitative methods were chosen due to several reasons. Firstly, quantitative data was already available from the Tracer Studies and an earlier final project evaluation done by the project for the first phase. Secondly, this being a mid-term evaluation, the interest was more in collecting rich qualitative information that could help in understanding better the key changes needed for the remaining period rather than quantitative information which is more suitable for a final evaluation. Finally, security issues, the long process needed for doing survey in Balochistan and the limited time and budget available also precluded a survey. However, a clear sampling strategy was adopted to ensure adequate coverage of all outputs, activities and key stakeholders as follows:

### **Sampling strategy**

#### **1) Cover all three outputs and most activities under them:**

All three outputs were covered. Under output 1, there were two activities, i.e., Government Innovation Lab (GIL) work and the smaller Chinese funded training for government officials. The evaluation covered the larger component i.e. GIL. Under output 2, there were two activities, i.e., health and education and both were covered under the evaluation. Under output 3, there were training activities with seven partners and a socio-economic component for displaced persons. Five of the training events were covered and in the socio-economic component, the activities related to PWDs was covered while the remaining activities have just been recently started and thus could not be covered.

#### **2) Cover all stakeholders:** The key stakeholders' categories and coverage by the evaluation is as follows:

**Table 2: Key Stakeholders-Roles and Coverage**

Level	Key stakeholders	Role in project	Coverage
<b>Overall</b>	Planning & Development (P&D) official	The P&D department is the apex project partner at the provincial level. The department is responsible for channelizing government funding for the project and keeping an	Covered

		oversight on project activities through membership of the Project Review Board (PRB).	
<b>Output 1</b>	GIL staff	GIL was established through a collaboration between UNDP and the Government of Balochistan under this project. It is the primary achievement of the project under Output 1.	Covered
<b>Output 2</b>	-Health/education district staff -Teachers/clinic staff	Departments of health and education were the project's partners under Output 2 dealing with access to basic services. The departments supported UNDP in identifying target schools and hospitals and facilitated the implementation of all project activities under Output 2.	Covered  Covered
<b>Output 3</b>	-7 vocational training partners -Vocational Trainees -Socio-economic project partners (4) -Socio-economic. project PWD/income beneficiaries	These include direct beneficiaries of livelihoods skills training implemented under Output 3. Interviews were also conducted with officials from relevant Government departments like the Gwadar Institute of Technology along with civil society organizations that served as UNDP implementation partners in the project (Hashoo Foundation, National Logistics Cell (NLC), Institute of Business Administration (IBA), and Empowerment Thru Creative Integration (ECI), and Concepts Unlimited.	-5 partners -1 partner trainees -4 partners -PWDs covered



A specific emphasis was placed on including women. The main non-coverage was under output 3. Not all vocational trainees could be covered as they are now dispersed all over Pakistan and abroad. The income beneficiaries under the socio-economic project could not be covered as the activity has still not started. Thus, the sampling strategy provided adequate coverage of outputs, activities and stakeholders given the time, budget and logistical constraints. The complete list of interviews is included in the annexes (2 and 3).

### 4.3 Risk mitigation, quality, and ethical measures

The following risk mitigation, quality and ethical measures were employed.

**Table 3: Evaluation Risk Analysis**

<b>RISK</b>	<b>RISK LEVEL</b>	<b>RISK MITIGATION STRATEGY</b>
<b>Risk 1:</b> Health pandemic or security situation affects movement in the field	Medium	A provision was kept in case travel to field is restricted that all or some meetings and interviews will be held online through Zoom, Skype, Teams etc, and that field data collection could also be done through local and trusted enumerators trained remotely. The team maintained close contact with local partners and interlocutors to ensure that there were no major security risks in research areas. This was ensured by following UNDSS's security updates that were duly communicated by UNDP's project staff and through coordination with respondents and local stakeholders before conducting interviews.
<b>Risk 2:</b> Key stakeholders, especially government officials, fail to give adequate time	MEDIUM	The team disseminated in advance the aims and schedule of the assessment and minimized time burden on key stakeholders. It maintained clear communication with stakeholders and explained how the time they invest in this exercise will help them in future. It also kept UNDP informed about any problems. and used its help if other strategies did not work.
<b>Risk 3:</b> Required documentation and data is not available or is inadequate	LOW	Communicated documents requirements clearly and early to stakeholders Covered gaps in one to one interview
<b>Risk 4:</b> Women are not covered adequately in evaluation	Medium	Special outreach was ensured to cover women in all activities through partners.

These risk mitigation measures proved adequate, and the evaluation team achieved all its planned objectives and outcomes properly and no activities had to be curtailed.

Data quality was ensured through the following steps:

- Regular feedback and inputs were obtained from UNDP staff to improve quality.
- The evaluation followed the UNDP Evaluation Guidelines and United Nations Evaluation Group (UNEG) Quality Assessment Checklist for Evaluation Reports.
- The evaluation employed a combination of qualitative and quantitative evaluation methods and instruments following the key Evaluation Methods given in the Evaluation Resource Centre.
- The evaluator adopted a participatory and consultative approach that ensured close engagement with evaluation managers, implementing partners, and special attention was given to ensuring inclusivity, particularly for individuals with disabilities and marginalized groups, in alignment with the principles of LNOB and considering the guidelines on assessing crosscutting themes.

The evaluation took steps to ensure that the evaluation respects and protects the rights, and welfare and cultural sensitivities of the people and communities involved and to ensure that the evaluation is technically accurate and reliable, is conducted in a transparent and impartial manner, and contributes to organizational learning and accountability. The evaluation took all necessary steps to ensure informed consent and protect the identity and privacy of respondents during data collection, which occurred in a safe and private place. Data was kept secure and only relevant staff had access to it. Photographs were taken with the permission of people. Only adults able to give informed consent were interviewed. The evaluation team specifically adhered to the UNDP codes of conduct policies. This evaluation was conducted in accordance with the principles outlined in the UNEG 'Ethical Guidelines for Evaluation.' Moreover, the review ensured that the evaluation is conducted in adherence to conflict-sensitivity principles without raising expectations from direct / indirect beneficiaries. ; and (d) the client's Code of Conduct is strictly followed.

The evaluation matrix and schedule of key milestones are provided in Annex 8 and 9.

## 5: DATA ANALYSIS AND REPORT WRITING

Following the fieldwork, the team initiated data analysis and provided regular feedback/briefs to UNDP.

The evaluation team:

- Summarized qualitative key informant interview and FGD notes and coded them according to themes relevant to the evaluation.
- Prepared tally sheets identifying the themes that emerge in the document review, FGDs and key informant interviews to facilitate systematic and rigorous data analysis aimed at identifying key evaluation findings.
- Compared responses of different stakeholder groups with each other and information provided in project documents in order to triangulate as effectively as possible.
- Compared information provided by project staff with information provided by the respondents (beneficiaries) and addressed factual discrepancies as well as differences across stakeholder groups in consultation with the client.
- Disaggregated all qualitative data collected through the evaluation by gender, age, location, groups, educational background, class, etc.
- Applied standard protocols to ensure data quality, including adequate training of enumerators, cross-checking in data entry and rechecking by Team Leader.

The evaluation methodology relied on triangulation of sources and methods to ensure the validity and reliability of results. The methodology allowed for:

- **Data Triangulation.** Primary data was drawn from across stakeholder categories included in the evaluation. Only information that is reported by multiple informants was included.
- **Methodological Triangulation.** Different data collection methods was used, including individual interviews and focus group discussions. Additionally, qualitative data was triangulated with any baseline quantitative data.

## 6: EVALUATION FINDINGS

### 6.1 Relevance/coherence

#### 6.1.1 Coherence with the priorities and programs of key stakeholders

- To what extent was the project in line with national development priorities, Balochistan’s provincial goals, country program outputs and outcomes, the UNDP Strategic Plan, and the SDGs?
- To what extent does the project contribute to the theory of change for the relevant country program outcome in Balochistan?
- To what extent were lessons learned from other relevant projects in similar contexts considered in the project design?
- To what extent has the project been appropriately responsive to political, legal, economic, institutional, etc., changes in Balochistan and Pakistan?

***To what extent was the project in line with national development priorities, Balochistan’s provincial goals, country program outputs and outcomes, the UNDP Strategic Plan, and the SDGs?***

The project coheres well with the priorities of all key stakeholders, including gender issues. The UN’s Sustainable Development Cooperation Framework for Pakistan 2023–2027 is the guiding framework for UN support to Pakistan for the achievement of SDGs in the country. Project’s alignment with the outcomes included in the framework and with the SDG is as follows<sup>9</sup>:

**Table 4: UN priorities and SDGs**

Outcome 1. Basic and social services	SDGs 2 (Zero Hunger), 3 (Good Health and Well-Being), 4 (Quality Education), 12 (Sustainable Consumption and Production)	Project output 2
Outcome 2. Gender equality and women’s empowerment	SDGs 5 (Gender equality)	All outputs 2
Outcome 3. Climate change and the environment	SDGs-2 (Zero Hunger), 6 (Clean Water and Sanitation), 13 (Climate Action), 14 (Life below Water), 15 (Life on Land)	All outputs
Outcome 4. Sustainable and inclusive economic growth and decent work	SDGs 1 (No Poverty), 2 (Zero Hunger), 4 (Quality Education), 5 (Gender Equality), 7 (Affordable and Clean Energy), 8 (Decent Work and Economic Growth), 9 (Industry, Innovation and Infrastructure), 10 (Reduced Inequalities), 11 (Sustainable Cities and Communities), 12 (Sustainable Consumption and Production), 17 (Partnerships for the Goals).	Outputs 1 and 3
Outcome 5. Governance	SDGs 5 (Gender Equality), 10 (Reduced Inequalities), 16 (Peace, Justice and Strong Institutions), 17 (Partnerships for the Goals)	Output 1 and 2

<sup>9</sup> United Nations Sustainable Development Cooperation Framework 2023–2027, Pakistan.

## **Alignment with Key Frameworks**

### **Government of China**

Project interventions are coherent with China's policy of engagement in international development, support to Pakistan's development priorities and China's contribution to the achievement of the Sustainable Development Goals (SDGs) through South-South cooperation (SSC) and experience sharing.

### **Governments of Pakistan, and Balochistan**

The project aligns closely with federal government priorities, as enumerated in various policy documents and initiatives including the five-year joint project of "National Initiative for Sustainable Development Goals to institutionalise 2030 Agenda" launched in 2018, "Vision-2025" strategy for national development<sup>10</sup>, and the Balochistan Comprehensive Development and Growth Strategy (BCDGS) 2021-2026<sup>11</sup> which is the planning document of the Government of Balochistan project.

### ***To what extent does the project contribute to the theory of change for the relevant country program outcome in Balochistan?***

The project is in line with UNDP Country Program Document for Pakistan 2018-2022<sup>12</sup> which also covers Balochistan. It states that UNDP will pursue implementation through the following three tiers: a) Fostering an enabling environment in legislation, regulatory frameworks and development policies, drawing on South-South best practices; b) Strengthening the capacity of institutions and systems at all levels to provide innovative solutions and implementation support for governance, environmental sustainability and stabilization processes; c) Supporting the Government in community-level interventions that promote scalable solutions focused on building local capacities. The project interventions are coherent with UNDP's global vision and approach of helping achieve the 2030 Agenda: Eradicating poverty as the highest priority and within Pakistan, attention to Balochistan to ensure no one is left behind and endeavour to reach those furthest behind first. The approach recognizes the unique situation of Balochistan: i) The requirement to build peace through improving citizen-state trust; ii) To increase adaptation to climate change and resilience to shocks through diversifying livelihoods; and iii) Preparing for the future, i.e., equipping people with the skills and tools to play a productive role in the economy.

### ***To what extent were lessons learned from other relevant projects in similar contexts considered in the project design?***

The BSDGs builds upon and aligns with similar major projects in Balochistan, in particular the European Union-funded 'Balochistan Rural Development and Community Empowerment Program (BRACE)'. The project also learnt and built upon the UNDP Refugee Affected and Hosting Areas (RAHA) project implemented in Balochistan from 2009 to 2013 which also focused on livelihoods, community development and social services. The Project also incorporated learning from UNDP's more recent

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<sup>10</sup> Pakistan Vision 2025: One Nation- One Vision (<https://www.pc.gov.pk/uploads/vision2025/Pakistan-Vision-2025.pdf>)

<sup>11</sup> Balochistan Comprehensive Development and Growth Strategy 2021-2026 (source: <https://www.undp.org/pakistan/publications/balochistan-comprehensive-development-and-growth-strategy-bcdgs-2021-2026>)

<sup>12</sup> The first phase of the program was aligned with CPD 2018-22 and was later realigned with the existing CPD (2023-27)

project is the \$ 4 million China-Pakistan-UNDP Humanitarian Recovery Project in Balochistan and the Federally Administered Tribal Areas (FATA), which was supported by the Government of China through the China South-South Cooperation Assistance Fund. The project also coheres with UNDP project on SDGs policies in Balochistan. According to key stakeholders interviewed within the Government of Balochistan, the provincial P&D Department and UNDP Quetta Office ensured appropriate collaboration and coordination with these and other similar donor projects to avoid duplication, incorporate learning and ensure synergies. With the collaboration of Youth Empowerment Program (YEP), BSDGs project leveraged YEP resources to train 533 community members from Balochistan in financial management and access to finance. **However, better documentation of specific areas of collaboration and synergy with other similar projects will help strengthen collaboration and ensure accountability, transparency, and future learning.**

***To what extent has the project been appropriately responsive to political, legal, economic, institutional, etc., changes in Balochistan and Pakistan?***

The project has been appropriately responsive to political, legal, economic, and institutional changes in Balochistan. Balochistan is characterized by complex layers of traditional and non- traditional (tribal), formal and informal levels of government and authority. Additionally, there is a strong clergy exercising influence over large populations. Weak rule of law, a politicized administrative structure, low voter-turnout and low tax-paying ratio are further reasons underlying poor governance. UNDP has been working on key areas of need for provincial governments: to create institutional mechanisms which strengthen effective service delivery in a manner that is transparent and accountable to local people. One common area of support requested from the provincial level is to assist provincial governments in developing legislative, institutional and policy frameworks on devolved subjects. These past efforts also helped this project to deal with these governance challenges as did the proactive role of UNDP Quetta office during this project to engage with different political actors through the Project board established for this project that includes the Government of Balochistan key officials.

Gender disparity is a problem faced by the whole country with Pakistan scoring 145 out of 146 in the world with respect to gender equality on the World Economic Forum's (WEF) Global Gender Gap Index<sup>13</sup>. The situation in Balochistan is particularly grave. Women are excluded from the labor force with only 11.6 percent of females gainfully employed, post-primary dropout rates are high and female enrolment rates remain low. The overall literacy rate for Balochistan is 41%, but for females it is only 24%. All UNDP interventions are gender sensitive and have a special focus on female empowerment, including this project. In this regard, the Project addressed gender challenges in Balochistan through the provision of tailored and culturally sensitive trainings in line with the aspirations and needs of local women. This ensured that almost 40% of the project beneficiaries under the skills development component were women, a significant number for conservative areas in Balochistan. Furthermore, almost half of the schools (36 out of 75) renovated under the project cater to girls facilitating them in getting quality educational services in challenging circumstances.

**6.1.2 Relevance: Involvement of beneficiaries and key stakeholders in design phase**

- To what extent were perspectives of men and women who could affect the outcomes, and those who could contribute information or other resources to the attainment of stated results, considered during project design processes?

<sup>13</sup> WEF: Global Gender Gap Report 2024 (source: <https://www.weforum.org/publications/global-gender-gap-report-2024/digest/>)

***To what extent were perspectives of men and women who could affect the outcomes, and those who could contribute information or other resources to the attainment of stated results, considered during project design processes?***

The program design was based on a wide variety of assessment studies conducted by the UN, World Bank and the government which helped in identifying the most pressing problems in Balochistan and the specific outcomes, outputs, and activities that the project should have to address these problems. These included the World Bank Survey for Entrepreneurship Development, UNICEF Multiple Indicator Cluster Survey for Women and Children, government health, education, nutrition, and poverty surveys conducted during 2014-19, project documents of relevant projects mentioned above and other related documents. The project also adopted a participatory approach at inception. A project design mission was undertaken in January 2018 covering Quetta and other intervention districts which helped in working out the detailed methodology for project design and implementation and in developing partnerships for the project. All of them gave adequate attention to gender issues.

Several program components also undertook detailed primary needs assessments to guide their detailed design. Under output 1, the GIL and WESS undertook detailed consultations and or/assessments with key stakeholders to gauge needs and develop activities accordingly. Under output 2, the project undertook detailed surveys in Gwadar, Qilla Abdullah, Nushki, and Quetta on “Education, Healthcare, and Sanitation Service Delivery Challenges: Enhancing the Capacity of The Local Government” to evaluate the public sector delivery in each district, including its current state, issues, limitations, and solutions and examine crucial social sectors such as education, healthcare, and sanitation. A comprehensive analysis was conducted by interviewing residents and key stakeholders to validate the current issues and problems in public sector delivery. A gap analysis was conducted after evaluating the existing policies, available statistics, and narrative analysis. This gap analysis comprehensively identified problems, their root causes, and appropriate recommendations.

Similarly, under output 3, all training institutes undertook detailed consultations and or/assessments with key stakeholders to gauge training needs and develop training modules accordingly. For example, for the GIT training, all programs aligned well with the socio-economic needs of the youth in Balochistan, focusing on skill development, job placement, and entrepreneurship; courses were tailored based on gender and location, addressing local employment challenges and government priorities; and the programs addressed key needs, offering practical skills that enabled participants to seek jobs or start their own businesses.

A detailed Market Assessment and Value Chains Analysis was undertaken for “Market Survey and Identification of Beneficiaries’ for the project on Socio-Economic Rehabilitation and Restoration of Displaced People and Poor Host Families through Provision of Livelihood Sources of districts Quetta, Pishin, Qilla Saifullah and Loralai, Balochistan. The objective was to inform the project's strategies for equipping beneficiaries with relevant tools, and providing assistive devices to disabled individuals, all aimed at achieving sustainable socio-economic rehabilitation.

These extensive consultations meant that the project been appropriately responsive to political, legal, economic, institutional, etc., changes in Balochistan. **However, interviews with key stakeholders show that: i) Greater effort to consult end-users such as schools and BHUs staff to identify specific and detailed needs will help increase relevance; ii) Greater validation and cross-checking by UNDP staff of the information collected by implementing partners on needs will help increase relevance and appropriateness in line with the need of end users.**

In summary, relevance to the priorities of key stakeholders has been high. The project has done well to build on and collaborate with other past and present donor projects such as EU-BRACE and UNDP RAHA and to understand and overcome the unique external environment in Balochistan to ensure project continuity and success.

## 6.2 Effectiveness

### 6.2.1 Contribution to aims, objectives and outputs

- To what extent did the project contribute to the country program outcomes and outputs, the SDGs, the UNDP Strategic Plan, and national development priorities, specifically in Balochistan? To what extent were the project outputs achieved, considering men, women, and vulnerable groups in Balochistan?

***To what extent did the project contribute to the country program outcomes and outputs, the SDGs, the UNDP Strategic Plan, and national development priorities, specifically in Balochistan? To what extent were the project outputs achieved, considering men, women, and vulnerable groups in Balochistan?***

The project aligns with Output 6.1 of UNDP's Country Program Document, which focuses on enabling national and sub-national policies, systems, and institutions to drive structural transformation and promote inclusive economic, social, and political opportunities for enhanced stabilization and social cohesion. This output is particularly relevant for Balochistan, where ongoing insurgency exploits gaps in institutional service delivery, undermining state-society relations. These challenges stem from the historical lack of systematic progress in the province, hindering positive economic and social transformation. In this context, the Project's support to the Government of Balochistan in establishing the GIL at the University of Balochistan is a significant step towards institutional strengthening and systematic change by creating pathways for developing innovative solutions to governance challenges. Furthermore, GIL plays a crucial role in developing a nascent entrepreneurship ecosystem in Balochistan, enabling graduates to address critical development challenges while creating opportunities for youth employment and economic growth. The table below outlines the various initiatives under GIL:

**Table 5: GIL Entrepreneurial Initiatives**

Youth Training on Modern Technologies (AI/ML, ICT, Robotics, Web & Smart Phone Technologies)	50
Freelancers Trained through support to Digiskills, Digibizz and National Freelance Training Programs (NFTP)	300
Innovative Research Conducted	06
Research Grants to Scholars	10
Kick Start Seed Grants to selected startups through accelerated program	04
Startups trained on design thinking, prototyping and go-to-market challenges	75
Innovative Prototype/Product Developed	14

Source : (<https://giluob.com/>)

In the above context, the GIL initiative has also helped in introducing technologies and jobs of the future in the development ecosystem of Balochistan setting the ground for a possible transformational change in the province. For instance, the job opportunities created under GIL will cover areas like AI, machine learning, robotics, web and mobile app development, hardware IoT development, GIS, robotics, and mechatronics allowing young people in the province to equitably access the same employment opportunities that their counterparts in the rest of Pakistan have.

The Project is also aligned with and contributes to Output 6.2 of the CPD focussing on developing capacities that are sustainable and generate employment opportunities and improvement in sustainable



livelihoods as part of broader stabilization efforts. This is being achieved by skills development work under Output 3 of the Project which aims to create livelihoods opportunities for both men and women through skills training, business development, and trade. Under this output, the Project has trained 1,672 young people (40% women) on market informed livelihoods skills pertaining to construction, hospitality, entrepreneurship, and logistics contributing directly to Output 6.2 of the CPD. However, while there is no robust empirical evidence to validate the project's contribution to broader stabilization efforts in the province, anecdotal evidence from key Government respondents points to the efficacy of this work stream in terms of positively engaging young people and reducing their vulnerability to involvement in violence and conflict.

Finally, Output 3 of the Project contributes to Outputs 1.1.2 and 1.1.3 of the UNDP Strategic Plan. These pertain to empowering marginalized groups including the poor, women, PWDs, and displaced populations in terms of gaining universal access to basic services and financial and non-financial assets for building productive capacities and benefitting from livelihoods and jobs; and improving core Government functions and inclusive basic services. In this regard, the project has directly contributed to the above-mentioned Outputs of the strategic plan by directly improving access to health facilities and educational institutions for more than 250,000 people. This was achieved through the renovation/rehabilitation of 24 schools and 9 hospitals and provision of essential learning and medical equipment in 59 schools and 16 hospitals in the target districts. Furthermore, the project has provided assistive devices to 800 PWDs in the target districts contributing directly to the output.

Annex 10 provides a quantitative overview of the extent to which the project was successful in meeting its results. All project outputs, especially outputs 2 and 3 were geared towards providing benefits to men, women, and vulnerable groups in the province. The establishment of GIL created openings for equitable development in Balochistan, allowing young people in the province to benefit from entrepreneurial opportunities like their counterparts in developed parts of Pakistan. Output 2 focussed specifically on providing improved access to basic services like health and education in the province. By focussing on the public health sector and primary healthcare, the project is likely to benefit a larger number of women compared with men. Similarly, the selection of almost equal number of girls' schools (a proportionately large number considering the unequal number of girls' and boys' schools in the province) the project will allow girls in the province to access high quality education opportunities.

### **Results Framework Analysis**

The project's results framework the project is aligned with Output 6.1 of UNDP's Country Program Document, which focuses on enabling national and sub-national policies, systems, and institutions to drive structural transformation and promote inclusive economic, social, and political opportunities for enhanced stabilization and social cohesion. The project is also aligned with and contributes to Output 6.2 of the CPD focussing on revitalizing productive capacities that are sustainable and generate employment opportunities and improvement in sustainable livelihoods as part of broader stabilization efforts. Furthermore, the project is also aligned with outputs 1.1.2 and 1.1.3 of the UNDP Strategic Plan. These pertain to empowering marginalized groups including the poor, women, people with disabilities, and displaced populations in terms of gaining universal access to basic services and financial and non-financial assets for building productive capacities and benefitting from livelihoods and jobs; and improving core Government functions and inclusive basic services.

This alignment is reflected in the three project outputs that deal with specific intervention areas pertaining to enhancing the capacities of local governments to effectively plan and deliver basic services (output 1); accelerating progress towards SDGs through investments in basic services (output 2); and creating livelihoods opportunities through skills trainings, business development, and trade (output 3). The project's results framework is responsive to development challenges in Balochistan province which is confronted with immense development challenges resulting from poor governance, lack of access to basic services including health and education, weak economic growth marked by a dearth of employment opportunities especially for youth, and a persistent conflict situation requiring strategic investments in broader socioeconomic development efforts for long term stabilization.

Overall, all project indicators are specific, measurable, achievable, relevant, and time bound. It is important to note that majority of the indicators (except for indicator 1.1) are quantitative and the project has provided specific data against each indicator to demonstrate progress. In this regard, while the direct results and beneficiaries are easily measurable, the project uses estimations to determine the exact numbers of indirect beneficiaries. The process of calculating indirect beneficiaries must be strengthened (getting details from project beneficiaries on the number of family members or getting exact figures on the number of students or patients availing renovated health and education facilities) to create a more robust empirical basis for determining the final numbers reached through the project.

The project aims at benefitting equal number of men and women through project interventions, especially in skills development interventions. However, the actual number of women reached is 40%. This is because of the conservative social and economic environment in Balochistan which discourages women from meaningfully participating in public life. Considering this, the number of women beneficiaries is significant. Furthermore, the project indicator 3.1 is based on the number of jobs created by the project. This needs to be validated further through centralized third-party tracer studies conducted by the project- the current figures are based on numbers generated through these studies undertaken by implementing partners.

The results matrix analysis shows that the project has achieved overall targets on output 1 (with underachievement on indicator 1.1 but overachievement on output 1.2). It has exceeded the target on number of persons reached by 2.5 times (output 2.1). But it is lagging on indicator 2.2 and indicator 3. However, the project is going for a no-cost extension until December 2025 and expects to reach all targets by then. The outcomes, outputs etc. score well on SMART criteria in almost all cases. The exceptions are Indicator 1.1- Extent to which local governments' capacities are enhanced to effectively plan, monitor, and evaluate the progress on the SDG targets. A detailed overview of the results achieved is provided in Annex 10.

#### **6.2.2 Involvement of stakeholders and beneficiaries in implementation**

- To what extent have different stakeholders been involved in project implementation?
- To what extent has the project been appropriately responsive to the needs of the national constituents (men, women, other vulnerable groups) and changing partner priorities?
- To what extent are project management and implementation participatory, and is this participation of men, women, and vulnerable groups contributing towards achievement of the project objectives?

#### ***To what extent have different stakeholders been involved in project implementation?***

All key stakeholders are actively engaged in the implementation of project activities, with oversight provided through formal mechanisms such as the Project Review Board. This Board serves as the apex governing body for the project, assessing annual progress, addressing challenges in implementation, and identifying and recommending corrective actions when necessary. Co-chaired by the Additional Chief Secretary of the Planning and Development Department, Government of Balochistan, the Board includes representatives from key line departments involved in the project's execution.

For downstream activities, participation of stakeholders takes place at two levels. The first level involves the respective provincial departments responsible for the area of intervention, while the second level focuses on beneficiaries, who are reached through third parties to ensure objectivity in the selection process and enhance the effectiveness of the project interventions. To identify health and education facilities for renovation and equipment provision, the project followed a two-tier approach. The first tier involved consultations with provincial and district stakeholders to compile lists of damaged institutions. The second tier included on-the-ground consultations with local stakeholders to

validate and identify additional needs in the selected schools and hospitals. In the case of healthcare facilities, staff from the selected institutions indicated that the needs identification process involved district-level health officials who identified the specific requirements of each facility targeted under the project. However, they suggested that a more granular approach, which includes direct input from staff at the selected health facilities, would ensure that the support provided is fully responsive to local needs.

Like health sector interventions, the needs assessment for schools involved consultations with provincial and district-level authorities from the education sector. Efforts were made to directly engage school staff from the targeted institutions in Quetta during the needs assessment process. This grassroots approach ensured that the project directly benefited 3,000 students by providing them with access to improved education services, which were highly appreciated by the end users. Finally, beneficiaries for skills development initiatives have been selected in two ways. For formal training courses undertaken by institutes like the Gwadar Institute of Technology, an open call for applications was issued whereby the final list of beneficiaries were identified after reviewing their applications/qualifications against the selection criteria. For more community-based interventions like the distribution of 4,000 toolkits among Small Scale Suppliers a three-tier participatory approach was followed. This involved the following steps:

- An empirically informed market survey by the implementing partner to identify suitable trades for support in the project intervention areas.
- Consultations with recognized bodies like the Trade Testing Board, Government of Balochistan to shortlist suitable trades for direct project support and finalize support packages.
- FGDs and participatory discussions in target communities to identify the most suitable and skilled beneficiaries for the provision of support packages.

This multitier consultative approach has facilitated effective participation from both key project stakeholders and end users and contributes to the effectiveness and ownership of downstream interventions.

***To what extent has the project been appropriately responsive to the needs of the national constituents (men, women, other vulnerable groups) and changing partner priorities?***

The project is responsive to the needs of national constituents at two levels. First at the provincial level by responding to the unique development needs of men, women, and other vulnerable groups in Balochistan. In this regard, it is estimated that only 22% of the population in Balochistan has access to healthcare facilities<sup>14</sup>; similarly, the province has the highest number of out of school children in proportion to population with significant gender disparities in terms of accessing these services<sup>15</sup>. Finally, Balochistan has one of the lowest rates of labor force participation in Pakistan with only 40.4% of the population of working age involved in productive activities. This is especially low for women with only 11% of the women engaged in economic activities<sup>16</sup>- the overall unemployment rate in the province is 4.3%<sup>17</sup>. Through interventions focusing on improving access to basic services and building

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<sup>14</sup> <https://www.urdupoint.com/en/pakistan/22-population-of-balochistan-access-to-basic-1847503.html>

<sup>15</sup> See supra note 3.

<sup>16</sup> Pakistan Labor Force Survey 2020-21  
([https://www.pbs.gov.pk/sites/default/files/labor\\_force/publications/lfs2020\\_21/LFS\\_2020-21\\_Report.pdf](https://www.pbs.gov.pk/sites/default/files/labor_force/publications/lfs2020_21/LFS_2020-21_Report.pdf))

<sup>17</sup> Ibid.

young people's capacities for gainful employment, the project has responded to these overarching economic needs.

At the intervention level, all project activities are preceded by a thorough needs assessment exercise to ensure that they are responsive to the needs of key stakeholders and end users. For instance, a thorough needs assessment exercise was undertaken by the IBA team before initiating the Youth Entrepreneurship Program under output 3. The team met with university leaders and faculty to gather insights on course modules and training methods. Discussions focused on developing an entrepreneurial mindset, addressing youth socio-economic challenges, and leveraging IBA's successful models to promote economic growth in Balochistan. The meetings also highlighted the region's teaching and training dynamics. An IBA staff member noted that after identifying students' struggles with comprehension, a four-night study plan was implemented to improve learning outcomes for young people. This alignment with the unique needs of the target groups made the project truly responsive to the needs of project beneficiaries including men, women, and other vulnerable groups.

***To what extent are project management and implementation participatory, and is this participation of men, women, and vulnerable groups contributing towards achievement of the project objectives?***

The project has created effective mechanisms for ensuring participatory management and implementation of all activities. As mentioned above, the PRB serves as the apex governing body of the project and provides an effective platform for integrating insights and feedback on project implementation from key stakeholders. Furthermore, as mentioned in the case of Small-Scale Suppliers, the project has made considerable efforts to ensure the meaningful involvement of end users for participation in project activities. In this regard, a similar mechanism was devised to involve PWDs in project activities. This was done through a three-tier process:

- The project worked directly with the Social Welfare Department in the target districts to obtain lists of PWDs.
- These lists were then verified through direct engagement with target communities who validated their accuracy.
- Finally, the project worked with doctors to identify the unique needs of PWDs and provide appropriate assistive devices.

This ensured that participation in project activities was not only inclusive but also ensured effectiveness of project activities in terms of reaching out to the right beneficiaries.

### **6.3 Efficiency**

#### **6.3.1 UNDP project management and monitoring processes to ensure efficiency**

- To what extent was the project management structure as outlined in the project document efficient in generating the expected results?
- To what extent do the M&E systems utilized by UNDP ensure effective and efficient project management?
- To what extent are lessons learned documented by the project team on a continual basis and shared with appropriate parties who could learn from the project?

***To what extent was the project management structure as outlined in the project document efficient in generating the expected results?***

The project was originally conceived as a \$ 30 million intervention to enhance capacities of the local government in Balochistan for effective SDGs aligned service delivery, improving access to basic services like health and education for vulnerable groups including women, and creating livelihoods opportunities for men and women through skills trainings. To achieve these, an extensive organizational structure was developed to oversee planning, implementation, monitoring, quality assurance at multiple levels. These included Project Support Unit (PSU) in Islamabad, a project office at the regional level in Quetta including both program implementation and operations staff, and coordination offices in the intervention districts.

Till date, the project has mobilized \$ 4.94 million out of \$ 30 million and resultantly relied on a limited team of program and operational experts to deliver results. This includes Project Management Specialist for programmatic delivery and oversight along with an Administration and Finance Associate for managing operations. A UN Volunteer was also engaged to support the project with reporting and monitoring related tasks. Additional support was provided by the Head of Sub-office Quetta for coordinating with key provincial government stakeholders in P&D, Health, and Education departments. This basic management structure was quite efficient in terms of delivering key project results as demonstrated by overachievement of most of its targets (details in Annex 10- Results Framework Analysis) while ensuring demonstrable participation of vulnerable groups in key project activities as evidenced in the Results Framework Analysis.

***To what extent do the M&E systems utilized by UNDP ensure effective and efficient project management?***

The project employs a four-tier monitoring and evaluation system to ensure effective and efficient project management. The monitoring and evaluation system is based on the M&E Plan developed at the design phase of the project and includes key roles and responsibilities of different tiers at the project to the Country Office level. The key features/levels of the M&E system are described below:

- **Project Management Unit (PMU) led monitoring:** This is undertaken by PMU staff on a monthly basis and at the completion of specific project activities. A total of 67 monitoring visits have been conducted by the Islamabad based PMU team since 2019 to assess the quality and effectiveness of project interventions. These visits are instrumental in facilitating on the spot course correction for ongoing activities and documenting lessons to inform future interventions.
- **Monitoring by Field Engineer:** The project field engineer conducts regular visits to civil works sites at different stages of construction to ensure compliance with Bill of Quantities (BoQs), effective implementation of construction related risk mitigation measures, and assess the overall quality of construction works.
- **Third Party Monitoring:** A third-party engineering firm is engaged to assess construction quality and certify compliance before handing over the hospital and/or school to government authorities. Monitoring occurs at two stages: at 50% completion to evaluate BoQs compliance, and upon final completion, when a fitness certificate is issued prior to handover.
- **Country Office (CO) and Project Review Board (PRB):** In addition to the above, oversight is provided by the UNDP CO, including the relevant program, finance, human resources, and procurement units, in accordance with UNDP's Program and Operations Policies and Procedures (POPP). Oversight is further strengthened by the Project Review Board, which is co-chaired by the UNDP Resident Representative and the Additional Chief Secretary of the P&D Department, Government of Balochistan. The Board also includes key government departments involved in project coordination and implementation. It meets at least once a year to establish priorities, approve major goals and outputs, review progress, and address any issues.

Overall, the multi-tiered M&E Framework provides an effective tool for effective and efficient project management. It effectively utilizes the limited resources available to the project for timely course correction and addressing challenges in the field.

**This system can be further improved through the integration of community-based monitoring and evaluation systems bolstered by a strong Grievance Redressal Mechanism (GRM) ensuring effective grassroots oversight and conflict management/mitigation as recommended in the Project Monitoring Plan. The Project team should also keep track of specific examples of savings and efficiency achieved by these M&E processes.**

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

Currently, lessons learned are communicated to the donor and government counterparts during periodic interactions or formal project presentations. Reporting structure includes a monthly pulse tracker based on quantitative achievements of the project and a short quarterly report which includes an overview of the progress against each milestone without a specific section on documenting lessons learned. To maintain a record of lessons learned, the project is documenting these in project annual reports. This is especially important as there have been instances in the field where effective documentation of lessons learned has led to the creation of a more systematic mechanism for selecting hospitals for UNDP support and identifying beneficiaries (PWDs) for project outreach, according to a key informant interviewed for this evaluation. However, going forward, the project should document lessons learned in a structured way, share these with key stakeholders, and track the extent to which they have been integrated in future programming.

### **Risks Analysis**

**Security Risks:** The province of Balochistan is witnessing the fifth phase of a cyclical insurgency that has emerged during various times following the independence of Pakistan in 1947. Various conflicts between the Government of Pakistan and Baloch insurgents have been fought in 1948-50, 1958-60, 1962-63, and 1973-77. The latest and ongoing phase of the insurgency started in 2003 and continues to date; it is estimated that more than 9,600 people have lost their lives in a 24-year period starting in 2000<sup>18</sup>. These developments shaped the identification and emergence of security risks during the design and implementation phases of the project. Notably, security risks in the province have intensified since the project's initiation in 2018. In 2019, terrorist attacks claimed 180 lives, while in 2024, the death toll has already reached 701<sup>19</sup>. This meant that a regular assessment of security risks had to be undertaken while planning downstream activities or undertaking monitoring and evaluation visits.

The former case was especially marked for civil works projects as there have been several attacks against wage laborers from other provinces perpetrated by Baloch ethnonationalists<sup>20</sup>. To address this risk, contractors hired local labor from project intervention areas, generating livelihoods opportunities significantly reducing risks of attacks against workers. Furthermore, UNDP the project team coordinated with UNDSS and local law enforcement authorities before planning or undertaking field visits ensuring that staff remained wary of any security risks before meeting local stakeholders in project intervention areas. Furthermore, in case of an uncertain security situation, the project makes efforts to make alternative online arrangements for meetings and other engagements to prevent possible delays in coordination activities.

**Operational Risks:** The project anticipated restrictions on data collection, surveys, and research related activities in intervention areas due to Government restrictions. These restrictions are based on security concerns and can be addressed through close and structured coordination with relevant

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<sup>18</sup> Datasheet Balochistan- Yearly Fatalities, published in the South Asia Terrorism Portal (source: <https://www.satp.org/datasheet-terrorist-attack/fatalities/pakistan-balochistan>)

<sup>19</sup> Ibid.

<sup>20</sup> <https://www.rferl.org/a/pakistan-baloch-gunmen-kill-punjabi/33092700.html>

Government agencies/stakeholders. The project did not encounter this challenge during implementation because of the following reasons:

- No survey-based research involving large scale data collection has been conducted under the project (so far).
- All project related data like lists of schools and hospitals or details of intended project beneficiaries were obtained directly from relevant Government departments who were onboarded as partners during project inception phase and given memberships in the PRB.
- Local partners that required data from Government departments were mandated to obtain prior NOCs with relevant departments for obtaining data as a precondition for applying for project activities involving data based downstream engagement. This helped in timely mitigating any risks related to data collection from official sources.

**Financial Risks:** The project anticipated financial risks resulting from incorrect Bill of Quantities for construction activities. The occurrence of this risk would result in delays in project activities, waste time and resources, or undermine the overall quality of the final product. Anticipating this risk, the project developed a two-tier verification system for BoQs. This included the following:

- The project hired a project engineer to develop BoQs.
- These documents were reviewed by an independent engineer from another project or the UNDP CO to validate the accuracy of the information.

## **Social and Environmental Risks:**

### **Social Risks**

**Lack of employment:** The project identified critical social risks related to the lack of employment opportunities for youth after completing the training programs. This risk was recognized during the design phase, and appropriate measures were implemented during the execution phase to mitigate it. Market surveys were conducted to identify the skills most in demand in local markets. Based on these findings, the Trade Testing Board, Government of Balochistan, collaborated to shortlist suitable trades for training, keeping in view the project's budgetary constraints. Upon completion of the training, tracer studies conducted by project partners leading the skills development initiatives showed that 45% of the young people trained under the project had been successfully employed. Additionally, the project provided small grants to beneficiaries trained in entrepreneurship, helping them start their own businesses and become self-employed.

**Gender:** The project also identified risks pertaining to the lack of participation by women as a major social concern in Balochistan. This is because of the dominant normative frameworks in the province shaped by conservative patriarchal norms that limit women's participation in public life including economic activities. To address this risk, the project worked with local implementing partners to ensure that tailored training programs were offered to women beneficiaries that were in line with the cultural sensitivities of the project intervention areas. Hence, women were not involved in trainings on hospitality or construction work but were key participants in engagements with small scale suppliers and distribution of enterprise development kits. This encouraged active participation from women beneficiaries, with nearly 40% of the total beneficiaries in the livelihoods component being women. This is a significant achievement, particularly in the conservative areas of the project intervention districts in Balochistan.

**Travel restrictions:** Travel restrictions and social distancing due to Covid 19 were anticipated as a major risk during the initial phases of the project. During this time, the project took the necessary steps to comply with Covid 19 protocols whereby all engagement with key counterparts in the



province were done online. After 2022, this risk is no longer valid and extensive precautionary measures are no longer required.

### **Environmental Risks**

**Climate Induced Disasters:** Pakistan is among the ten worst affected countries by climate change. This vulnerability was exposed in 2022 when massive floods inundated almost two thirds of the total landmass of the country, affecting more than 33 million people, and causing massive damage to basic infrastructure including health and education facilities. While the project identified climate change as risk, the possibility and scale of a disaster like the 2022 floods was not predicted or anticipated. During the floods 4 schools in District Noshki that were rehabilitated under the project were damaged. The project coordinated with local Government authorities in the district and rehabilitated the damaged infrastructure allowing children from local communities to resume their educational activities.

**Construction activities:** Civil works under the project involves renovation of existing schools and hospitals and provision of equipment to improve their operational capacities and service delivery. This did not entail any heavy construction work with possible negative repercussions for the environment. Some environmental risks like noise pollution and dust/debris were anticipated and UNDP worked closely with local communities to mitigate the same. In this regard, steps were taken to ensure that all construction activities were undertaken during daytime to avoid disturbance during resting hours (nighttime). The project has also developed Grievance Redressal Mechanism (Annex 12) to address any social or environmental conflicts arising during downstream activities including civil works.

#### **6.3.2 Efficient use of time and resources**

- To what extent were resources mobilized and used to address inequalities in general, and gender issues in particular?
- To what extent have the project implementation strategy been efficient and cost-effectively?
- To what extent have project funds and activities been delivered in a timely manner?

#### ***To what extent were resources mobilized and used to address inequalities in general, and gender issues in particular?***

Output 2 and 3 specifically focussed on addressing inequalities in accessing basic services and economic empowerment opportunities. In the former case, UNDP specifically targeted primary health care services in Balochistan- these are used more frequently by women compared to men<sup>21</sup>. Furthermore, almost half of the schools (36 out of 75) renovated under the project cater to girls facilitating them in getting quality educational services in challenging circumstances. This is a considerable number when analysed in proportion to the total number of girls' schools in the province which is significantly lower than boys' schools- it is estimated that of the 15,168 schools in Balochistan, 10,164 are boys' schools while 4,326 are girls' schools respectively<sup>22</sup>. Furthermore, at slightly above 3 million, Balochistan has the highest proportion of out of school children in Pakistan comprising 47% of total population of children of school going age in the province. There is considerable gender disparity in this whereby 59% of girls of school going age are out of school in Balochistan compared to 38% for boys<sup>23</sup>. In this regard, through targeted investments in public sector education, the project is directly contributing to improving access to education for girls in Balochistan in line with Output 2 of the Project (Accelerating the delivery of SGDs by investing in basic services to address immediate and urgent needs with a special focus on girls and vulnerable groups).

<sup>21</sup> Access to and Utilization of Primary Health Care Services in Balochistan: A Gender-Specific Study (source: [https://www.researchgate.net/publication/356775374\\_Access\\_to\\_and\\_Utilization\\_of\\_Primary\\_Health\\_Care\\_Services\\_in\\_Balochistan\\_A\\_Gender-Specific\\_Study](https://www.researchgate.net/publication/356775374_Access_to_and_Utilization_of_Primary_Health_Care_Services_in_Balochistan_A_Gender-Specific_Study))

<sup>22</sup> Balochistan Education Statistics 2022-23 (source: [http://www.emis.gob.pk/Uploads/BalochistanEducationStatistics/Balochistan\\_Education\\_Statistics\\_2022-23.pdf](http://www.emis.gob.pk/Uploads/BalochistanEducationStatistics/Balochistan_Education_Statistics_2022-23.pdf))

<sup>23</sup> Government of Pakistan-Finance Division, 'Economic Survey of Pakistan 2023-24' (source: [https://www.finance.gov.pk/survey\\_2024.html](https://www.finance.gov.pk/survey_2024.html))



Furthermore, almost 40% of the total beneficiaries of the skills development interventions under Output 3 are girls. This is a significant achievement considering the prevalence of conservative patriarchal norms in Balochistan<sup>24</sup>. To make this possible, the Project created special provisions for women trainees to facilitate their access to training venues allowing male relatives to accompany them during the sessions. Furthermore, tailored skills development options were offered to female trainees allowing them to gain access to specific options that facilitated women's employment in the context of Balochistan.

Overall, outputs 2 and 3 deal specifically with outreach to vulnerable groups through access to basic services and economic empowerment opportunities (livelihoods skills trainings). In this regard, of the total \$ 4.94 million mobilized under the project, \$ 4.5 million have been allocated to these activities accounting for 95.3% of the total resources mobilized under the project. Furthermore, the Project has spent 93.8% of the total funds under the said outputs demonstrating a strong commitment to addressing gender and other inequalities through its initiatives.

***To what extent has the Project implementation strategy been efficient and cost-effective?***

Different Project components took a variety of measures to enhance time and cost-efficiency. Under output 1, the use of student graduates and university premises greatly reduced the salary and venue costs related to technological development. Under Output 2, an in-house civil engineer was employed to undertake monitoring visits to all civil works sites in project areas. Furthermore, monitoring by end-users such as school and health staff and communities also helped in improving the outreach of M&E activities despite having limited on-ground staff presence. Third party monitoring and final appraisal of all civil work completed under output 2 was arranged through a qualified civil engineering firm which undertook detailed assessments of BoQs initially planned and the actual work completed in terms of both quantity and quality. In this regard, the project leveraged on an existing UNDP Long Term Agreement (LTA) without running a separate procurement process for hiring a firm, thus saving resources.

Through strategic partnerships with government departments, such as the Gwadar Institute of Technology, the project successfully delivered onsite training to youth under Output 3. This was made possible by utilizing the institute's technical expertise and facilities. These partnerships were established through well-defined Terms of Reference (ToRs) for selecting institutes and firms via a competitive process. The process ensured that all applicants had the necessary technical expertise and physical space to conduct the training as a prerequisite for qualification. This approach enabled the Project reduce operational costs while increasing ownership among key stakeholders.

***To what extent have project funds and activities been delivered in a timely manner?***

As of September 2024, the overall financial delivery rate of the project stands at 76% (Annex 3). Output 1 has been fully delivered at 100%, while Output 2 has a delivery rate of 87%. The remaining funds are allocated to Action 2.2.1a, which involves the restoration of infrastructure facilities in hospitals and schools within target districts. This activity is scheduled for execution in 2025, though the contracting process is expected to be completed by December 2024. Output 3 shows a delivery rate of 52%, with the remaining funds allocated to Action 3.1.1.b, which focuses on providing essential tool kits and assets for productive use in the seven settlement camps across four districts in Balochistan, with particular emphasis on women and persons with disabilities. Like Action 2.2.1a, the activities for this output are planned for 2025, and the contracting process is also expected to be completed by December 2024. Overall, the project demonstrates strong budget utilization, and it is anticipated that all financial resources will be fully utilized by the project's completion.

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<sup>24</sup> Women and Disempowerment of Baloch and Pashtun Women in Balochistan: Causes and Constraints (<http://www.uob.edu.pk/journals/takatoo/data/2018/Jan-June/English/47-56.pdf>)

Thus, overall, efficiency was high due to the rigorous application of UNDP's management, finance, procurement, and programing standards. **Efficiency in the future can be further enhanced by rationalizing procurement and approval processes, producing detailed cost-efficiency analysis and encouraging all partners to do the same, and maintaining specific examples of how various M&E processes are contributing to efficiency.**

## 6.4 Sustainability

### 6.4.1 Sustainability among beneficiaries

- To what extent will target men, women, and vulnerable people benefit from the project interventions in the long-term?
- What is the chance that the level of stakeholder ownership will be sufficient to allow for the project benefits to be sustained?
- What could be done to strengthen exit strategies and sustainability to support female and male project beneficiaries as well as marginalized groups?

#### ***To what extent will target men, women, and vulnerable people benefit from the project interventions in the long-term?***

Each program component took steps to ensure sustainable impact among beneficiaries. Under Output 1, GIL received Rs. 50 million supports from UNDP for the first two years and since then has been getting annual allocations from the provincial government which has reached a total of Rs. 110 million. GIL is also generating its own revenue which from freelancing service alone is more than \$50,000. The WESS project under output 1 was less sustainable and after the end of the GIL grant has not been able to attract funding from Municipal Corporation Quetta to continue its work.

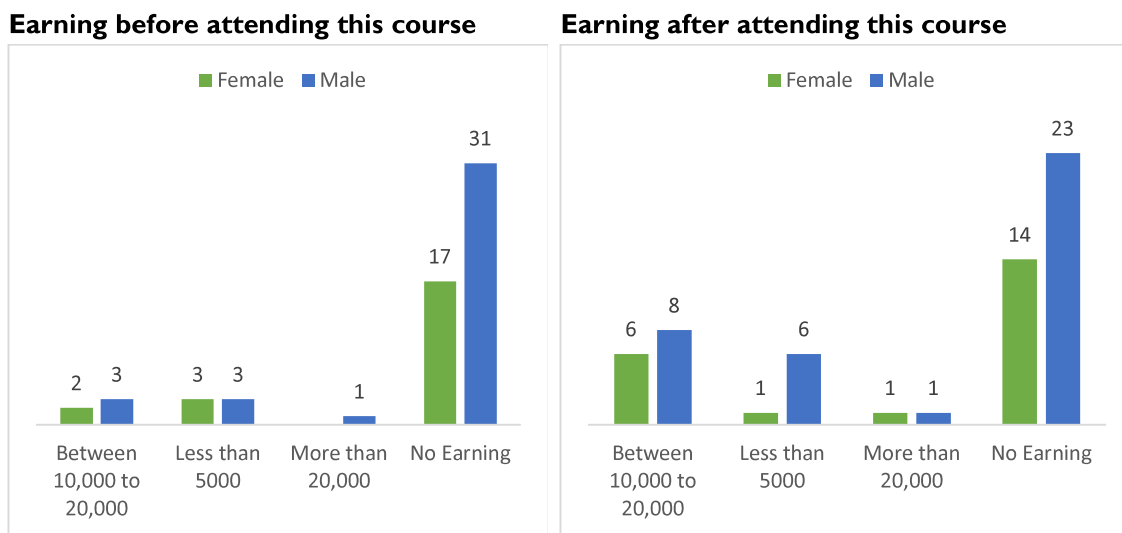
Under Output 2, an essential element of sustainability and scale-up for the initiative was the integration of the project's work into provincial strategies and development plans. Staff at the health and education facilities visited showed strong ownership for maintaining the inputs provided, all of which were still in use. KIIs with district health staff reveal that they regularly visit the BHUs to ensure that equipment is working properly and is in use. However, there is a need for the project to advocate with the provincial government to allocate adequate resources in future for maintenance of such inputs. District education staff in KIIs also felt that the resources provided by UNDP will last long. School teachers also identified the major impact that the UNDP work has had on education outcomes. Primarily, many parents were unaware of the importance of education and often did not send their children to school because the infrastructure was unappealing. However, after UNDP's work, enrolment surged significantly, rising from 750 to over 1,000 students. Additionally, parents are now visiting the school more frequently, leading to increased parental engagement. Students' participation, attendance, and performance has also improved according to education sector stakeholders interviewed during the evaluation

**However, experience reveals that much of the equipment given to government facilities falls in disuse. The Project should improve sustainability by integrating its work with other UN agencies working on education and health in Balochistan such as UNICEF, WHO and UNFPA. It should also lobby with the provincial government for continuous allocation of funds for maintenance and upkeep of renovated facilities.**

Under Output 3, skills development initiatives have long term impact. GIT conducted a tracer study which showed that about one-third of the 100 participants in the first batch of 100 trainees were employed. A survey was conducted by the first phase evaluation of the project. Out of 60 respondents 32 mentioned that they are continuing their studies, while 13 were working at their own, other 6 are

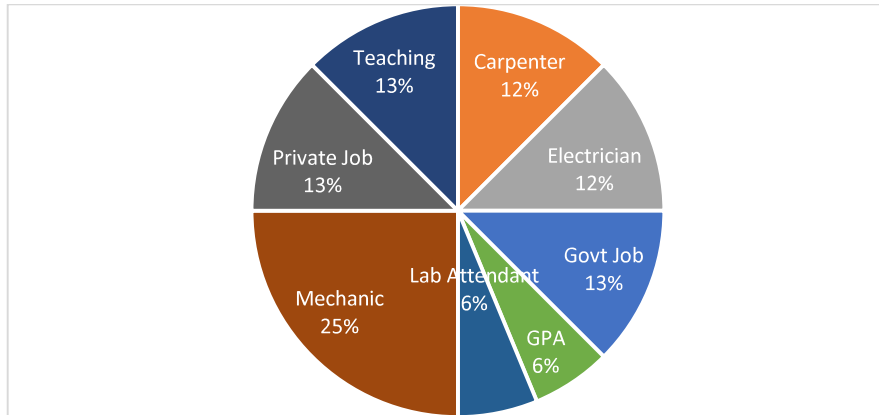
engaged in daily and 9 are doing private jobs. 47% trainees responded that the training enabled them to apply for local job opportunities, 30% trainees were able to get new jobs as a result of the training and 22% trainees were able to start their own business. A total of 55% of the respondents reflected that their income has increased because of these trainings while 45% reflected otherwise. Before the training, 17 women trainees had no earning while after training 14 had no earning. Similarly, before training, 31 men had no earning and after training only 23 had no earning. The number of men and women earning between PKR 10,000-20,000 increased from three to six and decreased from two to one after the training, respectively. While three women were earning less than 5000 before the training, after training only one remained in this slot. The number of women able to generate income of more than PKR 20,000 increased by one after the training (Figure 4).

**Figure I: Earnings trends of GIT trainees**



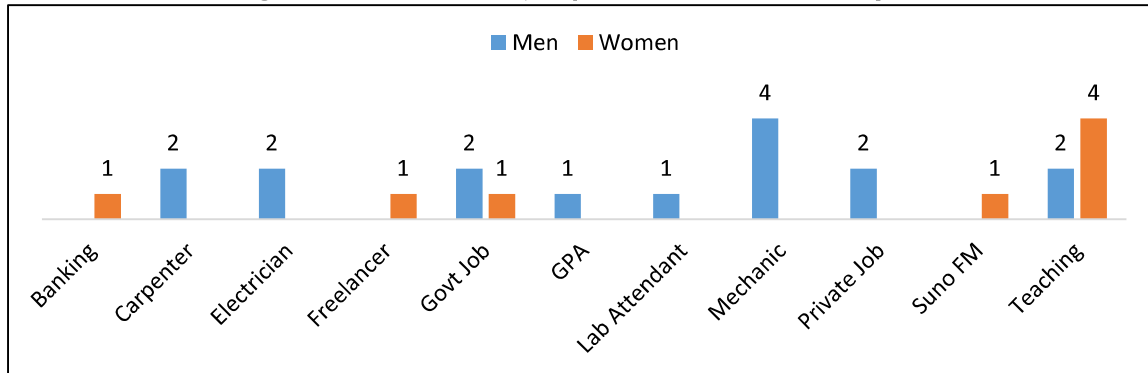
Source: GIT UNDP tracer study

**Figure 2: GIT trainees job placement**



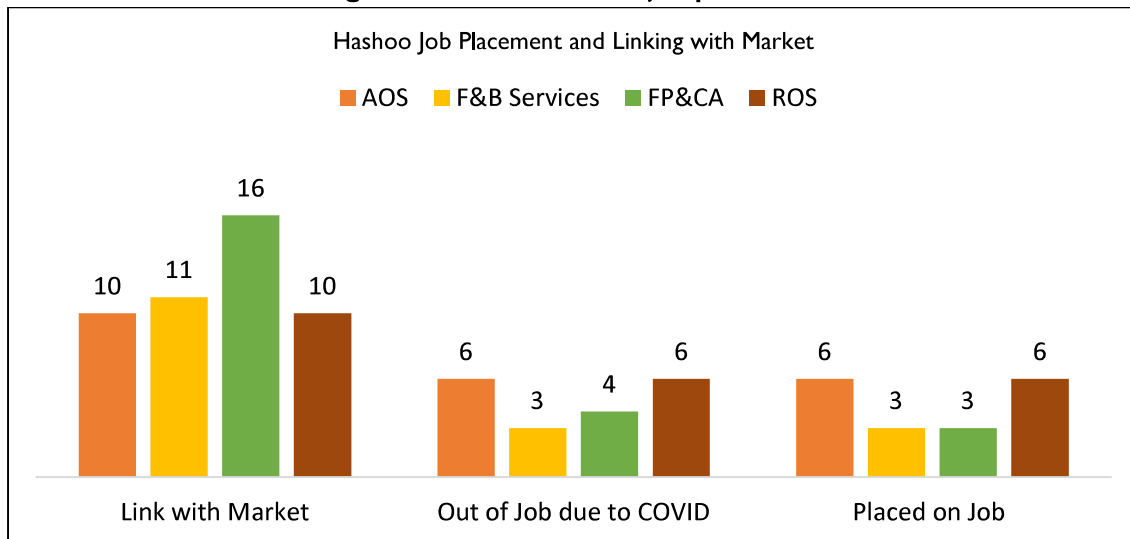
Source: GIT UNDP tracer study

**Figure 3: GIT trainees job placement-Gender analysis**



Source: GIT UNDP tracer study

**Figure 4: Hashoo trainee job placement**



Source: Hashoo UNDP tracer study

**Sustainability under output 3 can be further enhanced by ensuring greater post training follow-up by all training institutes on finding employment and establishing businesses.**

***What could be done to strengthen exit strategies and sustainability to support female and male project beneficiaries as well as marginalized groups?***

Overall, UNDP can enhance sustainability of all Project activities further through sustainability planning and developing exit strategies at the start and towards the end of each activity; showcasing the successes of the project to key stakeholders and strengthening their support for the project; greater community engagement and awareness on women's rights and maintaining project results; greater support for training graduates after the training; linking output 2 work with other UN agencies working long-term on health and education issues and developing digital monitoring system for equipment given under output 2 through GIL.

#### **6.4.2 Broader risks to 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?
- Are there any social or political risks that may jeopardize sustainability of project outputs and the project contributions to the country Program 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?

***Are there any financial risks that may jeopardize the sustainability of project outputs?***

The key financial risk to sustainability relates to the continuous functioning of equipment and resources provided under output 2 in case the government does not allocate adequate resources for their maintenance. UNDP can mitigate this risk by gaining buy-in from the top political and administrative leadership of the province and linking its work with the UN agencies working long-term on health and education issues in Balochistan.

***Are there any social or political risks that may jeopardize sustainability of project outputs and the project contributions to country Program outputs and outcomes?***

The main social risks relate to the role of women and their participation in the activities of different projects due to the conservative culture. UNDP can mitigate this risk by building in awareness-raising on women's rights and their benefits for the whole community during its project work and by garnering greater support from key stakeholders for women's rights.

The key political risks are weak governance and frequent political and administrative leadership changes in the province which can affect political ownership and acceptance regarding the project work. UNDP has strong ties with the political and administrative leadership in Balochistan and it can harness that to ensure continued support. It can also invest more resources in show-casing results of the different project activities to all key political stakeholders to ensure continued support from them.

Insecurity poses risks to sustainability of all outputs and activities. Overall, it can affect the safety of project staff. The work of GIL under output 1 can suffer from insecurity by reducing economic opportunities for entrepreneurship in the province. It can pose threats to the staff and equipment provided for health and education work. Finally, under output 3, it can reduce economic options for

vocational training graduates in the future. UNDP can mitigate this risk by developing stronger security plans and increasing acceptance of its work in communities and key stakeholders.

## 6.5 Cross-cutting issues

### 6.5.1 Human rights (LNOB)

- How does the project design and strategy specifically address the needs of poor, Indigenous, physically challenged individuals, and other disadvantaged and marginalized groups?
- To what extent have poor, Indigenous and physically challenged, women, men and other disadvantaged and marginalized groups benefited from the Project implementation in Balochistan?

The overall aim of the project was to help marginalized groups and all project outcomes and activities are geared to do that. Under output 1 **the focus of GIL work on marginalized groups can be enhanced further by encouraging it to provide technological innovations as a priority to government departments that work specifically with poor people such as health, education, social welfare, and agriculture.** The health and education activities under output 2 are already specifically geared towards marginalized groups as observed anecdotally it is mainly such groups that use government health and education facilities. Under output 3, the vocational training activities all have minimum educational requirements which may rule out a focus on the poorest of the poor. However, within the confines of the educational requirements, vocational training attracts unemployed youth with limited economic prospects. In addition, the Chinese-funded livelihoods projects for displaced persons is entirely focused on the most marginalized persons and families.

### 6.5.2 Gender equality

- To what extent have gender equality and the inclusion of women and transgender been addressed in the design, implementation, and monitoring of the project?
- Is the gender marker assigned to this project representative of reality?

***To what extent have gender equality and the inclusion of women and transgender been addressed in the design, implementation, and monitoring of the project?***

The focus on gender equality is most marked in the health work supported by the Project under Output 2 as according to health staff the majority of patients coming to health facilities for treatment are women and small children though specific gender disaggregated data on patients is not available. There is proportionate focus on women in the education work under output 2 as an equal number of girls and boys schools have been helped. Under output 3, the percentage of women in the training activities is close to 40% which is very high given the conservative culture in Balochistan which discriminates against women's economic work. Under output 1, the work of GIL equally benefits men and women.

***Is the gender marker assigned to this project representative of reality?***

The gender marker for the project is 2, meaning that all the activities of the project contribute to all segments including men, women, poor, rich, PWDs, youth and children. This seems to be an appropriate score overall for the project.

**Gender equality can be addressed further by focusing on women's rights awareness-raising in all project activities; including a component specifically focused on transgender persons and encouraging GIL to give priority to government departments that work on women's issues such as women's department, reproductive health department and social**

welfare. Furthermore, the Project needs to empirically explore and verify the unanticipated empowering impacts of gender related interventions.

### 6.5.3 Disability issues

- Were persons with disabilities consulted and meaningfully involved?
- What proportion of the beneficiaries of a project were persons with disabilities?
- What barriers did persons with disabilities face?

#### ***Were persons with disabilities consulted and meaningfully involved?***

Under the Chinese-funded project, over 800 persons with mobility, hearing and eye-sight issues were provided with assistive devices such as wheelchairs, assistive canes and hearing devices. The selection of beneficiaries under this component was based on a participatory process involving the Social Welfare Department that provided the list of beneficiaries and community members including people with disabilities who validated the information. Furthermore, a team of doctors was engaged to consult with PWDs and recommend assistive devices that were uniquely tailored to the needs of each beneficiary. This ensured that the project design and implementation was based on a multitiered consultation process involving the Government at institutional level and project beneficiaries at the grassroots level.

**Table 6: Distribution of Assistive Devices**

Total for Balochistan			
Items	Total		
Assistive Canes	5		
Axillary Crutches	25		
Cushion Padded Wheelchair	450		
Four Arm Crutches	5		
Hearing Aid Device	178		
Manual Adjustable Medical Bed for Patient	13		
Three-wheel battery operated Tricycle	21		
Walker	7		
Glasses	24		
Tri-cycle Single Hand	20		
Wheelchair/ Tricycle	10		
Paralyzed Stand	9		
White Cane	45		
Electric Wheelchair	3		
<b>Total</b>	<b>815</b>		
District breakdown			
Qilla Saifullah-220	Loralai-165	Pishin-153	Quetta -277

Source: Project progress report

FGD interaction with the project PWD beneficiaries shows that the project has had a major impact on the lives of the recipients. Some participants said a friend informed them that the agency was distributing wheelchairs while others had submitted applications to the Social Welfare department and received their wheelchairs in a short period. Children with disabilities were a major focus of the project who got support through the disabilities schools in which they were enrolled. According to schoolteachers, nearly 80% of the nearly 375 students at the school were assisted. Benefits reported included: ease in mobility due to wheelchair and walking cane for mobility and eye-sight impaired persons; improved psychosocial health and confidence due to mobility; reduced risk of injuries; ability

to engage in educational and employment opportunities; greater social interaction and friendship; and reduced dependency and burden on caregivers.

***What barriers did persons with disabilities face?***

The PWDs interviewed in this evaluation noted that most buildings in Quetta lack ramps, making it difficult for persons with disabilities to access upper floors. Often, two people are needed to help lift and move wheelchairs upstairs, posing a significant challenge. According to participants, the Social Welfare Department is supposed to support them, but they have never received anything from it. They further shared that Social Welfare department and health departments are responsible for providing them with disability certificates, but it is very difficult to get it due to bureaucratic hassles which are hard to fill with mobility-impaired persons.

***What proportion of the beneficiaries of a project were persons with disabilities?***

It is important to note that the provision of assistive devices to PWDs was a tailored intervention for this specific population group. It is recommended that in future the project collects disaggregated data to the extent to which PWDs were involved in other interventions pertaining to the provision of basic services (output 2) and development of livelihoods skills.

Although other cross-cutting themes were not all explicitly mentioned in project design, the documents review, and stakeholder interviews show that they were all addressed. Interviews with key stakeholders show that youth training is seen as a critical way to reduce youth radicalization. Similarly, GIL staff are working on several technological innovations that address climate and environmental concerns, e.g., through the WESS project. Output 2 focused explicitly on providing Covid-19 crisis control equipment to health units.



## 7: CONCLUSIONS

This chapter provides the main conclusions formed by the evaluation team by triangulating the findings from the diverse range of sources of information used for this evaluation and presented in the last chapter. It reflects the judgment of the evaluation team about the performance of the project along the OECD-DAC criteria and the sub-questions under each one of them.

### **Relevance/coherence**

In the judgment of the evaluation team, the project was highly relevant to and coherent with the priorities of all key stakeholders, including the main donor (Chinese government), UN, federal government, the Government of Balochistan as well as key implementing partners and beneficiaries. This conclusion is confirmed by the findings from both the documents reviewed and stakeholders interviewed. Interviews with provincial key stakeholders suggest a strong need to expand the scope of output 1 and 3 in the future to bring it closer to the size of output 2. The various project activities have also contributed coherently to the outputs and outcomes included in the theory of change and the overall aim of sustained progress can be made for government and youth led progress towards reduced inequalities under the SDG framework. On the issue of learning from and coordinating with other similar projects, interviews with key stakeholders suggest that this happened, but the documents provide limited evidence of that. Both the documents review and interviews with key stakeholders confirm that the involvement of key stakeholders at the broader level has been high through studies, consultative meetings and field surveys. The evaluation team concludes that the project has been appropriately responsive to political, legal, economic, institutional, etc., factors in Balochistan and Pakistan through thorough situational analysis and close and strong collaboration with key political and government stakeholders in the province. The key areas of improvement in the future under Relevance include greater allocations to output 1 and 3, better documentation of specific areas of collaboration and synergy with other similar projects and greater efforts to consult end users and cross-check information provided by implementing partners.

### **Effectiveness**

The achievement of objectives and results has been high across all outputs despite challenges. Flagship, innovative achievement: establishment of Government Innovation Lab for introducing innovation and technology solutions in government departments. GIL also aims at building entrepreneurship capacity in Balochistan for next generation technological requirements. GIL achievements include more than two dozen technology solutions introduced in government departments, covering client intake, HR issues, performance tracking etc.; major entrepreneurial initiatives, including more than 400 entrepreneurs trained; around 20 research initiatives started; 14 innovative products developed; and a sanitation project in GOR colony to manage the problem of solid waste management through introduction of technology and social mobilization.

Under output 2, in 2022, to control the COVID-19 pandemic, four hospitals equipped with state-of-the-art diagnostic machines. In 2023, a total of 33 schemes including 24 schools and 9 hospitals were renovated/ equipped with toilets. 59 schools and hospitals got equipment including furniture, laboratory items and science lab items. Four hospitals were equipped with centralized oxygen facilities along with high tech equipment. 16 fumigation machines were provided to district health offices of three districts. An external firm was hired by the project to provide awareness sessions in schools on the prevention of COVID-19 and other diseases.

For achieving output 3, multiple training events were held to improve the capacity of youth to improve their skills in different trades that had potential in the market either for employment purposes or starting businesses. Since the inception of the project, a total of 1,672 youth (1009 men and 663 women) of Balochistan have been provided with different set of skills including the technical and vocational trainings of long duration. These training were provided to youth after rigorous selection process by the respective firms. The firms were selected through competitive processes or signing of a Letter of Agreement.

The involvement of end users and other stakeholders has been high and has been achieved through different consultation and assessment processes. Outputs 1 and 3 have major scope for scale-up. Increasing the length of some training events, providing more follow-up support with finding jobs and setting up businesses for the graduates, collecting end-of the-training feedback and involving Balochistan-based trainers can increase effectiveness of training events. It is advisable for UNDP to develop more structured and common formats for reporting by different implementing partners and encouraging them to institute complaint and feedback mechanisms can enhance effectiveness.

### **Efficiency**

The project achieved a reasonable level of time and cost efficiency through a wide range of management and oversight processes including the establishment of a Project Board (co-chaired by UNDP and Planning & Development Department Govt. of Balochistan) and Project Management Units in Islamabad (One Project Manager and one Finance person) and Quetta (One engineer). Efficiency was also enhanced due to UNDP Country and Provincial Office oversight and assurance of the project from management and support units such as Finance, Procurement and Human Resources, regular monitoring by project staff supplemented by baseline and impact surveys, real-time monitoring, monitoring by end users and project evaluations and third party monitoring and final appraisal of all civil work completed under output 2. The project efficiency benefited from UNDP's standard project management system including human resources, financial management and procurement elaborated in its Program, Operations, Policies and Procedures (POPP) manuals to ensure good governance and effective monitoring as well as ownership of the project and related outputs by the beneficiaries.. More formal learning events involving key stakeholders can enhance the quality of identifying lessons. The different project components took a variety of measures to enhance time and cost-efficiency. Under output 1, the use of student graduates and university premises greatly reduced the salary costs related to technological development. Under output 2, UNDP directly undertook procurement of all materials and contracting of all contractors for the civil work while a full-time engineer undertook extensive field-based monitoring to ensure efficiency and compliance. Under output 3, most of the training institutes were recruited through competitive bidding processes which helped ensure cost-efficiency.

### **Sustainability**

Each program component took steps to ensure sustainable impact among beneficiaries. Under output 1, GIL has been getting annual allocations from the provincial government. It has also been applied to other donors based on its innovative work so far. GIL also supports innovative ideas by providing co-working and lab space to startups and innovators, mentoring sessions with key experts at local and national level, value addition, prototype development and testing those results in raising investments for such products from different sources. Thus, GIL has quickly become a sustainable venture in just five years. The WESS project had less sustainability and after the end of the GIL grant has not been able to attract funding from MCQ to continue its work. Under output 2, an essential element of sustainability and scale-up for the initiative was the integration of the project's work into provincial

strategies and development plans. Staff at the health and education facilities visited showed strong ownership for maintaining the inputs provided, all of which were still in use. However, past experience reveals that much of the equipment given to government facilities falls in disuse soon.

Under output 3, based on anecdotal evidence, the training graduates from different institutes have found jobs or established businesses and have experienced increases in incomes. Sustainability under output 3 can be further enhanced by ensuring greater post training follow-up by all training institutes on finding employment and establishing businesses and increasing the lengths of most of the training options. UNDP can enhance sustainability prospects further through sustainability planning and exit strategies for different project outcomes at the start and towards the end of each activity; showcasing the successes of the project to key stakeholders and strengthening their support for the project; greater community engagement and awareness on women's rights and maintaining project results; greater support for training graduates after the training; linking output 2 work with other UN agencies working long-term on health and education issues and developing digital monitoring system for equipment given under output 2 through GIL.

### **Cross-cutting issues: marginalized groups, gender concerns and PWDs.**

The overall aim of the project was to help marginalized groups, and all project outcomes and activities are geared to doing that. Under output 1, GIL technological innovations for government departments which cater to all segments of society. **The focus of GIL work on marginalized groups can be enhanced further by encouraging it to provide technological innovations as a priority to government departments that work specifically with poor people such as health, education, social welfare and agriculture.** The health and education activities under output 2 are already specifically geared towards marginalized groups as it is mainly such groups that use government health and education facilities. Under output 3, the vocational training activities all have minimum educational requirements which may rule out a focus on the poorest of the poor. However, within the confines of the educational requirements, vocational training attracts unemployed youth with limited economic prospects. In addition, the Chinese-funded livelihoods projects for displaced persons is entirely focused on the most marginalized persons and families.

The focus on gender equality is most marked in the health work supported by the project under output 2 as the vast majority of patients coming to health facilities for treatment are women and their small children. There is proportionate focus on women even in the educational work under output 2 as an equal number of girls and boys schools have been helped. Under output 3, the percentage of women in the training activities is close to 40% which is very high given the conservative culture in Balochistan which discriminates against women's economic work. Under output 1, the work of GIL equally benefits men and women. Gender equality can be addressed further through the project's work by focusing on women's rights awareness-raising in all project activities; including a component specifically focused on transgender persons and encouraging GIL to give priority to government departments that work heavily on women's issues such as women's department, reproductive health department and facilities and social welfare. The main focus on PWDs was through the Chinese-funded project for displaced persons under which over 800 persons with mobility, hearing and eye-sight issues were provided with assistive devices such as wheelchairs, assistive canes and hearing devices. The project has had a major impact on the lives of PWDs. The focus on PWDs can be enhanced further by encouraging GIL to provide technological solutions for departments working specifically with disabilities such as the Department of Social Welfare which provided disability certificates; including disability ramps and toilets in all civil works that the project does; providing PWDs with information about resources

available for them nearby; conducting awareness sessions for PWDs and their relatives about PWS problems and rights; and including PWDs in vocational training and providing them with access support such as ramps. The project addresses crisis and conflict prevention, disaster risk reduction, climate change and environment directly and indirectly. However, more explicit inclusion of these aspects in the design phase would strengthen project work.

Based on these conclusions across the key criteria, an analysis is possible of the extent to which the theory of change of the project has materialized in practice. The Theory of change statement of the project stated that if capacities of local governments and line departments are developed to effectively plan and deliver services to achieve SDGs **AND** innovative investments are made in addressing the urgent and basic needs of the most vulnerable segments of the population including youth and women, **AND** alternative livelihoods are developed by stimulating local economy by skills training and business development, **THEN** sustained progress can be made for government and youth led progress towards reduced inequalities under the SDG framework. The analysis above shows that despite budget shortages, the project has built government capacities to undertake technological innovations; has made innovative investments in health and education infrastructure; and provided alternative livelihoods opportunities to the youth. This has helped Balochistan achieve progress on several SDGs, in particular SDGs 2 (Zero Hunger), 3 (Good Health and Well-Being), 4 (Quality Education), SDGs 5 (Gender equality), 6 (Clean Water and Sanitation), 8 (Decent Work and Economic Growth), 9 (Industry, Innovation and Infrastructure), 12 (Sustainable Consumption and Production) and 17 (Partnerships for the Goals).

**In summary, the project has achieved significant progress on its overall aims and objectives. Its theory of change has largely held as its activities have contributed strongly to the outputs, which in turn have contributed to the overall outcomes of sustainable socio-economic development. The project has also made significant contributions to gender equity by including a focus in all outputs, particularly output 2 in health and education activities and vocational training under output 3.**

## 8: RECOMMENDATIONS

### Relevance/Coherence

1. **In 2025**, the project team should consider assisting GIL in developing clearer criteria for selecting projects within government departments that align with broader government goals, such as performance-based management, process improvement, and reducing paperwork. Through a consultative process with senior Balochistan government stakeholders, the scope of technological innovations should also be expanded to include regional universities across Balochistan, with a greater emphasis on gender issues.
2. UNDP should improve documentation of collaboration with similar projects, cross-check data collected by partners on needs, and engage end-users (schools, BHUs) more effectively through greater outreach during the design phase to identify specific needs, especially for women, under Output 2. To be included in the extended phase of the Project in 2025.

### Efficiency

3. **In 2025**, the project should expand the scope of the existing M&E Framework to include community based monitoring and feedback mechanisms. This must be complimented with an effective Grievance Redressal Mechanism to ensure grassroots level oversight and conflict mitigation and management.
4. The project should take immediate steps to develop a structured mechanism for documenting lessons learned, communicating the same to key stakeholders including the Government and donor partners.
5. In 2025, the project should consult CO management and key units for improving planning processes to address procurement delays and documenting specific examples of how M&E processes are contributing to efficiency.

### Effectiveness

6. As part of the endline evaluation of the project, empirical research should be undertaken to understand how project activities are contributing to broader stabilization efforts in the province.
7. In 2025, and for upcoming project activities under output 2, the team should develop a mechanism for increasing the outreach of the consultative process by including end users and key staff members from the target hospitals and schools before finalizing the support package.

### Sustainability

8. To mitigate the risk of non-use or diversion of project-provided equipment under Output 2, UNDP should explore the use of digital technology for virtual monitoring, in collaboration with GIL, and work with other UN agencies engaged in long-term health and education efforts in Balochistan- this can be explored in the upcoming phase of the project starting in 2025.
9. The project should ensure that training partners provide systematic follow-up support, especially for women, in securing employment or starting businesses. This should include greater outreach to employers. Additionally, UNDP should focus on strengthening partnerships with Balochistan-based training institutes, including GIL, to build local capacity for delivering training.

### Cross Cutting

10. UNDP should encourage GIL to support government departments focusing on services for women, the poor, and PWDs. In Output 1, ensure targeted services are prioritized. In Output 2, include ramps and accessible toilets for PWDs in renovations. In Output 3, focus on vocational trainings for PWDs and provide necessary accessibility support.

## 9: LESSONS LEARNT

### 1) **Establishing a sustainable institution despite Balochistan's huge challenges**

The project succeeded in establishing a sustainable institution for technological innovation in the form of GIL despite social, political, economic, security and geographic challenges that development initiatives face in Balochistan. The causal factors responsible for this success included close collaboration and support from the P&D Department, identifying strong initial leadership, the placement of GIL in a university rather than a government department that allowed less bureaucratic control and a stimulating academic environment and the availability of young graduates

### 2) **Ensuring high involvement of women in vocational training despite the significant mobility and participation restrictions on women in Balochistan due to social conservatism.**

This success was based on strong mobilization and outreach efforts by training institutes towards women, identification of training areas such as IT where women can participate safely, arranging online and home-based training and arranging home-based online income opportunities for them.

### 3) **Adopting innovative approaches to development problems**

The project facilitated transformation from the traditional integrated area development approach to a problem-driven innovative model for a large-scale impact such as GIL technological innovations and vocational training for women to encourage home-based work. The project initiated dialogue on social innovation with the government and civil society, laid a strong approach to showcase successful models and customized vocational training, tailored to market needs, such as IT training..

### 4) **Mobilizing government resources as co-funding for the project**

The project played the role of a catalyst in mobilizing government resources in the shape of cost-sharing agreements for various project activities. This was made possible by harnessing UNDP' long-term linkages and reputation in the province, identifying innovative activities that could generate enthusiasm within government circles and ensuring that the activities produce quick results.

# ANNEXES

## ANNEX I: DOCUMENTS REVIEWED

Document Title
Micro-Entrepreneurship/Life Skills Training Program
IBA UNDP- BEP Master Sheet 2019.xlsx (Male , Female, Districts)
IBA YEP Master Sheet 2021.xlsx (Male, Female)
IBA UNDP YOUTH ENTREPRENEURSHIP PROJECT - QUETTA 2021
PROGRESS REPORT AUG-SEPT 2021 YOUTH ENTREPRENEURSHIP PROGRAM (YEP) FOR BALOCHISTAN
Annual Work Plan-2024, United Nations Development Program, Pakistan. Project Title Balochistan SDGs Acceleration Project
Annual Work Plan -2018-19, United Nations Development Program, Pakistan. Project Title Balochistan SDGs Accelerated Delivery Project (CIF + GoB)
Project Document UNDP Pakistan, Project Title: Balochistan SDGs Accelerated Delivery Project (Project Number # 00112279) , Implementing Partner: UNDP; Government of Balochistan, (Start Date: Jan-2019 - End Date: Dec-2024)
Annual Work Plan-2021, United Nations Development Program, Pakistan. Project Title Balochistan SDGs Acceleration Project
Annual Work Plan-2023, United Nations Development Program, Pakistan. Project Title Balochistan SDGs Acceleration Project
Annual Work Plan-2022, United Nations Development Program, Pakistan. Project Title Balochistan SDGs Acceleration Project
Annual Work Plan-2020, United Nations Development Program, Pakistan. Project Title Balochistan SDGs Acceleration Project
Report to P&DD Govt of Balochistan. Sector: Balochistan Economic Development Project, Brief Preparation Date: 19 Dec 2023 Name of the Project Balochistan Economic Development Project (Balochistan SDGs Accelerated Delivery Project)
ANNUAL REPORT 2019, Balochistan SDGs Accelerated Project (December 2019) UNDP PAKISTAN
Balochistan SDGs Accelerated Project Annual Progress Report ( January – December 2020 )
Balochistan SDGs Accelerated Project Annual Progress Report ( January – December 2021 )
Balochistan SDGs Accelerated Project Annual Progress Report ( January – December 2022 )
FINAL REPORT United Nations Development Program Pakistan BSDGs Accelerated Delivery Project December 2023
Inception Report, Capacity Assessment & Enhancement of Small & Medium Scale Suppliers , for Improved Competitiveness and Partnerships in Balochistan, June to December, 2022
Market Assessment Survey Report, Market Assessment and Value Chains Analysis UNDP Supported Project “Market Survey and Identification of Beneficiaries’ Socio- Economic Rehabilitation and Restoration of Displaced People and Poor Host Families through Provision of Livelihood Sources of Districts Quetta, Pishin, Qilla Saifullah and Loralai, Balochistan”
UNDP Beneficiaries PWDs Data-Mod 1- Microsoft Excel
Project Completion REPORT, Building Capacities of Youth of Balochistan on E-commerce (October 2021 to January 2022)
Inception Report, Capacity Assessment & Enhancement of Small and Medium Suppliers (SSS) for Improved Competitiveness and Partnerships in Balochistan, Under the Balochistan SDGs Accelerated Delivery Project ( June to December, 2022 )
REPORT, I-Day Consultation Workshop for Capacity Assessment & Enhancement of Small and Medium Suppliers (SSS) for Improved Competitiveness and Partnerships in Balochistan, Under the Balochistan SDGs Accelerated Delivery Project, (July 20 , 2022)
HANDBOOK 10-Day Training on E-Commerce for the Youth of Balochistan
INCEPTION REPORT ON LOW COST SELF MANAGED SOLID WASTE MANAGEMENT, Solid Waste Management

in Target Blocks of GOR at District Quetta, implementing agency: Water, Environment and Sanitation Society (WESS)
List of Garbage workers for solid waste management project supported by: UNDP
Report of 2nd Deliverable, Ensuring availability of Necessary tools, equipment and human resource for the tasks under the scope of work (list of items purchased, list of staff including sweepers and other operational requirements like vehicle.
WESS Monthly Progress Report (1st December 2020 To 31st December 2020) LOW COST SELF MANAGED SOLID WASTE MANAGEMENT PROJECT Water Environment and Sanitation Society (WESS)
Building Capacities of Youth of Balochistan, on E-Commerce (October 2021 to January 2022) ECI Empowerment thru Creative Integration
Micro-Entrepreneurship/Life Skills Training Program, (Final Tracer Study IBA UNDP Balochistan Entrepreneurship Project (BEP) 2019)
SKILLS DEVELOPMENT TRAINING UNDER THE UNDP FUNDED (E4b Hashoo Tracer Study UNDP Project Balochistan)
UNDP (BATCH – I) STUDENT RECORD 2018-19, E4 a GIT UNDP Tracer Study
BSDGS Beneficiaries Data as of March 2024 ( Trg Beneficiaries data total Sep - 2024) Inception Meeting
Government Innovation Lab (GIL) University of Balochistan, GIL , UoB Brief Report Introduction, One Pager of GIL
LOW COST SELF MANAGED SOLID WASTE MANAGEMENT PROJECT Water Environment and Sanitation Society (WESS) WESS Monthly Progress Report 1st December 2020 To 31st December 2020
Implementing Partners: Metropolitan Corporation Quetta and Community, INCEPTION REPORT ON LOW COST SELF MANAGED SOLID WASTE MANAGEMENT in Target Blocks of GOR at District Quetta, Implementing Agency: (WESS)
Report of 2nd Deliverable
List of Garbage Workers for Solid Waste Management Project Supported By: UNDP
BSDGS Beneficiaries Data as of March 2024, ( Trg Beneficiaries Data Total Sep 2023.xlsx)
YOUTH ORGANIZATION, Market Assessment Survey Report, Market Assessment and Value Chains Analysis UNDP Supported Project “Market Survey and Identification of Beneficiaries’ For Socio-Economic Rehabilitation and Restoration of Displaced People and Poor Host Families through Provision of Livelihood Sources of Districts Quetta, Pishin, Qilla Saifullah and Loralai, Balochistan” (August – October, 2023)
Draft Report FINAL EVALUATION OF BALOCHISTAN, Balochistan Sustainable Development Goals (BSDGs) Accelerated Delivery Project, (January, 2018 December, 2022)
NLC Implementation of Skills Development Program in Balochistan under Balochistan SDGs Project in addition of Khyber, North Waziristan and South Waziristan districts of Khyber Pakhtunkhwa, under FATA Economic Revitalization Program UNDP Pakistan
Attendance UNDP Dec.
LOW COST SELF MANAGED SOLID WASTE MANAGEMENT PROJECT Water Environment and Sanitation Society (WESS) WESS Monthly Progress Report 1st November 2020 To 30th November 2020
Government Innovation Lab (GIL) University of Balochistan, GIL , UoB Brief Report Introduction ( One Page of Gil)
Quetta Training Report Viamo Balochistan Youth Innovation Challenge Cup 2019 Quetta Training Evaluation October 2019,
BYICC 19 – Finalist Bank Details final-17
Project Completion Report Hashoo Foundation, UNDP- Balochistan SDGs Accelerated Delivery Project,
BSDGs Output Wise Utilization.xlsx (Balochistan SDGs Acceleration Project)
Institute of Business Administration, Centre for Entrepreneurial Development (Introduction of IBA CED)
P&DD/UNDP/IBA/IMS-UOB Balochistan Entrepreneurship Project, Quetta 2019
P&DD/UNDP/IBA/IMS-UOB BALOCHISTAN ENTREPRENEURSHIP PROJECT, 2022
Micro-Entrepreneurship/Life Skills Training Program, UNDP Pakistan, (CED) IBA



Evaluation TORs - ibid
United Nations Sustainable Development Cooperation Framework 2023–2027, Pakistan.
Vision 2025: Government of Pakistan
Balochistan Comprehensive Development and Growth Strategy (BCDGS) 2021-2026, Government of Balochistan
Kamyab Jawan Program is the soul of Prime Minister Imran Khan's vision to empower youth being the most precious asset of Pakistan.
Prodocs
AWPS
Final Evaluation Report, 2018-22
Annual reports, 2019-2023
IBA reports
ECI report
Youth market survey assessment report
Disability data of beneficiaries

**ANNEX 2: LIST OF KEY INFORMANT INTERVIEWS**  
(16 men and 6 women)

Internal Key Stakeholders				
Sr #	Name	Gender	Designation	Organization
1	Zulfiqar Durrani	Male	Head of UNDP sub Office Quetta	UNDP
2	Muhammad Riaz	Male	Project Management Specialist, Poverty Reduction And Inclusion Unit	UNDP
3	Hamza Hasan	Male	Poverty Reduction And Inclusion Unit	UNDP
4	Shahab Bangash	Male	Quality Assurance and Oversight Analyst, Management Support Unit	UNDP
5	Muteeb Ali	Male	RBM Analyst, Management Support Unit	UNDP
6	Ejaz Hussain	Male	M&E Specialist, Rule Of Law Project	UNDP
External Stakeholders				
7	Saima Iqbal,	Female	Entrepreneur	Rania's Collection
8	Sardar Ali,	Male	<b>HOD-ADSN</b> "Assistant District Social Nurse"	PPHI
9	Arif Shah	Male	Joint Chief Economist	Planning & Development Department Balochistan
10	Dr. Waheed Noor	Male	Head of Department, Office of Research, Innovation, and Commercialization (ORIC)	ORIC University of Balochistan
11	Col Hammad	Male	Higher Chief Executive	GIT Gwadar
12	Sabeena Saleem	Female	DEO Female	Education Department Quetta
13	Urooj Ali	Female	Entrepreneur	Beneficiary Innovation Challenge Cup
14	Kanza Sohail,	Female	Lecturer IBA SBS and Program Lead IBA, Center for Entrepreneurial Development (CED) Incubation	IBA
15	Nimra Kamran	Female	Senior Manager IBA CED	IBA
16	Azad Ahmed,	Male	Manager IBA CED	IBA
17	Mohammad Talha	Male	Manager Incubation IBA CED	IBA
18	Saleem Jahangir	Male	Managing Director ECI	ECI
19	Khalida Bibi	Female	Director Programs	Hashoo Foundation
20	Rafique Jalalzai	Male	District Program Manager	People's Primary Healthcare Initiative (PPHI)
21	Shabbir Ahmed Bagzai	Male	Medical Technician	BHU Quetta
22	Muhammad Ishaque	Male	Medical Technician	BHU Quetta

### ANNEX 3: LIST OF FOCUS GROUP DISCUSSIONS

(18 women and 19 men)

<b>Group Name /Type</b>
FGD with PWDs of the GDF Livelihoods Project-6 women and 4 men
Heads of Youth Org, WESS and Accountability Lab, and Chief Engineer WASA- 5 men <b>Names:</b> Mr. Asghar Khan, CEO, DEWA Foundation Mr. Syed Jaffar Ali, Head of Program, Youth Organization Mr. Amanullah, M&E, WESS Mr. Mir Behraam Khan, Rule of Law, WESS Mr. Ihtram Kakar, Provincial Coordinator, Accountability Lab
GIT Female FGD, Vocational training-10 women
GIT Male FGD Vocational training -10 men
FGD with Head Mistress and Teachers Kili Qambrani- 2 women Fareeda Kazi HM, and Shabeena Shareef (SST)

## ANNEX 4: PHOTO GALLERY



Interview with DEO Female



Interview with Head of GIL



FGD with implementing partners



Interview With Chief Economist, GOB



Visit to GIL and its technology laboratory rub university students





Pictorial Overview of GIL Activities



Assistive devices provided to PWDs



Courtesy: Chinese Government

## ANNEX 5: OVERVIEW OF KEY GIL INITIATIVES

Since its establishment, GIL has accomplished the following projects for enhancing technological innovation in government departments and technological innovations for commercial purposes:

- Development of Human Resources-Management Information System for Quetta Water and Sanitation Agency (WASA)
- Monitoring Dashboard for existing filtration plants in Quetta for water quality, maintenance requirements and daily output
- Development of HR-MIS for Metropolitan Corporation Quetta (MCQ)
- Development & Maintenance of official website for MCQ
- Monitoring Dashboard for tracking of garbage collection vehicles smart dustbin
- Value addition to existing data of Government Departments (Coordination Dashboard)
- COVID-19 suspect tracking through positive cases contact information through app
- Development of HR-MIS & Geo Tagging System for Quetta Development Authority - QDA.
- Development of Smart Environment Monitoring System through IoT based Sensors for the provincial Environment Protection Agency (EPA)
- Admission & Enrolment System for Colleges
- Development & maintenance of official website for Colleges Higher & Technical Education Department, Government of Balochistan
- COVID face mask detection using Artificial Intelligence.
- Value Addition to Existing Data of Government Departments (Coordination Dashboard).

The details of some key initiatives are as follows:

### Coordination Dashboard and Training Management System

The existing system of communication in Balochistan government more specifically three departments (i.e. Quetta WASA, Public Health Engineering (PHE) and local government) is manual which is less effective and time consuming due to the enormous volume of work at these departments.

The GIL developed a Centralized Dashboard to create streamlined mechanism for official business and communication with all three line-departments where they review the progress on various projects and the location of different interventions.

### Online Admission Portal for Education Department

GIL helped Colleges, Higher & Technical Department to develop a state-of-the-art Centralized Online Admission System. The development team closely worked with the provincial education department throughout the development of this system. Series of consultative meetings were conducted to collect the requirements, development of prototype, piloting of the system, trainings of users and final deployment. The portal has become a real success as a result of full support from the Secretary Education, Principals of Colleges, Technical Teams, Faculty and Administrators of colleges were trained to use admission portal. **Key features of system**

- Maximum outreach to all districts allowing boys and girls to apply online
- Total automation of admission process from application to final selection
- Transparency and merit based selection with minimal or no error margin
- Equal access to both men, women and other vulnerable groups
- Admin Portal and Dashboard – Profile, Users, Colleges, Merit List, System Configuration
- College Portal and Dashboard – Profile, Students, Admissions
- Student Dashboard – Profile, Academic Record, Admission

### **Monitoring Dashboard for Water Filtration Plants in Quetta**

There are over 700 Water Filtration Plants (WFP) in Quetta operated by the (PHE) Department. The department was facing difficulty to monitor these filtration plants that are located in far off locations across Balochistan. The key problem is to ensure that the plants are working and water quality.

The GIL leadership proposed an innovative solution to the department for effective monitoring of these WFPs. As a result of detailed consultative process, a real time IOT monitoring dashboard was developed *relevant to the needs of PHE* with the objective to monitor the quality of water, maintenance requirements and daily output obtained from multiple sources. Also to track user complaints and attendance of service staff.

### **Development of HR-MIS, Dashboard and Mobile App for Quetta WASA**

GIL in the first cohort signed MoU with QWASA to help the department with development of **HR Management Information System** and **Complaint System**. The system allows to monitor the need of services for the capital city of Balochistan. This is a comprehensive system comprising of web dashboard & android app to handle Employee Promotions, Transfers and Leave management

#### **GIL Smart Projects**

GIL conducted and completed scoping sessions with Planning & Development Department, Government of Balochistan for strengthening of GIL through grant in aid from regular budget of Fiscal Year 2020-21. During these sessions, ICT experts were engaged from University of Balochistan and following projects are shortlisted for experimentation and prototype development

i.	<b>Seven Degree of Freedom Robot</b>
ii.	<b>Face Recognition-Based Attendance System</b>
iii.	<b>Smart Vehicle Counting and Alert System</b>
iv.	<b>Smart Garbage Reporting System</b>
v.	<b>Water Quality Monitoring System</b>
vi.	<b>Smart Lawn Watering System</b>
vii.	<b>Time-Based Water Flow Control System</b>

### **Mentoring Sessions for Youth**

GIL, beside its development program for Government sectors, has been working to arrange mentoring sessions for its Fellow ICT Developers and staff of Line-Departments, Government of Balochistan. The purpose of the sessions is to equip youth with necessary skill and knowledge for their professional career and establish start up. Mentoring sessions for Fellow ICT Developers and staff of Line-Departments, Government of Balochistan to prepare both youth and Government for future challenges. These sessions were attended by over 120 youth (including 35% females) from 14 districts of Balochistan. These sessions helped the youth to prepare them for startups and become entrepreneur. ICT fellows have started their own software development setup and working on online platforms. As a result of these sessions the youth were able to prepare their proposals for competitive challenge cup and participate in IT forums and events. The mentoring provided to youth will be helpful in future throughout their academic and professional careers.

### **Challenge Cup for Youth**

The GIL in collaboration with UNDP and P&DD, GoB organized Youth Innovation Challenge Cup for Accelerated Delivery of SDGs in Balochistan. The aim was to provide the youth with opportunities to explore creative solutions and contribute to SDGs for ending poverty in all its forms (SDG 1), ensure healthy lives and promote well-being for all at all ages (SDG 3), ensure inclusive and equitable quality education and promote lifelong learning opportunities for all (SDG 4), clean water and sanitation (SDG 6) and decent work and economic growth (SDG 8). The challenge cup was a unique opportunity for youth of Balochistan from 10 districts including Barkhan, Jafarabad, Jhal Magsi, Killa Abdullah, Lasbela, Loralai, Mastung, Pishin, Quetta and Zhob. Overall, six grants (3 men, 3 women) were awarded for Challenge Cups. Two Grants of PKR 100,000 and Four Grants of PKR 200,000 were awarded to youth for projects for three to six months.

## ANNEX 6: CASE STUDIES, TESTIMONIALS AND QUOTES

### Testimonials-GIL

<p>With the help of UNDP and Planning and Government of Balochistan, we established GIL to support youth via financial support and mentorship, and training to conduct research and development. As a result, we have been able to develop innovative solutions for departments and smart research-based projects in Robotics, Mine Safety, Geography, Environment, and other field using AI and Machine Learning Techniques.</p> <p><b>Dr Waheed Noor</b>  <b>Team Lead</b>  <b>Government Innovation Lab (GIL)</b>  <b>University of Balochistan , Quetta</b></p>	<p>GIL is an output for the aims and goals of durable development so that we can move towards accelerated development by introducing innovative solutions. Since we must fulfil the commitment of SDGs and also want to accelerate sustainably towards our own development goals, we need a lab. I foresee GIL as a very good institute which should be expanded with UNDP's support to other parts of Balochistan.</p> <p><b>Arif Hussain Shah</b>  <b>Chief of Section</b>  <b>SDGs &amp; P&amp;DD, Balochistan</b></p>
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### Testimonials-Disabilities Beneficiaries

<p>“My son is very happy now because he can move anywhere, and before this chair he only sat on dirt floor and was not able to do anything; now he is running a small shop in our home, physically and mentally busy and feeling relaxed.”</p>
<b>Mother of child with mobility issues.</b>
<p>“I am mother of a disabled baby. My daughter was in depression due to her disability. She could not move easily; we could not clean her and she was sitting in dust and unable to move. After the agency donated us wheelchair she can go outside and play with same age girls and feels mentally relaxed.</p>
<b>Mother of child with mobility issues.</b>
<p>“I am blind and used to face big problems in walking around with risk of falling in ditches or facing accident. After I received a walking cane, people can see from far that I am blind and help me and I am able to avoid injuries.”</p>
<b>Blind student.</b>
<p>“We are very poor, our children needs medical support, they are facing different mental and health issues and we need income support”</p>
<b>Mother of child with mobility and mental health issues</b>
<p>“With the help of the white cans, we can easily identify poles, trees and sewerage lines in roads and streets, in traffic situation people can easily identify our blindness, and help us in crossing the roads and streets mostly they stop vehicles for giving us clear way, so white cans are very helpful for us, thanks to the agency for this.”</p>
<b>Blind student</b>

### Success Case Studies on E-commerce training

#### Transition to online platform – District Quetta:

Ayaz Khan is MA graduate degree holder living in Quetta. He had been jobless for a long time. During that period, Ayaz started an initiative of a small business regarding buying and selling of electronic devices. Over the period of time, he noticed that the business was not flourishing. Although he strived his best to revive his business but he lacked skills. After attending the training, he gained the skills and



knowledge he needed. Using the skills, he created profile on several social media accounts to increase his business visibility, including Allied Bank Account, WhatsApp groups and Daraz Account. He explains that these platforms have gradually resulted in strengthening his customer base. With the same enthusiasm for business, he equally invests his energies to take business to national level.

#### **Business Expansion- District Quetta:**

Asiya, a 23 year old energetic girl from Quetta runs a women cloth business including ordered and ready-made garments. Eager to continue with her business, she enrolled in the training course. After the training, now her profile can be seen on different social media platforms. Customers have started contacting her. Her profile now exists on different social media platforms such as Facebook, Instagram, WhatsApp, Daraz. Com, TikTok, Pinterest, Google Blogger website and OLX. On WhatsApp, she created different groups and her first sale post-training is almost PKR 33,024/- Asiya's husband is very supportive. The couple looks forward to increasing their sales using all digital platforms they can.

#### **Culturally supportive platform – District Khuzdar:**

Javeria, a middle-class family girl from Khuzdar district, living with her parents and two sisters. Javeria and her sisters do embroidery at home. Like other families, her family is conservative and forbids girls to do job. Due to these restrictions, she along with her sisters continued embroidery work from home. One day, she was informed about e-commerce training by a trainer living nearby her home. This was an exciting opportunity for Javeria which she did not want to miss. Upon getting approval from her parents, she joined the session and she started updating her parents and sisters about the learning. This was very much supported by her family. Javeria started targeting customer by creating a WhatsApp group. She aims to boost her business and increase revenues using all relevant platforms.

#### **Testimonials from ECI E-Commerce Training Participants**

I am entering my medical entry test and education is expensive. There is poverty in Balochistan with no employment opportunities. In such conditions getting an opportunity to be a part of this course is blessing. However, ten days are not enough to be capable enough to start our own business. Ongoing support and mentoring are must (Male, Khuzdar)

The trainers were fully supportive throughout the training. They responded our queries and assisted in resolving our issues wherever we faced during the assignments. They ensured our standing on the content is clear (Female, Khuzdar)

After enrolling for this course, I started online business on WhatsApp and I am earning profit from sale. I am so excited with the results. My knowledge pertaining to the e-commerce has improved and I request the organizers to continue offering such courses for the youth as we have no jobs and online job in current situations are the best way to earn (Male, Quetta).

There are rare opportunities for females in getting higher education and we are not allowed to do jobs. These courses should be offered to girls in particular as we are in dire need of such courses. I have gained confidence after enrolling in this course and I am planning to keep learning on this and start online business. Also, my family will support me in working from home (Female, Lasbela).

I have completed my studies and was idle at home. I enrolled for this class without any knowledge about e-commerce. Based on our daily session, I started sharing the learning details with my sisters and I tried to understand the concepts with trainer's guidance. I must mention that this is necessary course for girls as we want to be financially independent and we have potential and aims to start online business (Female, Lasbela).

## Success Stories - Hashoo Foundation

Noor Ullah, Captain – Food & Beverage, Pearl Continental (PC) Gwadar

“I am very thankful to all my trainers, Hashoo Foundation, UNDP, and Balochistan Government for this tremendous opportunity and training which makes me employed and more sustainable. I am no more burden on my poor father, now I am supporting my family and my father. I am grateful and honoured.”

Ghulam Muhammad, Receptionist, ORCHARD Cottage DHA Karachi

“Being from Balochistan have fewer opportunities there, I considered myself lucky to be part of this organization this shape my career and gives me the right platform for all my career development. I very thankful to Hashoo Foundation - Job Placement cell for linking me to this right job.” Thank You Hashoo Thank You UNDP

Musaib, Assistant Manager House Keeping, China Business center Gwadar

“I am very thankful to Allah and then of my father who supports me and motivates me. Today what I am because of my father and Hashoo Foundation and UNDP. They gave me the right platform and the right training, which not only change my life and my family life too. As being trainee, I am very much thankful to Hashoo for this bright future he also stated that if born poor that is not your fault if you die poor that is your fault.”

### Testimonials from GIT Trainees

My dream to teach technology to young girls and boys became true after completion of my training from GIT. Like many girls, I am thankful to UNDP, GIT and faculty members for their guidance and build our confidence. UNDP and GIT provided us with computers and I was passionate to use them for a purpose. Though there is no electricity in my area, yet I am committed to help children in my area to learn computer in their childhood. I send these computers and my mobile to my sister place who is over 10 KM away from my place. She charges my phone and laptops and my brother brings them back for classes. We have reserved our drawing room for children. I am also exploring opportunities and confident to win a grant to develop my own Computer Training Academy and dedicate it to my late parents. **Female GIT Trainee**

I am trainee of GIT and completed Computer Office Management and IT Course. This course helped me to secure job in Habib Metro Bank. My next plan is to guide students of GIT to open bank account for their personal or business use.

**Female GIT Trainee**

I work in GPA as a receptionist. The course at GIT has greatly helped me to polish my communication and presentation skills. **Male GIT Trainee**

As a result of UNDP and GIT I am now working in USF as Associate Network Technician. I believe more opportunities will be available to us as the new airport is functional and CPEC projects have started working. **Male GIT Trainee**

I am thankful to UNDP and GIT who provided me with an opportunity to join the Computer Course in Jan 2022. This greatly helped build my skills and I was able to start my career as Coordinator in Suno FM Radio Station. **Female GIT Trainee**

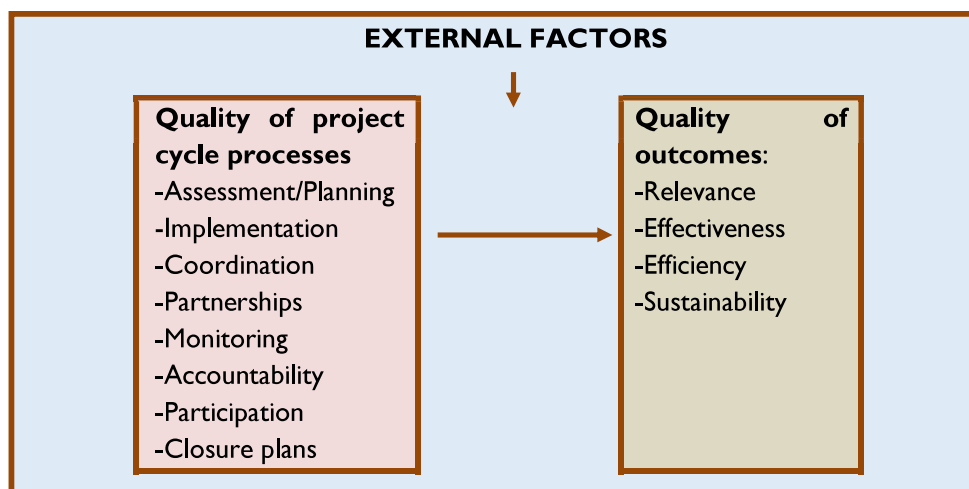
## ANNEX 7: EVALUATION FRAMEWORK

### Evaluation Framework

The evaluation used the following guiding principles:

- (i) using an appreciative inquiry approach to highlight program strengths and good practices;
- (ii) appreciating contextual challenges;
- (iii) focusing on the most marginalized groups, especially the elderly, women and children;
- (iv) ensuring cultural and political sensitivity, neutrality and confidentiality;
- (v) emphasizing participatory approaches;
- (vi) incorporating local knowledge and analysis;
- (vii) providing practical, concise and replicable recommendations and insights.

The team evaluated the project along the criteria given in the TORs using the analytical framework given below. According to this framework, the quality of project cycle processes determines the quality and final outcomes of the project. External factors also affect the quality and the success of the project. Thus, the evaluation started by reviewing the quality of project processes, i.e., planning (e.g., assessment quality, resourcing etc.); implementation (e.g., activity scheduling); coordination, monitoring (e.g., quality of monitoring framework, follow-up etc.); and closure plans (e.g., hand-over and follow-up plans). Following this, the evaluators reviewed project outcomes against the ToRs. Based on the review of outcomes, external factors and program processes, the evaluators related specific strengths and weaknesses in project outcomes to specific strengths and weaknesses in project processes and to external challenges. Consequently, it gave suggestions for strengthening project processes and outcomes and overcoming external challenges for future. A key focus was on the use of partnerships and local delivery to leverage capacity and local knowledge.



## ANNEX 8: EVALUATION MATRIX

<b>Key Criteria: Relevance/coherence</b>			
<b>Key Question:</b> How relevant and coherent are the various program components to the needs of beneficiaries, the priority of government, the focus of UNDP plans and other similar programs			
<ul style="list-style-type: none"> <li>• <b>Specific-sub-questions:</b> To what extent was the project in line with national development priorities, Balochistan's provincial goals, country Program outputs and outcomes, the UNDP Strategic Plan, and the SDGs?</li> <li>• To what extent does the project contribute to the theory of change for the relevant country Program outcome in Balochistan?</li> <li>• To what extent were lessons learned from other relevant projects in similar contexts considered in the project design?</li> <li>• To what extent were perspectives of men and women who could affect the outcomes, and those who could contribute information or other resources to the attainment of stated results, considered during project design processes?</li> <li>• To what extent does the project contribute to gender equality, the empowerment of women, and the human rights-based approach, considering the principles of Leave No One Behind (LNOB) and including the inclusion and empowerment of people with disabilities?</li> <li>• To what extent has the project been appropriately responsive to political, legal, economic, institutional, etc., changes in Balochistan and Pakistan?</li> </ul>			
<b>Data sources</b>	<b>Data collection methods/ tools</b>	<b>Indicators/ success standards</b>	<b>Methods for data analysis</b>
Documents Beneficiaries Govt officials Partners UNDP staff	Docs Review FGDs KIIs	Agreement across most sources	Content analysis and triangulation across all sources

<b>Key Criteria: Effectiveness</b>			
<b>Key Question:</b> How well did program implementation involve all stakeholders and satisfy their expectations			
<ul style="list-style-type: none"> <li>• <b>Specific-sub-questions:</b> To what extent did the project contribute to the country Program outcomes and outputs, the SDGs, the UNDP Strategic Plan, and national development priorities, specifically in Balochistan?</li> <li>• To what extent were the project outputs achieved, considering men, women, and vulnerable groups in Balochistan?</li> <li>• To what extent have different stakeholders been involved in project implementation?</li> <li>• To what extent are project management and implementation participatory, and is this participation of men, women, and vulnerable groups contributing towards achievement of the project objectives?</li> <li>• To what extent has the project been appropriately responsive to the needs of the national constituents (men, women, other vulnerable groups) and changing partner priorities?</li> </ul>			
<b>Data sources</b>	<b>Data collection methods/ tools</b>	<b>Indicators/ success standards</b>	<b>Methods for data analysis</b>
Documents Beneficiaries Govt officials Partners UNDP staff	Docs Review FGDs KIIs	Agreement across most sources	Content analysis and triangulation across all sources

<b>Key Criteria: Efficiency</b>			
<b>Key Question:</b> How well did the program convert inputs into outputs in terms of resource use/money and time and how well did MEAL activities help in doing so			

<ul style="list-style-type: none"> <li>• <b>Specific-sub-questions:</b> To what extent was the project management structure as outlined in the project document efficient in generating the expected results?</li> <li>• To what extent were resources mobilized and used to address inequalities in general, and gender issues in particular?</li> <li>• To what extent have the project implementation strategy and execution been efficient and cost-effective?</li> <li>• To what extent have project funds and activities been delivered in a timely manner?</li> <li>• To what extent do the M&amp;E systems utilized by UNDP ensure effective and efficient project management?</li> </ul>			
<b>Data sources</b>	<b>Data collection methods/ tools</b>	<b>Indicators/ success standards</b>	<b>Methods for data analysis</b>
Documents Beneficiaries Govt officials Partners UNDP staff	Docs Review FGDs KIIIs	Agreement across most sources	Content analysis and triangulation across all sources

<b>Key Criteria: Sustainability</b>			
<b>Key Question:</b> What outcomes did the program create and how likely are they to sustain?			
<ul style="list-style-type: none"> <li>• <b>Specific-sub-questions:</b> Are there any financial risks that may jeopardize the sustainability of project outputs affecting women, men, and vulnerable groups?</li> <li>• To what extent will target men, women, and vulnerable people benefit from the project interventions in the long-term?</li> <li>• To what extent will financial and economic resources be available to sustain the benefits achieved by the project?</li> <li>• Are there any social or political risks that may jeopardize sustainability of project outputs and the project contributions to country Program outputs and outcomes?</li> <li>• Do the legal frameworks, policies, and governance structures and processes within which the project operates pose risks that may jeopardize sustainability of project benefits?</li> <li>• What is the chance that the level of stakeholder ownership will be sufficient to allow for the project benefits to be sustained?</li> <li>• To what extent are lessons learned documented by the project team on a continual basis and shared with appropriate parties who could learn from the project?</li> <li>• What could be done to strengthen exit strategies and sustainability to support female and male project beneficiaries as well as marginalized groups?</li> </ul>			
<b>Data sources</b>	<b>Data collection methods/ tools</b>	<b>Indicators/ success standards</b>	<b>Methods for data analysis</b>
Documents Beneficiaries Govt officials Partners UNDP staff	Docs Review FGDs KIIIs	Agreement across most sources	Content analysis and triangulation across all sources

<b>Key Criteria: Inclusion of marginalized groups: LNOB, Gender Equality, Disability</b>			
<b>Key Question:</b> How well did the program involve and meet the needs of marginalized groups?			
<ul style="list-style-type: none"> <li>• <b>Specific-sub-questions:</b> <b>Human rights (LNOB)</b></li> <li>• How does the project design and strategy specifically address the needs of poor, Indigenous, physically challenged individuals, and other disadvantaged and marginalized groups in Balochistan to ensure equitable benefits?</li> <li>• To what extent have poor, Indigenous and physically challenged, women, men and other disadvantaged and marginalized groups benefited from the Project implementation in Balochistan?</li> </ul>			

**Gender equality**

- To what extent have gender equality and the inclusion of women and transgender been addressed in the design, implementation, and monitoring of the project?
- Is the gender marker assigned to this project representative of reality?

**Disability**

- Were persons with disabilities consulted and meaningfully involved in the project design, planning and implementation?
- What proportion of the beneficiaries of a project were persons with disabilities?
- What barriers did persons with disabilities face?

<b>Data sources</b>	<b>Data collection methods/ tools</b>	<b>Indicators/ success standards</b>	<b>Methods for data analysis</b>
Documents Beneficiaries Govt officials Partners UNDP staff	Docs Review FGDs KIs	Agreement across most sources	Content analysis and triangulation across all sources

## ANNEX 9 : SCHEDULE OF KEY MILESTONE

Timeframe	Key Deliverables/Tasks
<b>Inception Phase (1)</b>	
22 September 2024	Onboarding of consultant and handover of key documents for evaluation
27 September 2024	Document review and submission of Draft Inception Report
04 October 2024	Finalization and Validation of the Inception Report by commissioning unit and MSU
<b>Fieldwork phase (2)</b>	
October 1-15, 2024	Data collection Mission: - stakeholder meetings, interviews, field visits, etc.
	Team 1 (Team Leader): Quetta;
	Team 2: Gwadar (7-10); Karachi (11)
<b>Report writing and finalization Phase (3)</b>	
October 21, 2024	Mission wrap-up meeting & presentation of initial findings; earliest end of the mission for quality assurance purpose
October 23, 2024	Preparation of draft MTE report and submission for review and feedback
November 25, 2024	Incorporation of comments on draft MTE report into Audit Trail & finalization of the final report
November 30, 2024	Submission of MTE report in ERC

### ANNEX 10: RESULTS FRAMEWORK ANALYSIS

EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)						DATA COLLECTION METHODS & RISKS	Total Target	Achievements
			Value	Year 2018	Year 2019	Year 2020	Year 2021	Year 2022	Year 2023	FINAL 2024			
<b>Output 1</b>												<b>22</b>	<b>25</b>
<b>Enhanced capacities of the local governments to effectively plan and deliver services to achieve the SDGs.</b>													
	<i>1.1 Extent to which local governments' capacities are enhanced to effectively plan, monitor and evaluate the progress on the SDG targets</i>	Progress reports; District development plans	Very partially Existing M&E method, state of play		Partially 4 districts targeted	Partially, All the 4 districts improve their planning & M&E	Partially Baseline of scale up districts established	Partially, 3 scale up districts improved planning and M&E	Partially, Total of 3 scale up districts improved planning and M&E	Largely, All scale up districts have improved planning and M&E	Risk is around local government not having the capacity or knowledge to deliver and/or learn from M&E. There may be a different risk between Baloch vs. Pashtun districts in the way communities are governed and therefore the reach and impact of providing basic services	14	11
	<i>1.2 Number of innovative solutions developed in partnership with government, civil society and the private sector</i>	UNDP Country reports. Progress and evaluation reports.	zero		0, Consultation initiated	2 innovative solutions at provincial or district levels established	2 Innovation identified for districts and provincial level	2 innovative solutions at provincial or district levels established in scale up	2 innovative solutions at provincial or district levels established	2, innovative solutions and number of additional people reached compared to reach without innovation	Political instability and insecurity prevents the application of innovative solutions	8	14



EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)						DATA COLLECTION METHODS & RISKS	Total Target	Achievements
			Value	Year 2018	Year 2019	Year 2020	Year 2021	Year 2022	Year 2023	FINAL 2024			
<b>Output 2 Accelerating the delivery of SDGs by investing in basic services to address immediate and urgent needs with a special focus on women and vulnerable groups.</b>													
	2.1 Number of women and vulnerable groups reached by project interventions	Progress and evaluation reports; District and Provincial government development reports.	zero but can use other UNDP projects to help assess baseline		5,000 vulnerable men, women and children reached	5,000 vulnerable men, women and children reached	0, Establish new target beneficiaries for the scale up	20,000 vulnerable men, women and children reached	20,000 vulnerable men, women and children reached	50,000 vulnerable men, women and children reached by end of project	Insecurity may prevent project from getting to women and vulnerable groups.	100,000	251,000
	2.2 Number of basic infrastructure scheme built or supplied	Progress and evaluation reports.	0, existing infrastructure		20 improved, education, health, and water and sanitation	20 improved education, health, and water and sanitation	60 improved, education, health, and water and sanitation	Total of 100, improved, education, health, and water and sanitation	Total of 100 villages have improved water and sanitation	Total of 300 villages have improved water and sanitation	Conflict damage to infrastructure. Lack of a maintenance and servicing plan. No maintenance budget	600	101
<b>Output 3 Livelihoods opportunities created for both men and women through skills training, business development and trade</b>													

EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)						DATA COLLECTION METHODS & RISKS	Total Target	Achievements
			Value	Year 2018	Year 2019	Year 2020	Year 2021	Year 2022	Year 2023	FINAL 2024			
	3.1 Number of jobs created by the project	Ministry of Labor. Annual reports from business and enterprises.	Existing employment by sector		0	250, 500male and female trained in market-oriented skills and at least 50% get jobs	1000, 2000 male and female trained in market-oriented skills and at least 50% get jobs	1750, 3500 male and female trained in market-oriented skills and at least 50% get jobs	3000, 6000 male and female trained in market-oriented skills and at least 50% get jobs	4000, 8,000 male and female trained in market-oriented skills and at least 50% get jobs	Project partners not being able to match needs of job market with skills development and training  Pakistan economy deteriorates significantly	10000	1672
<b>Effective project management and oversight.</b>													
	4.1 Project managed efficiently and effectively (through 3rd party evaluation)	Steering Committee minutes. UNDP progress reports. 3rd Party evaluations	zero		Baselines targets and beneficiaries set	10% Log frame targets being achieved	25% Log frame targets being achieved	50% Log frame targets being achieved	75% Log frame targets being achieved	100% Log frame targets being achieved	See risks and assumptions table above		

The results matrix analysis shows that the project has achieved overall targets on output 1 (with underachievement on output 1.1 but overachievement on output 1.2). It has exceeded the target on number of persons reached by 2.5 times (output 2.1). But it is lagging behind on output 2.2 and output 3. However, the project is going for a no-cost extension until December 2025 and expects to reach all targets by then. The outcomes, outputs etc. score well on SMART criteria in almost all cases. The exceptions are Indicator 1.1- Extent to which local governments' capacities are enhanced to effectively plan, monitor and evaluate the progress on the SDG targets. It would be better to define this in terms of number of staff trained or training events..

## ANNEX 11: MONITORING PLAN

Project Name: *Balochistan SDG Accelerated Delivery Project*

Project ID: **00130298**

Expected Results (Outcomes & Outputs)	Indicators	Baseline	Targets	Data Collection Plan Source				
				Source/Method of Collection	Schedule/Frequency	Responsible Staff	Resources (\$)	Risks and Assumptions
Obtained from the CPD and project Results Frameworks)	Obtained from the CPD and project Results Frameworks)	At the project start date	At the project end date	Specific publication, evaluation, survey, field observation, interviews, etc	Monthly, quarterly, annually, etc.	Staff member responsible for collecting and reporting data	Estimated cost of collecting and reporting data	Any risks or assumptions concerning data collection
<b>UNSDCF Outcome 2:</b> By 2027, people in Pakistan, especially those most marginalized and at risk of being left behind, will benefit from sustained, inclusive and green economic growth, through catalysing the medium, small and micro-enterprise (MSME) sector, which drives progress, creates adequate decent jobs for youth, adolescent girls and women, people with disabilities, and other vulnerable segments of society; promotes innovative	4.2. Proportion of informal non-agriculture employment, by sex (SDG 8.3.1)	Baseline (2020-2021): Total 72.4% Men 72.7% Women 70.5% (Labor Force Survey, 2018-2019)	Target (2027): Total 2,30,000 Men 47% Women 53% Youth 66% of total beneficiaries Person with disabilities 0.5%	Surveys (Schools and Hospitals) Student Attendance during school sessions Monitoring visits and engineering reports	Monthly, Quarterly, Annual	Project Management Specialist	5,000	

Expected Results (Outcomes & Outputs)	Indicators	Baseline	Targets	Data Collection Plan Source				
				Source/Method of Collection	Schedule/Frequency	Responsible Staff	Resources (\$)	Risks and Assumptions
and responsible MSMEs where gender barriers are addressed; and protects workers, including vulnerable and marginalized workers, from all forms of exploitation	4.5. Proportion of small-scale industries with a loan or line of credit (SDG 9.3.1)	Baseline (2020-2021): 15.6%	Target (2027): 12%	MPD/SI	Annual	Project Management Specialist	0	
<b>CPD Output 2.1:</b> Enabling business environment and financing for development (including technical and financial ecosystem) for job-rich economic and regional connectivity and cross-border development	Indicator 2.1.1 (IRRF 1.3.1) Number of people accessing basic services: • Female • Male	Baseline (2022): Total beneficiaries: 157,181 -Women: 67,881 - Men: 89,300	Target (2024): Nil	MPD/SI Progress and evaluation reports; District and Provincial government	Annual	Project Management Specialist	0	

Expected Results (Outcomes & Outputs)	Indicators	Baseline	Targets	Data Collection Plan Source				
				Source/Method of Collection	Schedule/Frequency	Responsible Staff	Resources (\$)	Risks and Assumptions
	<ul style="list-style-type: none"> <li>•Sex-disaggregated data unavailable</li> <li>• Poor (income measure)</li> <li>•Informal sector workers</li> <li>•Youth</li> <li>•Persons with disabilities</li> </ul>	<ul style="list-style-type: none"> <li>-Poor (income measure): 157,181</li> <li>-Youth: 103,179</li> <li>-Persons with disabilities: 754</li> </ul>		development reports.				
<b>CPD Output 2.2:</b> Access to basic services and financial and non-financial assets and services improved to support productive capacities for sustainable livelihoods, jobs employability for youth, girls/women, and other vulnerable groups	<p>Indicator 2.2.2 (IRRF 3.3.1). Number of people benefitting from jobs and improved livelihoods in crisis or post-crisis settings:</p> <ul style="list-style-type: none"> <li>• Women</li> <li>• Men</li> <li>• Poor (income measure)</li> <li>• Youth</li> </ul>	<p>Baseline (2022): Total beneficiaries: 564,940</p> <ul style="list-style-type: none"> <li>- Women: 276,821</li> <li>- Men: 288,119</li> <li>- Poor (income measure): 564,940</li> <li>- Youth: 372,860</li> <li>- Persons with disabilities: 2,712</li> </ul>	Target (2024): Nil	MPD/SI Progress and evaluation/ engineering reports; District and Provincial government development reports	Annual	Project Management Specialist	0	

Expected Results (Outcomes & Outputs)	Indicators	Baseline	Targets	Data Collection Plan Source				
				Source/Method of Collection	Schedule/Frequency	Responsible Staff	Resources (\$)	Risks and Assumptions
	• Persons with disabilities							
<b>Output 1:</b> Enhanced capacities of the local governments to effectively plan and deliver services to achieve the SDGs	<i>1.1 Extent to which local governments' capacities are enhanced to effectively plan, monitor and evaluate the progress on the SDGs targets</i>	Baseline 1.1: Scale 2 (Very Partially)	Target 1.1: 50 Govt officials	MPD/SI Progress and evaluation/engineering reports; District and Provincial government development reports	Biweekly/monthly/Quarterly/annually	NPMS, PC,	0	Acceptability of the innovative solution by govt departments and availability of the skilled human resource for the implementation of innovative solutions
	<i>1.2 Number of innovative solutions developed in partnership with government, civil society and private sector</i>	Baseline 1.2: 0	Target 1.2 : No Target for 2024	MPD/SI Progress and evaluation/engineering reports; District and Provincial government development reports	Biweekly/monthly/Quarterly/annually	NPMS, PC,	0	Acceptability of the innovative solution by govt departments and availability of the skilled human resource for the implementation of innovative solutions

Expected Results (Outcomes & Outputs)	Indicators	Baseline	Targets	Data Collection Plan Source				
				Source/Method of Collection	Schedule/Frequency	Responsible Staff	Resources (\$)	Risks and Assumptions
<b>Output 2:</b> Accelerating the delivery of the SDGs by investing in basic services to address immediate and urgent needs with a special focus on the needs of women and vulnerable groups.	<i>2.1 Number of vulnerable men, women and children beneficiaries reached</i>	2.1=0	2.1=Total number of Beneficiaries 230,000 (Men =77,050 Women = 77,050 Children= 75,900)	MPD/SI Progress and evaluation/engineering reports; District and Provincial government development reports development reports.	Biweekly/monthly/Quarterly/annually	NPMS, PC,	0	Insecurity may prevent project from getting to women and vulnerable groups.
	<i>2.2. Number of basic-infrastructure schemes initiated or supplied</i>	2.2=0	2.2= 26 (Schools = 16 Hospitals= 10 )	MPD/SI Progress and evaluation/engineering reports; District and Provincial government development reports	Biweekly/monthly/Quarterly/annually	NPMS, PC,	0	Conflict may damage infrastructure. Lack of maintenance and servicing plan. No maintenance budget.

Expected Results (Outcomes & Outputs)	Indicators	Baseline	Targets	Data Collection Plan Source				
				Source/Method of Collection	Schedule/Frequency	Responsible Staff	Resources (\$)	Risks and Assumptions
<b>Output 3:</b> Developing alternative livelihoods (for both men and women) and stimulating the local economy through skills training, business development and trade	<i>3.1 Number of jobs created for men and women</i>	3.1=0	4,149	Training Reports. Market assessments Ministry of Labor. Annual reports from business and enterprises	Biweekly/monthly/Quarterly/annually	PMS, PC	0	Project partners not being able match needs of job market with skills development and training  Pakistan economy deteriorates significantly
<b>Total</b>							<b>5,000</b>	

The monitoring plan above is a comprehensive one, covering all outputs and activities and assigns sufficient resources. In particular, the monitoring done by the Quetta office, field Engineer and Project Manager were highly effective and helped improve the program quality. The indicators are appropriate and the sources of information are comprehensive and diverse.



## ANNEX 12: RISK MANAGEMENT ANALYSIS

<b>Project Title:</b> Balochistan SDGs Accelerated Delivery Project	<b>Project ID:</b> 00130298	<b>Date:</b> 15-Sep-23
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#	Event	Cause	Impact(s)	Risk Category and Sub-category (including Risk Appetite)	Impact, Likelihood & Risk Level (see Annex 3 Risk Matrix)	Risk Owner (individual accountable for managing the risk)	Risk Treatment and Treatment Owner	Risk Implementation in Project
1	The security situation in the project areas (Killa Abdulla, Nushki, Quetta, Gwadar, Killa Saifullah, Pashin and Loralai) may remain volatile/fluid due to law and order situation arises from manmade disasters like bomb explosions by miscreants, or natural disasters like floods and earthquake etc during the project period (source	Due to civil unrest, militancy and illegal cross border activities. (UNDSS and Media reports)	It may lead to limited staff and partners access to project areas and target groups and institutions causing delay of approximately 2-3 months in implementation of project activities contributing to outputs 1, 2 and 3	<b>8. SAFETY AND SECURITY (8.5. Civil unrest) - UNDP Risk Appetite: CAUTIOUS</b>	Likelihood: <b>2 - Low likelihood</b>  Impact: <b>3 - Intermediate</b>  Risk level: <b>LOW (equates to a risk appetite of CAUTIOUS)</b>	Muhammad Riaz, Program Manager	Risk Treatment 1.1: The project activity log will be prepared in consultation with all stakeholders to avoid any delays due to security risk. Alternative plan will be part of the planning in case the security situation worsens. Local partners (such as training institutes, academia etc.) will be given preference to be engaged in the project implementation. Risk Treatment Owner: Muhammad Riaz, Program Manager	There was a demonstrable deterioration in the security situation in Balochistan during the project implementation. This meant that fool proof security arrangements had to be made while undertaking construction activities or travelling to project implementation areas. In the former case, the project team ensured local contractors and labor were engaged in construction activities to prevent attacks by ethnonationalist militants. Furthermore, project teams coordinated with UNDSS and local law enforcement authorities while travelling to intervention areas. This ensured

#	Event	Cause	Impact(s)	Risk Category and Sub-category (including Risk Appetite)	Impact, Likelihood & Risk Level (see Annex 3 Risk Matrix)	Risk Owner (individual accountable for managing the risk)	Risk Treatment and Treatment Owner	Risk Implementation in Project
	UNDSS and media reports)							that project staff as well as implementing partners remained safe from any safety and security risks in project implementation areas.  Finally, alternative (online) arrangements were made to ensure that scheduled trainings were not disrupted due to security threats in target areas.
2	if project trained beneficiaries (trained in plumbing, electrician, boat making, Computer technology, entrepreneurship, heavy machinery operators, carpentry etc) along with provision of toolkits do not find jobs and alternate business (such as small workshop or stores as an enterprise) supported do not	Due to market saturation, the deployment of skill labors faces difficulty. Apart from it, the economic activities curtailed down due to inflation and poor economy have limited room to accommodate the skilled labor force within the country and abroad.	This may impact the project's outputs 1, 2 and 3 related livelihoods opportunities for the youth of Balochistan.	<b>I. SOCIAL AND ENVIRONMENTAL (1.10. Labour and working conditions) - UNDP Risk Appetite: CAUTIOUS</b>	Likelihood: <b>2 - Low likelihood</b>  Impact: <b>3 - Intermediate</b>  Risk level: <b>LOW (equates to a risk appetite of CAUTIOUS)</b>	Muhammad Riaz, Program Manager	Risk Treatment 2.1: feasibility studies prior to the initiation of the construction activities to identify the potential environmental risks and impacts on the project. Risk Treatment 2.2:  Proper market analysis will be done to choose the specific trades of technical and vocational trainings and relevant toolkits.  Wide circulation of the trainings programs via local newspapers and social media to attract the most suitable youth.	The Project worked with Government and local partners to ensure that only market driven trades are selected in training programs. Furthermore, selected beneficiaries of entrepreneurship programs were provided with small grants to initiative businesses. This ensured a high intake of training graduates in local markets with tracer studies indicating that 45% of the youth trained under the project got employed.

#	Event	Cause	Impact(s)	Risk Category and Sub-category (including Risk Appetite)	Impact, Likelihood & Risk Level (see Annex 3 Risk Matrix)	Risk Owner (individual accountable for managing the risk)	Risk Treatment and Treatment Owner	Risk Implementation in Project
	perform well. (Source= Post training follow up reports)						The aptitude test of the trainees prior to enrolment shall be mandatory for selection of most suitable candidates. Proper capacity assessment of the intended beneficiaries will be done prior to transfer of toolkits.  Risk Treatment Owner: Muhammad Riaz, Program Manager	
3	If women in project areas doesn't fully participate in project activities such as livelihoods trainings or as paid employees. (source - Prodoc)	Due to the cultural setup of the project areas, which restricts women to be economically active and exercise their decision. (source = Prodoc)	It can lead to discrimination against women, especially regarding access to opportunities and benefits impacting project output 2.	<b>I. SOCIAL AND ENVIRONMENTAL (1.2. Gender equality and women's empowerment) - UNDP Risk Appetite: CAUTIOUS</b>	Likelihood: <b>2 - Low likelihood</b>  Impact: <b>1 - Negligible</b>  Risk level: <b>LOW (equates to a risk appetite of CAUTIOUS)</b>	Muhammad Riaz, Program Manager	Risk Treatment 3.1:  Planning of socially acceptable activities for women of Balochistan. Women will be allowed to accompany with her male partners while attending or participating in project activities. Maximum engagement of women staff in project to facilitate women beneficiaries' participation into project activities.  Risk Treatment Owner: Muhammad Riaz, Program Manager	The project ensured that all training arrangements for women beneficiaries were culturally compatible and specifically designed for women. In this regard, all female/segregated classes were organized for women to encourage participation and selected trades were in line with the demands and aspirations of local women for increased participation and possible employment in local markets. As a result of effective risk management, women

#	Event	Cause	Impact(s)	Risk Category and Sub-category (including Risk Appetite)	Impact, Likelihood & Risk Level (see Annex 3 Risk Matrix)	Risk Owner (individual accountable for managing the risk)	Risk Treatment and Treatment Owner	Risk Implementation in Project
								formed at least 40% of the project beneficiaries which is a significant number for conservative areas of Balochistan.
4	If project team is unable to perform project activities (such as assessments, data collection and surveys in project areas). (Source = UNDSS reports and meetings with government of Balochistan departments)	Due to Balochistan's government and security agencies' restrictions on assessments, data collection and surveys considering volatile security situation of the province. This restriction may be for limited time or may continue throughout the project life (Source = UNDSS reports and meetings with government of Balochistan departments)	It may lead to absence of well-articulated data, and firsthand information about the project areas. The project intervention may not yield the desired results associated with project's outputs 1, 2 and 3.	<b>3. OPERATIONAL (3.5. Partners' engagement) - UNDP Risk Appetite: EXPLORATORY TO OPEN</b>	Likelihood: <b>2 - Low likelihood</b>  Impact: <b>3 - Intermediate</b>  Risk level: <b>LOW (equates to a risk appetite of CAUTIOUS)</b>	Muhammad Riaz, Program Manager	Risk Treatment 4.1:  The project team will have close coordination with line departments including Law Enforcement Agencies. The projects' objective and nature of activities will fully be explained to them and will involve them where necessary to build the trust.  Risk Treatment Owner: Muhammad Riaz, Program Manager	The project encountered this challenge and addressed it by closely coordinating with the Government and meeting all official requirements in terms of getting No Objection Certificates (NOCs) from relevant authorities. This allowed the project to complete all data collection exercises without delay.

#	Event	Cause	Impact(s)	Risk Category and Sub-category (including Risk Appetite)	Impact, Likelihood & Risk Level (see Annex 3 Risk Matrix)	Risk Owner (individual accountable for managing the risk)	Risk Treatment and Treatment Owner	Risk Implementation in Project
5	Preparing incorrect Bill of Quantities and drawings.	Human error or lack of attention to detail while preparing the Bill of Quantities and drawings, or inadequate knowledge and training on the part of the person responsible.	Delays in the construction work, rework, or change orders may lead to additional costs, waste of time and resources, and compromise the quality of the final output.	<b>2. FINANCIAL (2.2. Value for money) - UNDP Risk Appetite: MINIMAL TO CAUTIOUS</b>	Likelihood: <b>1 - Not likely</b> Impact: <b>4 - Extensive</b> Risk level: <b>LOW (equates to a risk appetite of MINIMAL)</b>	Muhammad Riaz, Program Manager	Risk Treatment 5.1: BOQs and Drawings are to be prepared by a well-reputed consulting firm.  Risk Treatment 5.2: The documents are to be reviewed by the end-user, UNDP.  Risk Treatment Owner: Muhammad Riaz, Program Manager	To mitigate this risk, the Project hired a full-term engineer to develop BOQs. The documents prepared by the engineer were vetted by another independent engineer from the CO or project to ensure that possible errors were rectified before starting the contracting process for civil works.
6	If there are travel restrictions due to COVID-19 causing suspension of flights, lockdown, mandatory social distancing and strict SOPs. Source (NCOC/NIH)	Due to resurgence of COVID-19 in the country, Government of Pakistan (GoP), may impose smart lockdowns, travel restrictions, mandatory social distancing etc. (source NCOC-NIH)	It may impact the delivery of field level activities of the project such as trainings, assessment, surveys and distribution of toolkits under outputs 1, 2 and 3.	<b>1. SOCIAL AND ENVIRONMENTAL (1.6. Community health, safety and security) - UNDP Risk Appetite: CAUTIOUS</b>	Likelihood: <b>3 - Moderately likely</b> Impact: <b>3 - Intermediate</b> Risk level: <b>MODERATE (equates to a risk</b>	Muhammad Riaz, Program Manager	Risk Treatment 6.1.:  Switching over to alternate mode of communication and monitoring like using zoom meeting, videos calls etc. in case the restriction on mobility is imposed.  All partners, staff and community members will bound to follow the SOPs.	This risk was relevant in 2022 only where standard Covid 19 protocols on social distancing and online engagement with officials/beneficiaries was followed. This was facilitated by the CO IT infrastructure which was significantly improved during the pandemic.

#	Event	Cause	Impact(s)	Risk Category and Sub-category (including Risk Appetite)	Impact, Likelihood & Risk Level (see Annex 3 Risk Matrix)	Risk Owner (individual accountable for managing the risk)	Risk Treatment and Treatment Owner	Risk Implementation in Project
					appetite of <b>EXPLORATORY</b> )		Risk Treatment Owner: Muhammad Riaz, Program Manager	

In the opinion of the evaluation team, the project accurately identified project risks and managed them well through adequate security protocols to avoid any security incidents. They success factors were strong acceptance strategies to reduce risks, low profile, close coordination with local stakeholders, strong security protocols and strong local knowledge.

## ANNEX 13: FINANCIAL UTILIZATION ANALYSIS

Balochistan SDGs Acceleration Project						
Output No	Output Description	AWP amount 2018-2024	utilization as of 30th Sep 2024	Balance USD	Delivery (%)	Remarks
Output 1	Enhanced capacities of the local governments to effectively plan and deliver services to achieve the SDGs	223,400.00	223,400.00	-	100%	
Output 2	Accelerating the delivery of SDGs by investment in basic services to address immediate and urgent needs with a special focus on women and vulnerable groups	2,929,883.00	2,547,882.00	382,001.00	87%	The remaining amount pertains to Action 2.2.1a (Restoration of infrastructure facilities in hospitals and schools in target districts). The project has been extended until December 2025, with activities scheduled for execution in 2025. However, the contracting process is expected to be completed by December 2024.
Output 3	Livelihood opportunities created for both men and women through skills training, business development and trade	1,650,903.00	864,613.00	786,290.00	52%	The remaining amount pertains to Action 3.1.1.b (Provide essential tools kit/assets for productive use in the 7 settlement camps of four districts in Balochistan with special focus on women and person with disabilities). The project has been extended until December 2025, with activities scheduled for execution in 2025. However, the contracting process is expected to be completed by December 2024.
<b>Total USD</b>		<b>4,804,186.00</b>	<b>3,635,895.00</b>	<b>1,168,291.00</b>	<b>76%</b>	

Overall, budget utilization is good, and the project is expected to fully utilize all financial resources by its end.



## ANNEX 14: KEY INFORMANT INTERVIEW INSTRUMENT

Evaluation of UNDP Balochistan Accelerated SGDs Project				
Date	Province	District	City	Venue
<b>Organization</b>				
<b>Interviewee's Name</b>		<b>Interviewer's Name</b>		
<b>Designation</b>		<b>Start/End Time</b>		

### **Introduction**

Greetings - Thank you very much for meeting us today. My name is \_\_\_\_\_ and I am conducting an **Evaluation of UNDP Balochistan Accelerated SGDs Project**. The review will help UNDP to identify project outcomes, identify gaps, harness lessons and inform revisions to future similar projects. With your permission, we would like to record this discussion so that we accurately capture what you say and do not miss any important point. Please be assured that your responses will be kept strictly confidential and not shared with anyone. In case we need to mention something you have said in our evaluation report, you will not be identified by name or position. Do you agree to be interviewed? Y/N

### **Relevance/Coherence**

- To what extent was the design and planning of the project in line with the priorities of your parent organization/government and how? Please give 3-4 specific examples. How can the alignment be improved in future?
- To what extent were lessons learned from other relevant projects in similar contexts considered in the project design? Please give 3-4 specific examples. How can learning be improved in future?
- To what extent were perspectives of men and women who could affect the outcomes, and those who could contribute information or other resources to the attainment of stated results, considered during project design processes? Please give 3-4 specific examples. How can this be improved in future?
- To what extent does the project consider in its design gender equality, the empowerment of women, and the human rights-based approach, considering the principles of Leave No One Behind (LNOB) and including the inclusion and empowerment of people with disabilities? Please give 3-4 specific examples. How can this be improved in future?
- To what extent has the project consider in its design the political, legal, economic, institutional, etc., changes in Balochistan and Pakistan? Please give some specific examples and gaps.

### **Effectiveness**

- To what extent did the project implementation in practice contribute to the priorities of your parent organization/government and how? Please give 3-4 specific examples. How can the alignment be improved in future?
- To what extent were the project outputs achieved, considering men, women, and vulnerable groups in Balochistan? What were the significant successes and main gaps?
- To what extent did the project ensure that your organization was involved in project implementation? What were the significant successes and main gaps?

- To what extent are project management and implementation participatory, and is this participation of men, women, and vulnerable groups contributing towards achievement of the project objectives? What were the significant successes and main gaps in this regard? Please give specific examples.
- To what extent has the project been appropriately responsive to the needs of the national constituents (men, women, other vulnerable groups) and changing partner priorities? Please give specific examples of successes and gaps.

### **Efficiency**

- To what extent was the project management structure time and cost-efficient in generating the expected results? Please give specific examples of successes and gaps.
- To what extent were resources mobilized efficiently and used to address inequalities in general, and gender issues in particular? Please give specific examples of successes and gaps.
- To what extent have the project implementation strategy and execution been efficient and cost-effective? Please give specific examples of successes and gaps.
- 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? Please give specific examples of successes and gaps.

### **Sustainability**

- Are there any financial risks that may jeopardize the sustainability of project outputs affecting women, men, and vulnerable groups? Please give specific examples of successes and gaps.
- To what extent will target men, women, and vulnerable people benefit from the project interventions in the long-term? Please give specific examples of successes and gaps.
- To what extent will financial and economic resources be available to sustain the benefits achieved by the project? Please give specific examples of successes and gaps.
- Are there any social or political risks that may jeopardize sustainability of project outputs and the project contributions to country Program outputs and outcomes? Please give specific examples of successes and gaps.
- Do the legal frameworks, policies, and governance structures and processes within which the project operates pose risks that may jeopardize sustainability of project benefits? Please give specific examples of successes and gaps.
- What is the chance that the level of stakeholder ownership will be sufficient to allow for the project benefits to be sustained? Please give specific examples of successes and gaps.
- To what extent are lessons learned documented by the project team on a continual basis and shared with appropriate parties who could learn from the project? Please give specific examples of successes and gaps.
- What could be done to strengthen exit strategies and sustainability to support female and male project beneficiaries as well as marginalized groups? Please give specific examples of successes and gaps.

### **Human rights (LNOB)**

- How does the project design and strategy specifically address the needs of poor, Indigenous, physically challenged individuals, and other disadvantaged and marginalized groups in Balochistan to ensure equitable benefits? Please give specific examples of successes and gaps.

- To what extent have poor, Indigenous and physically challenged, women, men and other disadvantaged and marginalized groups benefited from the Project implementation in Balochistan? Please give specific examples of successes and gaps.

**Gender equality**

- To what extent have gender equality and the inclusion of women and transgender been addressed in the design, implementation, and monitoring of the project? Please give specific examples of successes and gaps.
- Is the gender marker assigned to this project representative of reality? Please give specific examples of successes and gaps.

**Disability**

- Were persons with disabilities consulted and meaningfully involved in the project design, planning and implementation? Please give specific examples of successes and gaps.
- What proportion of the beneficiaries of a project were persons with disabilities?
- What barriers did persons with disabilities face? Please give specific examples of successes and gaps.

What were the main lessons from the implementation of the project activities?

What are your main recommendations for future phases of the project?

Do you have any project document that provides further information on these issues?

Thanks for your time.

## ANNEX 15: FOCUS GROUP DISCUSSION INSTRUMENT

Evaluation of UNDP Balochistan Accelerated SGDs Project				
Date	Province	District	City	Venue
<b>Organization</b>				
<b>Interviewee's Name</b>		<b>Interviewer's Name</b>		
<b>Designation</b>		<b>Start/End Time</b>		

### **Introduction**

Greetings - Thank you very much for meeting us today. My name is \_\_\_\_\_ and I am conducting an **Evaluation of UNDP Balochistan Accelerated SGDs Project**. The review will help UNDP to identify project outcomes, identify gaps, harness lessons and inform revisions to future similar projects. With your permission, we would like to record this discussion so that we accurately capture what you say and do not miss any important point. Please be assured that your responses will be kept strictly confidential and not shared with anyone. In case we need to mention something you have said in our evaluation report, you will not be identified by name or position. Do you agree to be interviewed? Y/N

### **Project Relevance:**

FGD Questions	Please identify 2-3 strengths for each item	Please identify 2-3 gaps/ suggestions for improvement
1. Did the project consult the community/beneficiaries properly about their needs before starting the project? <b>Probe:</b> Were all sections, women elderly/disabled persons consulted? Was the method, timing, length of consultation appropriate? <i>Kia munsooba shoroo kurnay say pehlay community ki zarooriat kay baray may us se poocha gaya tha?</i>		
2. Did the project consult the community/beneficiaries during implementation? <b>Probe:</b> Were all sections, women elderly/disabled persons consulted? Was the method, timing, length of consultation appropriate? <i>Kia munsoobay kay doraan community say mushwara lee-a gaya tha?</i>		
3. Has the project provided services to the most deserving and needy persons? <i>Kia is munsoobay nay sahooliaat mustahiq tareen gharanon ko farahum kee hain?</i>		
4. Has the project provided services that meet the most important needs of the beneficiaries? <b>Probe:</b> Any important needs not met adequately? Why? <i>Kia is munsoobay nay aap ki community ki ahum tareen zarooriat ko poora kia hay?</i>		
5. Did the project provide an opportunity to solve your complaints during the project?		

<p><b>Probe:</b> was the way of making complaint proper? Was there any problem which stopped people from making complaints?  <i>Kia aap ko munasib mawakay dee-ay ga-ay kay aap munsoobay kay baray may apni shikayat dur kara sakain?</i></p>		
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### **Project Effectiveness**

	<b>Please identify 2-3 strengths for each item</b>	<b>Please identify 2-3 gaps/ suggestions for improvement</b>
6. Has the project provided adequate information about project plans, including start, end, services to be provided etc		
7. Is the quality and quantity of the services satisfactory? <i>Kia sahooliaat ka mayaar or tadaad tasuli baksh hay?</i>		
8. Has the project provided services to the neediest persons in the community? <b>Probe:</b> If not, who was left out and why? <i>Kia is munsoobay nay sahooliaat community kay mustahiq tareen afraad ko farahum kee hain?</i>		
9. Has the project addressed the needs of women well? If not why not? <i>Kia is munsoobay nay murdon or auraton ki zarooriaat per barabar tawajo dee hay?</i>		
10. Has the project met the needs of poor and persons with disabilities well? If not why not? <i>Kia is munsoobay nay buchon or mazoor afraad ki zarooriaat ko behtar tareekay say pura kia hay?</i>		

### **Project efficiency**

	<b>Please identify 2-3 strengths for each item</b>	<b>Please identify 2-3 gaps/ suggestions for improvement</b>
11. Were resources used efficiently and honestly? Could the project had delivered services quicker or more cheaply?		
12. Were the services provided on time? <i>Kia sahooliyat burwaqt mohaiya ki gaeen?</i>		
13. Were the services provided in a convenient manner for you? <i>Kia aap ke khandaan ko sahooliyat ki farahmi asaani ke sath huwee?</i>		

### **Impact and Sustainability**

	<b>Please identify 2-3 strengths for each item</b>	<b>Please identify 2-3 gaps/ suggestions for improvement</b>
14. Have the project services helped improve your socio-economic status? Will their benefit sustain for long? If not why not?		

<p><i>Kia project ki sahooliaat nay aap ki muasharati-o-maashi durjay ko behtar kia hay? Kia ye fawa-id mustaqbil may burqaraar rahain gay?</i></p>		
<p>15. If you received vocational training, was it easy to find job or start business?  16. Did the training institute help you well with finding job/ starting business?  17. How well is the job/business doing?</p>		
<p>18. Did the project have any negative impact? If yes, please explain?  <i>Kia aap ki community per is munsoobay ka koi munfi asr hua hay? Agar aysa hay to mukhtasaran bayan karain?</i></p>		
<p>19. Will the impact last for long? If yes, why and if not why not? What could the project do to ensure this?</p>		
<p>20. Do you have any suggestions about how the project could have improved its services?  <i>Mansoobay ki Sahooliyaat ke mayaar ko behtar karnay ke liye app kiya mashwara den gay?</i></p>		

**THANK YOU FOR YOUR TIME AND GUIDANCE**

*Aap kay waqt or rehnumaee ka shukria*